

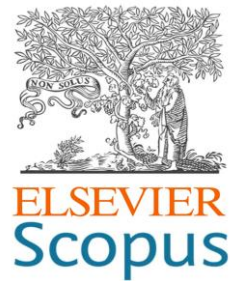


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## **Strategic Management of Rural Art Museums in Southern Zhejiang, the People's Republic of China, under Rural Revitalization**

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**Abstract:** This study examines the strategic management of rural art museums in southern Zhejiang in the context of rural revitalization. This study aims to conduct an in-depth analysis of the current operating status and development challenges of rural art museums with three main objectives: (1) to study and analyze rural art museums in southern Zhejiang; (2) to synthesize the strategic management of rural art museums in southern Zhejiang; (3) to create a proposal and formulate strategic management for rural art museums in southern Zhejiang. This study adopted a mixed methodology approach involving 300 stakeholders from five rural art museums in southern Zhejiang. The sample size was determined using stratified random sampling to ensure representativeness and breadth. The data collection tools included questionnaires, in-depth interviews, and field visits. Data analyses included descriptive statistics and factor and regression analyses. The research results indicate that: (1) the strategic management model of rural art museums in southern Zhejiang comprises nine components and 43 element indicators; (2) the strategic management model for rural art museums in southern Zhejiang is feasible and consistent with the empirical data; (3) a 27-item implementation guide was developed for the strategic management of rural art museums in southern Zhejiang. This study not only provides theoretical support and practical guidance for the



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strategic management of rural art museums in southern Zhejiang but also offers valuable insights for research on rural art museums nationwide. Additionally, it introduces a new perspective on regional relation research within academic communities, thereby contributing to a broader discourse on rural revitalization.

**Keywords:** strategic management; rural art museums; southern Zhejiang; rural revitalization; development challenges

## 乡村振兴背景下浙江南部乡村艺术博物馆的战略管理

**摘要：**本研究探讨乡村振兴背景下浙南乡村美术馆的战略管理问题。本研究旨在深入分析乡村美术馆的运营现状与发展挑战，主要目标有三：（1）研究分析浙南乡村美术馆；（2）总结浙南乡村美术馆的战略管理；（3）提出建议并制定浙南乡村美术馆战略管理方案。本研究采用混合方法论，涉及浙南五家乡村美术馆的300名利益相关者。样本量采用分层随机抽样确定，以确保代表性和广度。数据收集工具包括问卷调查、深度访谈和实地考察。数据分析包括描述性统计、因子分析和回归分析。研究结果表明：（1）浙南乡村美术馆战略管理模式由9个组成部分和43个要素指标组成；（2）浙南乡村美术馆战略管理模式可行且与实证数据一致；（3）制定了27项浙南乡村美术馆战略管理实施指南。本研究不仅为浙南乡村美术馆战略管理提供了理论支撑和实践指导，也为全国乡村美术馆研究提供了有益借鉴，为学界研究区域关系提供了新的视角，为乡村振兴提供了更广泛的讨论空间。

**关键词：**战略管理；乡村美术馆；浙南；乡村振兴；发展挑战

### 1. Introduction

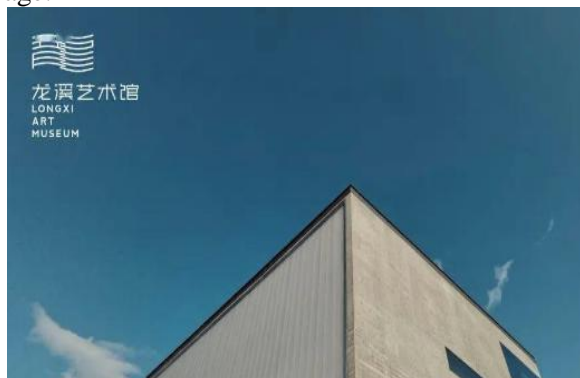
This rural restoration strategy for the use of rural resources and arts has led to the promotion of rural economic and cultural revitalization. Therefore, the strategic management of the Southern Zhejiang Rural Art Museum under the Rural Restoration of the People's Republic of China is part of this study. This research conducted a study on the development of rural art museums in southern Zhejiang Province. The outcomes of this rural restoration strategy will facilitate researchers' examination and comprehension of the role of rural resource utilization and artistic practices in art museums. Additionally, rehabilitation strategies can be used for economic, cultural, and social supervision of the countryside [1, 2]. Therefore, an in-depth study of the theoretical foundations of rural art management and operations can guide the sustainable development of such operations. Similarly, new perspectives and empirical results have been created for theoretical research related to art and rural revitalization.

