

# MUZEOFORUM

**NARODNI MUZEJ  
LJUBLJANA, SLOVENIA**

**20 JANUARY 2020**

**BETWEEN SCYLLA AND CHARYBDIS  
OR MANAGING AND OPERATING A HERITAGE INSTITUTION DURING THE  
DICTATORSHIP (AND TASTE) OF CONSUMER SOCIETY**

Sanjin Mihelić

**amz**  




# WHO?

Director of the AMZ

Prehistory

Bronze Age

Public Archaeology

Archaeology and tourism

Management of archaeological heritage

Project management



**WELCOME!**  
**TO THE**  
**ARCHAEOLOGICAL**  
**MUSEUM IN ZAGREB**



Fragment of a papyrus strip with faint, illegible markings.

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Values



**MANAGING  
AND  
OPERATING A  
HERITAGE  
INSTITUTION**

People management  
Business knowledge  
Leadership  
Budgeting  
Communication  
Hiring  
Collaboration  
Teamwork  
Conceptual thinking  
Finance  
Time management  
Conflict resolution  
Logistics  
Delegation  
Coaching  
Problem solving  
Negotiating  
Business development  
Project management  
Organization  
Presenting  
Planning

**DICTATORSHIP  
AND TASTE OF  
CONSUMER  
SOCIETY**

Values

# WHO OWNS THE PAST?



# STAKEHOLDERS

A group of children in historical costumes are playing in a courtyard. One child is standing and reaching for a red ball, while others are sitting on the ground, some holding books or tablets. The background features a large, light-colored stone building with a red-tiled roof and several windows. The ground is covered with fallen autumn leaves.

**ALL INDIVIDUALS, GROUPS OR ORGANIZATIONS WITH AN INTEREST IN CULTURAL/ARCHAEOLOGICAL HERITAGE, WILLING TO PARTICIPATE IN DECIDING ABOUT THE DESTINY OF THAT HERITAGE**

**THESE INTERESTS ARE EXPRESSED THROUGH SUBJECTIVE VALUES THAT STAKEHOLDERS ATTRIBUTE TO HERITAGE**

## VALUES THAT STAKEHOLDERS ATTRIBUTE TO HERITAGE:

- AESTHETIC
- ECONOMIC
- PROPRIETORIAL
- EDUCATIONAL
- SOCIAL
- HISTORICAL
- SCIENTIFIC
- RELIGIOUS



A woman in a red and white costume is blowing a horn on a mountain peak. The background shows a vast landscape with green hills, a valley with a small town, and distant mountains under a blue sky with some clouds. The woman is in the foreground, looking out over the landscape.

**IT IS SYMPTOMATIC THAT INTERESTS AND VALUES PROMOTED BY  
DIFFERENT STAKEHOLDERS ARE OFTEN CONFLICTING**

**DIALOGUE BETWEEN STAKEHOLDERS IS A NECESSARY PRECONDITION  
FOR A CONSENSUS ABOUT HERITAGE ISSUES**



## **ARCHAEOLOGICAL HERITAGE: STAKEHOLDERS**

- **ARCHAEOLOGISTS**
- **CONSERVATORS**
- **LANDOWNERS**
- **LOCAL COMMUNITY**
- **LOCAL AUTHORITIES**
- **CIVIL SOCIETY**
- **TOURISM SECTOR**
- **PUBLIC SECTOR**
- **GENERAL PUBLIC**



**QUALITY MANAGEMENT OF ARCHAEOLOGICAL HERITAGE DEPENDS ON  
THE CONSENSUS OF STAKEHOLDERS**

EMPATHY.





Values

Equality  
Forward thinking  
Collaboration

Creativity  
Participation

Transparency  
Generosity  
Accountability

museums as places for dialogue

heritage as a means to promote  
diversity