Economic changes have already occurred in the social and environmental aspects of southern Zhejiang in terms of rural revitalization and artistic development. Therefore, in-depth studies and analyses of these cases can be used as references in other regions [3, 4]. However, this achievement in Zhejiang Province can also explain the scientific basis, which is empirical

support for the government and relevant agencies to formulate policies for rural restoration and the continuous development of the arts, at present and in the future. It can also provide specific advice for locations that want to be designed and strategically managed as well as the operation of rural art museums to maximize social and economic benefits. If the focus is on the operation of rural art museums, which must inspire and increase motivation, it will lead to the competitiveness of rural tourism through a good combination of art and tourism as well as promote the development of the local economy to increase income [5]. The implementation of this cultural and artistic project has led to the development of cultural knowledge and the quality of life of the residents of the community and significantly increased harmony and a sense of belonging within the community [6]. Therefore, strategic research on rural art museums in southern Zhejiang is of great importance in terms of both theoretical and practical principles. Therefore, this study examines the implementation of rural restoration strategies. In addition, the relationship between rural arts and rural economic development as well as the use of rural cultural resources to promote the sustainable development of rural art can be investigated.

However, the rural restoration strategy proposed at the 19th National Congress of the Chinese People's Party was implemented in accordance with the

opinions of the Central Committee of the Communist Party of China and the State Council on the good work of promoting comprehensive rural restoration in 2022. Thus, the art industry is an important sector in strengthening rural revitalization. In recent years, rural art, as an emerging cultural form, has begun to play an important role in rural revitalization and become an effective means of promoting rural social and economic development. Therefore, rural art museums function as intermediaries between traditional culture and contemporary society, fulfilling multiple roles and purposes, including cultural preservation, art exhibitions, education, and economic development. The southern part of Zhejiang Province has many historical and cultural resources and an outstanding geographical environment. This unique geographical environment has enabled the development of many rural art museums and villages, attracting tourists and capital to develop art projects and promote the growth of the local economy. This shows that the traditional paper-making techniques of Zeya, Wenzhou, Ou Hai District, are considered the "living fossils of Chinese paper production" and represent one of the oldest and most well-preserved ancient paper-making methodologies in China. The construction of the Longxi Rural Art Museum in Zeya exemplifies a model for the integration of the millennia-old paper mountain culture and contemporary art and rural life. Figures 1(a) and (b) contribute significantly to the promotion of the cultural heritage and economic development of the village.



(a)



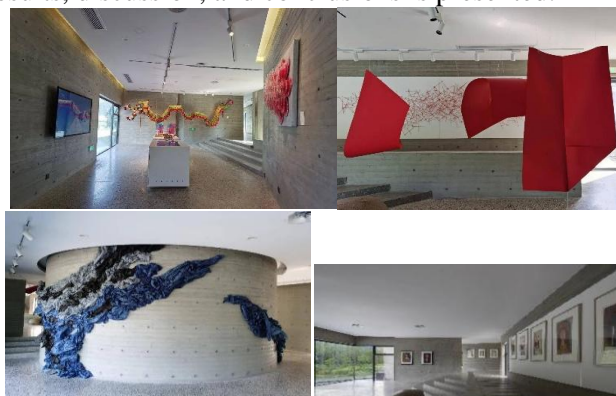
(b)

**Figure 1. Wenzhou's first museum of rural art,**

### Longxi Art Museum

([https://www.sohu.com/a/462570201\\_367788](https://www.sohu.com/a/462570201_367788))

The newly opened Longxi Art Museum invited Fang Chenguang, a registered French architect and a well-known city architect. Similarly, Panhuo Village, Maqiao Village, Panqiao Street, Ou Hai District, Wenzhou City, Wuyang Village, Nantian Town, Wencheng County, Shitang Village, Chixi Town, Cangnan County, Xiaqiao Village, Sixi Town, Taishun County, and numerous other locales have successfully achieved rural revitalization and economic development through the implementation of art projects. In the next section, a review of the methods, results, discussion, and conclusions is presented.



**Figure 2. Longxi Art Museum**  
([https://www.sohu.com/a/472867966\\_121123873](https://www.sohu.com/a/472867966_121123873))

## 2. Literature Review

This section presents literature related to the strategic management of rural art museums in southern Zhejiang, China. This review focuses on the importance of perspectives related to the strategic management of rural art museums.

Barney [7] presented the link between organizational resources and sustainable competitive advantage. It presents the value and scarcity indicators that affect sustainable competitive advantage. Jin and Jilin [8] presented a research methodology for competitive advantage in organizations. Competitive advantage in an organization can be divided into the theory of competition proposed by Porter and the theory of resource capacity proposed by Wernerfelt, Barney, and others. Teece et al. [9] presented the competitive advantage of an organization. Competitive advantage depends on the specific processes of the organization's assets, such as knowledge assets that are difficult to trade, and the evolutionary path of adoption or inheritance. This shows that, in an environment of rapid technological change, organizations must constantly adapt their management processes and technologies to accommodate new opportunities. Mintzberg and Waters [10] elucidated the process of strategy formulation in organizations, emphasizing the

role of leadership plans and diverse strategic approaches in achieving organizational success.

Holowka [11] focused on the development and implementation of strategies and proposed models to guide their implementation. Ghoshal [12] studied the conceptual framework for organizing the literature on global strategy, which is the foundation for future teaching and research in 2014. This study shows that in the era of economic globalization, companies must consider strategic decisions on a global scale. Zhang [13] proposed improving the cultural quality of life of villagers by creating physical spaces. The activity and institution areas are public cultural spaces suitable for the strategic management of rural art museums. It focuses on how to respond to the villagers' quest for a better life. Yang and Yunhua [14] believed that the Rural Art Museum was a place to preserve cultural heritage. It is also an important platform for rural promotion and revitalization, from the perspective of strategic management. Therefore, it is necessary to focus on the construction and proper management of the relationship between local authorities and artists. Appropriate projects according to the actual conditions of the local area will make the restoration of rural culture very effective in protecting cultural heritage in the countryside. Rural restoration can be used to make use of the area for tourism, the development of cultural products, creativity in the countryside, and the creation of values and socialism for the villagers and communities. This is the strategy and practice of rural public art. This rural public art strategy and practice will be an important catalyst for the sustainable and prosperous restoration of rural culture.

Bo and Qunqun [15] believe that the strategic management of rural art museums, if the content and features of culture and tools are supervised, will be of great importance to their strategic management. Gu et al. [16] explain that rural cultural governance should focus on all regulatory agencies. If the direction provides public cultural services in rural areas, it will be most effective based on cooperation. Similarly, rural art museums must create a governance system to fill the gap created by the government in terms of public cultural services. Mengli [17] explains that artistic assistance is an effective avenue for revival. This rescue strategy can be implemented in three dimensions: image, industry, and culture. Visual art design can create an image of a village. Integrating design and marketing can help develop a village economy and encourage design thinking. This can help restore the local culture.

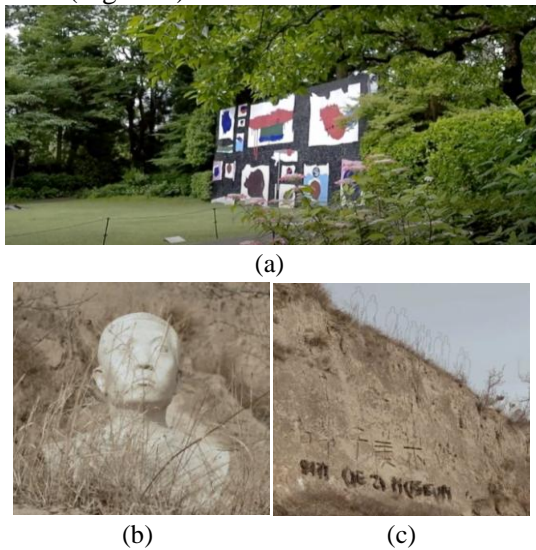
However, Tuanjie [18] presented research on art design strategies to strengthen regional rural revitalization. Public participation and diversity are the principles and overall model structure of the three-belt dual center and the two-area center. The

implementation of multifaceted educational approaches, encompassing restoration techniques, planning methodologies, artistic interventions, artificial intelligence integration, and art management strategies, has been instrumental in promoting comprehensive rural awareness and governance. From a design perspective, the process involves tailored planning and dynamic stylistic enhancements, taking into consideration the construction site and building renovations, with the objective of creating a more evocative and vibrant environment. Renovation of facades with art that integrates with the countryside is the main goal. Adapting to the context of villagers and creating art villages with local characteristics can lead to sustainable development. Hui and Qin [19] proposed strategies to support cultural heritage using technology to enhance intangibles. Branding culture and creativity in the countryside through technology is an important optimization strategy. Rui [20] proposed the creation of an art village based on industry. Art villages can preserve the culture of traditional villages. Stimulating industrial vitality with the concept of revitalization is an important way to cope with the difficulties of developing traditional villages because the rapid expansion of cities is a major obstacle. Sen [21] explained that cultural revival in the countryside should adhere to cultural development strategies based on three principles: adhering to the agenda of farmers, strengthening family-oriented approaches, and promoting rural community revitalization. Wei [22] describes seeking help from local governments by creating high-quality branded plays to cultivate acting talent. The implementation of differentiated marketing strategies will serve as an effective measure for local private enterprises to achieve rapid development and facilitate the restoration of rural culture. Zeyu [23] explained that stimulating local culture through artistic methods can not only create a development model of harmonious coexistence between humans and nature but also helps integrate urban and rural areas to inherit and promote excellent traditional Chinese culture, which plays an important role in the modernization of the People's Republic of China.

Ren [24] presented theoretical concepts and practical thinking for rural art museums in China. According to unofficial statistics, there were fewer than 50 rural art museums in China in 2019. The emergence of the Rural Art Museum is not a coincidence but rather a historical background and contemporary demand. Zhang [25] proposed an educational perspective of art museums as specialized esthetic educational institutions. Deppman [26] described the places, architecture, and exhibits of museums as ways to explain the dissemination of art. Rui [27] raised the question of whether a rural art museum is needed. A comparison of the number of rural art museums with

the number of art museums in other cities shows that country art museums require urgent development and construction.

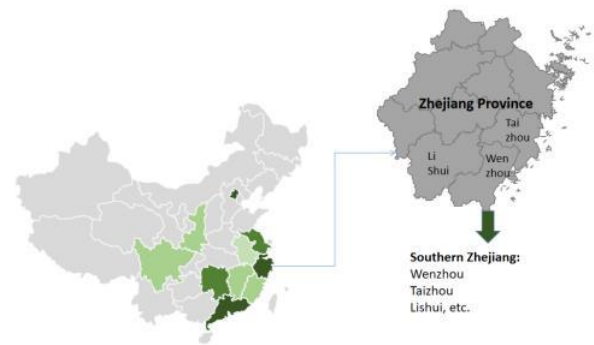
Since 2020, the number of rural art museums in China has rapidly increased. This is reflected in the approach to rural restoration in various provinces. Simultaneously, people’s spiritual needs are increasing. Therefore, people in rural areas are more interested in cultural heritage and artistic resources. However, these resources have not yet been fully used. Therefore, in-depth research on rural art museums is important to explore and inherit rural culture and promote the sustainable development of rural cultural innovation [28, 29]. Research on rural art museums is, therefore, important both theoretically and practically. This theoretical perspective can be regarded as an emerging cultural phenomenon. In-depth research on rural art museums can strengthen and improve the relevant theoretical systems [30]. Thus, this study provides theoretical support for creating rural art culture. If considered in practice, research on rural art museums can provide recommendations for actual construction work. It can promote the development of rural art museums and use strategies for rural revitalization. The exhibition of an open-air museum is a form of art exhibition (Figure 3).



**Figure 3. Exhibition of an open-air museum** (<https://www.163.com/dy/article/G0B3I28F0538TG H6.html>)

The aforementioned literature constitutes only one aspect of the significant importance of proposing a flexible project standard mechanism for discussion in a village. It serves as a channel for dissemination and encourages participation from individuals across diverse sectors of society. Similarly, protecting and developing rural culture and character expression can effectively promote rural development. It has spurred a steady and modern drive in rural Zhejiang Province, an economically developed region on China’s east coast.

However, it not only has a manufacturing and service industry but also cultivates industries unique to the competition of rural enterprises, such as rural e-commerce and rural tourism. This makes it possible to upgrade and transform rural industries. The industrial restructuring and innovation capabilities of Zhejiang Province can serve as a model for other regions. The scope of this study is illustrated in Figure 4, which presents an administrative map of China and Zhejiang Province.

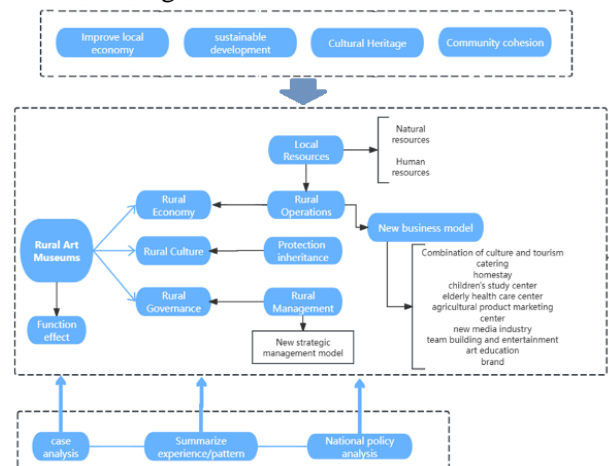


**Figure 4. Regional heat map of rural art museums in China’s Zhejiang Province (The authors’ elaboration)**

### 3. Methodology

The following section describes the research methodology for the strategic management of the Southern Zhejiang Rural Art Museum under rural restoration. The pertinent details concerning the People’s Republic of China are as follows:

This study employs a three-dimensional framework comprising rural economies, rural culture, and rural governance. It conducts case analyses of domestic and international rural art museums. It is possible to outline the approach and create a complete model by proposing a new strategic management strategy for rural art museums, providing an overview of the studies, and analyzing and validating them. The research process is illustrated in Figure 5.



**Figure 5. Research ideas for rural art museums (The authors’ elaboration)**

### 3.1. Research Design

This section describes the methodology used in this study and defines three research objectives:

- (1) Study and analysis of the rural art museum in southern Zhejiang
- (2) Synthesizing strategic management for rural art museums in southern Zhejiang
- (3) Establishing, proposing, and determining the strategic management of rural art museums in southern Zhejiang

This study used a mixed methodology that included quantitative and qualitative research. The process is divided into three parts: preparation of the research plan, research procedure, and research report. The research phase consisted of three stages: (1) an examination of the strategic management model of the South Zhejiang Rural Art Museum; (2) a strategic management model for rural art museums in southern Zhejiang was proposed; (3) formulation of guidelines for the strategic management of rural art museums in southern Zhejiang.

The selection of research objects involves the following steps:

*Step 1:* examining the elements of the strategic management model of rural art galleries in southern Zhejiang using qualitative research methods; starting by studying relevant literature on the concept and principles and theories related to the strategic management of rural art galleries. An in-depth interview was conducted with six contributors using a sampling method, consisting of two managers from Zhejiang University, the dean of the College of Education and Liberal Arts, and two professors with more than 20 years of teaching and leadership experience at two different universities. Two rural art gallery directors have relevant experience in managing art galleries. For data collection utilizing a semi-structured interview protocol, three questions were incorporated into the interview instrument.

*Step 2:* developing a strategic management model for a rural art gallery in southern Zhejiang. This stage is quantitative research. The research object is taken from step one to be used to develop the questionnaire and as a tool to collect sample data and validate the management model.

*Step 3:* developing a strategic management approach for rural art galleries in southern Zhejiang.

This qualitative research collected data from the perspective of experts to formulate the operational guidelines of the management model for practical application in the strategic management of rural art galleries in Zhejiang Province. Similarly, the panel discussion consisted of two rural art gallery directors with relevant administrative experience, two experts from the Artists' Association with more than 10 years of expertise in art, and two professors in the field of

arts management with more than 15 years of teaching experience.

### 3.2. Research Methods

The study used a combination of qualitative and quantitative methods, including literature review, analysis of data from field surveys, in-depth interviews, and questionnaire surveys. This study synthesizes and analyzes the current state and trends in the strategic management of advanced rural arts. Similarly, the methodology for augmenting confidence and ensuring information accuracy was implemented as follows:

1) Literature review: Research data were collected from various library databases and academic platforms, including Google Scholar, China's National Knowledge Infrastructure, the internet, other sources, and literature and materials domestically and internationally related to rural art museums, rural regeneration, art management, and strategic management. This review was systematically screened, classified, and organized to obtain pertinent information for in-depth analysis, synthesis, and summarization to comprehend the state of basic research, theory, and practical experience in the relevant field. The review also served to develop theoretical frameworks and hypotheses for research and provide theoretical support data and references for research development.

2) The study area selection criteria determined the area based on the economic expansion of the county, including the geographical location, size, and operation model of five general rural art museums in southern Zhejiang. This study collected detailed data and analyzed strategic management approaches and their effectiveness and problems to compare with theoretical frameworks. The results support empirical data on strategic management with optimization.

3) Questionnaire-based survey: This questionnaire design method uses consistency between the questions and purpose in accordance with the standard. This includes rural art gallery operators, managers, community residents, and other groups. Statistical software was utilized to process data, conduct analyses of questionnaire responses, generate data summaries, and identify significant trends for analysis and synthesis. In addition to examining and comprehending the state of management strategies, their operational impact on cultural heritage provides data for a comprehensive analysis of the study and research in its entirety.

4) In-depth interview: This is a detailed interview using questions about operations, cultural heritage management, and community involvement in rural art museums. The participants were selected for in-depth interviews to enhance reliability and ensure diversity of information and accurate community representation. The content of the interviews facilitated the

comprehension of this perspective, encompassing the experiences and recommendations of rural art museum operators, community residents, and other representative community groups.

5) Data analysis methods: Descriptive statistical, factor, and regression analyses were conducted. This methodology is typically employed to provide query-based information. Subsequently, data obtained from interviews, quantitative measurements, and qualitative assessments were compared to formulate conclusions.

6) Summary and discussion: Data analysis was employed to synthesize research findings by categorizing key data and trends and comparing and examining research results with theoretical frameworks to formulate research conclusions in a systematic manner. In conclusion, specific strategic recommendations and optimization plans are presented. The study addresses the limitations and constraints of research on the strategic management of rural art museums.

### 3.3. Population and Sample

This study utilized a research population comprising entrepreneurs, community resident managers, tourists, cultural workers, local government officials, and cooperative institutions associated with the Rural Art Museum:

1) *Sample selection*: This study selected five representative rural art museums in southern Zhejiang based on their economic growth rates and county locations. A total of 200 questionnaires were administered, with a sample consisting of tourists, community residents, individuals, managers, and others. However, the selection of samples varied and was representative of the geographical location, urban size, and functionality. The sample size was determined based on research resources and time constraints to ensure the validity, reliability, and accuracy of the research.

2) *Principal contributors*: The primary contributors, selected through a sampling method, consisted of eight individuals: two managers from Zhejiang University with no less than 15 years of management experience, two deans from the faculties of education and liberal arts, and two professors with more than 20 years of teaching and leadership experience from the two universities.

3) *Population/sample*: The population and sample groups for the questionnaire survey were selected from five representative rural art museums in southern Zhejiang. Data were collected from a total of 200-300 questionnaires, comprising responses from tourists, community residents, workers, and managers. The population and sample responded to additional 5-10 questionnaires and interview records.

### 3.4. Research Tools

The tool used in this research is a questionnaire survey, which is divided into two parts. In the first part, demographic variables were divided into the following categories: gender, age range, education level, relevant work experience, job title, and academic position. The second part presents a variant of the strategic management population for rural art halls in the southern Zhejiang. The scoring method was divided into five points. The number of questions and variables with the level of evaluation of each variable was defined as follows: strongly disagree, disagree, agree, and strongly agree. However, to ensure the accuracy of the content, consistency between the questions and objectives must be ensured. The ICO matrix was therefore used to test the validity of the questionnaire content and evaluate the accuracy of the data, concentration, and suitability of the procedure. This method employs six experts who examine the content of the questionnaire in accordance with the IOC standards. Questions with content matching had the IOC values close to 1.00. If any question has an IOC value below 0.5, the new question should be updated in line with the measurement purpose. Similarly, the appropriate number of questions in the questionnaire was used to sample 30 people to verify the reliability of the questionnaire before applying it to the population sample for the study.

### 3.5. Data Analysis

Data analysis constitutes a crucial aspect of research, wherein data from studies are analyzed utilizing the SPSS and AMOS software. It uses computer input and is summarized in charts. Therefore, it is necessary to verify the data properly before analysis to determine the reliability and validity of the query. Studies have shown that the questionnaires used are stable and reliable. Descriptive statistics were used to analyze the sample variables. Components and indicators were analyzed using confirmatory factor analysis (CFA). However, the descriptive method is a systematic and precise research approach that encompasses the design of the study and the selection of populations and samples. Similarly, the application of research tools, data collection, and data analysis to arrive at accurate and reliable conclusions is necessary and of utmost importance.

## 4. Results and Discussion

The strategic management of the Southern Zhejiang Rural Art Museum under the Rural Restoration of the People's Republic of China defined the research process with three objectives: (1) to study and analyze the Rural Art Museum of Southern Zhejiang Province; (2) to synthesize the strategic management of the Rural Art Museum of Southern Zhejiang Province; (3) to

establish, propose, and determine the strategic management of the Rural Art Museum of Southern Zhejiang Province. The results based on these three objectives are presented and discussed below.

*Objective 1:* This study selected the population and sample based on the economic growth rate of the county; therefore, the Rural Art Museum in the southern Zhejiang was chosen. The aim was to establish the main elements and key indicators of the strategic management of rural art museums in southern Zhejiang. It collects and analyzes domestic and international literature related to rural art museums. This study used a mixed method and included a population of 214 stakeholders from five rural art museums in southern Zhejiang. The sample was determined by stratified randomization to ensure consistency and reliability using tools to collect the following data: questionnaires, in-depth interviews, and field visits. Descriptive statistics and factor and regression analyses were employed for data analysis. The findings indicate that the strategic management model of the Southern Zhejiang Rural Art Museum comprises 9 elements and 43 subelements. Furthermore, the study resulted in the development of an application manual containing 27 items for the strategic management of the rural art museum in southern Zhejiang, which fulfills the established objectives.

*Objective 2:* This study proposes a systematic strategic management framework covering the operational processes and implementation measures of each component. To provide this information, it recommends rural art museums for sustainable development. The implementation of a strategic management framework has been demonstrated to enhance social impact and establish a structure that prioritizes cultural innovation. This finding is based on a case study examining successful practices of rural art museums in southern Zhejiang. However, strategic management styles can also be defined and applied based on empirical data. An operational manual was developed by categorizing specific elements into 15 sections for the strategic management of rural art museums. Similarly, this study also found that it can create the form of a business platform to create a new experience for users and interested parties.

*Objective 3:* Based on this systematic research, it was found that it was possible to write a strategic management manual that focuses on management in eight main areas, consisting of the establishment of an organizational structure and management team, resource allocation, rational financial management, exhibition planning, marketing and operational activities, branding, community participation, establishing partnerships to promote digital transformation and innovation in the application of

technology, and creating a long-term mechanism for evaluating and providing feedback. This guide focuses on managing procedures and practical guidance for the entire process of the country's art museums. The procedure begins by assessing strategic planning needs, integrating resources, and applying technology to monitoring performance. Similarly, this management manual helps communities play a greater role in providing cultural services and community harmony in accordance with rural revitalization policies. It was also found that through regression data analysis statistics, the components of the strategic management model for the Southern Zhejiang Rural Art Museum can be utilized to formulate guidelines, as illustrated in Figure 6.



**Figure 6. Eight strategic management styles (The authors' elaboration)**

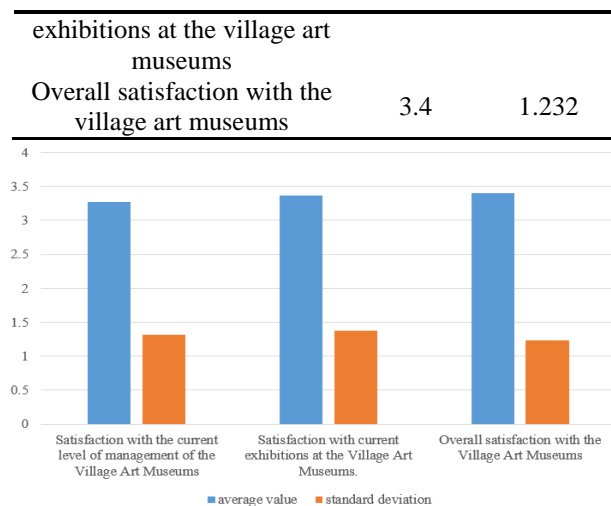
This investigation is predicated on a case study examining the development of an innovative cultural management model for rural art museums. This model focuses on cultural innovation and community participation, which enhance the social influence of rural art museums and promote the inheritance and development of rural culture.

However, based on questionnaires, in-depth interviews, and field visits, the average level of satisfaction with rural art museum management is 3.27, with a standard deviation of 1.321. The average level of satisfaction with having an average exhibition was 3.27, with a standard deviation of 1.377. Similarly, the mean overall satisfaction with the rural art museum was 3.4, with a standard deviation of 1.232. Similarly, the three satisfaction issues are expressed in Table 1 and Figure 7.

**Table 1. Means and standard deviations (The authors' elaboration)**

Subject	Average value	Standard deviation
Satisfaction with the current management of the village art museums	3.27	1.321
Satisfaction with the current	3.27	1.377





**Figure 7. Averages and standard deviations of satisfaction (The authors' elaboration)**

Based on the results of this study, the respondents had a moderate level of satisfaction with the management and exhibitions of rural art museums. Overall, satisfaction was slightly higher than at the management and exhibition levels. The overall assessment remains moderate when standard deviations are considered, indicating variance in the satisfaction assessment. Furthermore, the study provides theoretical support and practical guidance for the strategic management of rural art museums in southern Zhejiang. Additionally, the research offers insights into rural art museum studies across the country.

This study conducted a comprehensive analysis of the strategic management practices employed by rural art museums in southern Zhejiang. The goal was to uncover potential values and practical paths for rural restoration. The findings provide not only a new perspective for the strategic development of local cultural institutions but also significant implications for rural revitalization across the country. The study also reveals that through feedback on strategic management planning, rural art museums can effectively integrate internal and external resources. It also increases community harmony and cultural identity through cultural and artistic activities. This study also confirms its success, which highlights the importance of strategic planning for the long-term development of museums. The findings of this investigation also indicate proficient academic performance in organizational management and resource allocation, which is essential for ensuring the effective operation of museums. This investigation further demonstrates that a well-structured organizational framework facilitates the appropriate and efficient allocation of resources, which is essential for museums' operational effectiveness and service quality. In particular, the response strategy in the context of digitalization reflects the importance of modern and innovative management, which should be

urgently developed.

In addition, the study found that in-market branding and community cooperation are two important aspects that increase the social influence and sustainable development ability of rural art museums. With close cooperation with local communities, enterprises, and other cultural institutions, the museum can not only expand its influence but also promote the development of the local economy and protect cultural heritage. Similarly, the dynamic development of the economy has resulted in technological innovation and digital transformation, creating opportunities for the development of new forms of rural art museums. The use of modern information technology can also add value to exhibitions and services to attract more tourists and members of the new generation.

Finally, research indicates that the utilization of academic manuals to develop a strategic management model for rural art museums in southern Zhejiang can facilitate the establishment of innovative cultural performance platforms in the region. However, this study has limited research on urban planning development in rural areas, which constitutes a significant issue for future scholars and researchers to investigate further for the development of strategic management models of rural art museums in other regions. Future research can further study and explore how to develop leaps and bounds to keep up with the economic situation. This represents a rapidly evolving approach to strategic management that demonstrates increasing efficacy across diverse geographical regions and cultural contexts and a method for evaluating the impact of strategic management implementation.

## 5. Conclusion

This study presents the strategic management of rural art museums in southern Zhejiang within the context of revitalization. It involves an in-depth analysis from historical to contemporary perspectives. The research elucidates various challenges in the development of rural art museums in southern Zhejiang. Consequently, these challenges are delineated as objectives comprising (1) studying and analyzing the South Zhejiang Rural Art Museum, (2) synthesizing its strategic management, and (3) formulating, recommending, and defining its strategic management approach. This study used a mixed methodology with 300 stakeholders involved in five rural art museums in southern Zhejiang, China: (1) the Zeyalongxi Art Museum, Yuankou Village, Zeyal, Wenzhou; Yu Dong Village, Gouxu, Quzhou; (2) Ka-Art Museum, Lianqun Village, Beiyang Township, Huangyan District, Taizhou; (3) Huangtan Art Museum, Huangheqing Refuge Ancient Village, Wenzhou; Shangirichuan Village, Hesheng Town, Yongjia County, Wenzhou. A stratified random sample

was used to ensure the consistency and reliability of the tools used in the research, consisting of questionnaires, in-depth interviews, and field visits. Data were analyzed using descriptive statistical methods and factor and regression analyses. Similarly, based on the data and analysis of the research results, (1) the strategic management model of the Southern Zhejiang Rural Art Museum is composed of nine elements and 43 component indicators; (2) the strategic management model for the Southern Zhejiang Rural Art Museum is in line with the empirical data; (3) 27 operational manuals for the strategic management of the Southern Zhejiang Rural Art Museum can be successfully written according to the objectives.

The results of the questionnaires, in-depth interviews, and field visits revealed that the average level of satisfaction with rural art museum management was 3.27, with a standard deviation of 1.321. The average satisfaction level was 3.27, with a standard deviation of 1.377. Similarly, the mean overall satisfaction with the rural art museum is 3.4, with a standard deviation of 1.232. However, these findings show that the respondents had a moderate level of satisfaction with the management and exhibition of rural art museums. If overall satisfaction is considered, it is also found to be slightly greater than satisfaction with management and exhibitions. This study not only provides insights to support theoretical principles but also develops a manual and practical guidance for the strategic management of rural art museums in southern Zhejiang. This insight can also be applied to the study of rural art museums throughout the country. It also opens new perspectives for the study of regional relations within the academic community. The strategic management of rural art museums in southern Zhejiang in the context of this revitalization has also been found to be critical for regional and national development. However, this study presents the following observations and recommendations for researchers in the academic field.

1. *Strengthening strategic planning*: developing and implementing a comprehensive strategic plan to ensure that museum development aligns with the goal of rural revitalization; clear long-term goals, short-term action steps, and strategies for dealing with challenges.

2. *Optimizing organizational management*: establishing an efficient organizational management system to ensure smooth museum operation. This includes clarifying the responsibilities of each department, optimizing decision-making, and improving employee capabilities and incentive mechanisms.

3. *Reasonable resource allocation*: ensuring that the museum has sufficient resources to support its daily operations and long-term development. These resources include financial, human, and technical

resources.

4. *Enhancing market brand influence*: The visibility and attractiveness of museums can be enhanced through effective marketing and brand promotion activities. Multiple channels such as social media, partnerships, and local events are used to expand public influence.

5. *Deepening community cooperation*: Cooperation with local communities should be strengthened to ensure that museum activities and services meet local needs. Through community engagement initiatives, local residents can become active participants and beneficiaries of museum development.

6. *Promoting technological innovation*: actively exploring and applying new technologies, such as digital media and online exhibitions, to showcase and disseminate rural art and culture in innovative ways.

7. *Cultivating professional talent*: strengthening professional training for museum staff and enhancing their professional capabilities in exhibition planning, education promotion, management, and operations.

However, this study has limitations in terms of research on urban planning development in rural areas. This is an important issue for future research. Therefore, scholars, researchers, and interested parties should focus more extensively on the aforementioned points to facilitate the development of a strategic management model for rural art museums that can be applied to other regions. Furthermore, future research should conduct more in-depth studies before analyzing new issues, given the current rapid development phenomenon. Consequently, it is imperative to conduct thorough studies and analyses to keep pace with the rapidly changing economic situation in strategic management. This approach will enhance the likelihood of success in diverse regions and cultural contexts, while simultaneously assessing the impact of strategic management implementation in present and future scenarios.

## Declarations

### Author Contributions

Conceptualization, D.C.; methodology, T.K.; software, D.C.; validation, T.K.; formal analysis, T.K.; investigation, T.K.; resources, D.C.; data curation, T.K.; writing—original draft preparation, all authors contributed equally; writing—review and editing, D.C.; visualization, D.C.; supervision, D.C.; project administration, D.C. All authors have read and agreed to the published version of the manuscript.

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The data presented in this study are available in this article.

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### Conflicts of Interest

The authors declare that there is no conflict of interests regarding the publication of this manuscript. In addition, the ethical issues, including plagiarism, informed consent, misconduct, data fabrication and/or falsification, double publication and/or submission, and redundancies have been completely observed by the authors.

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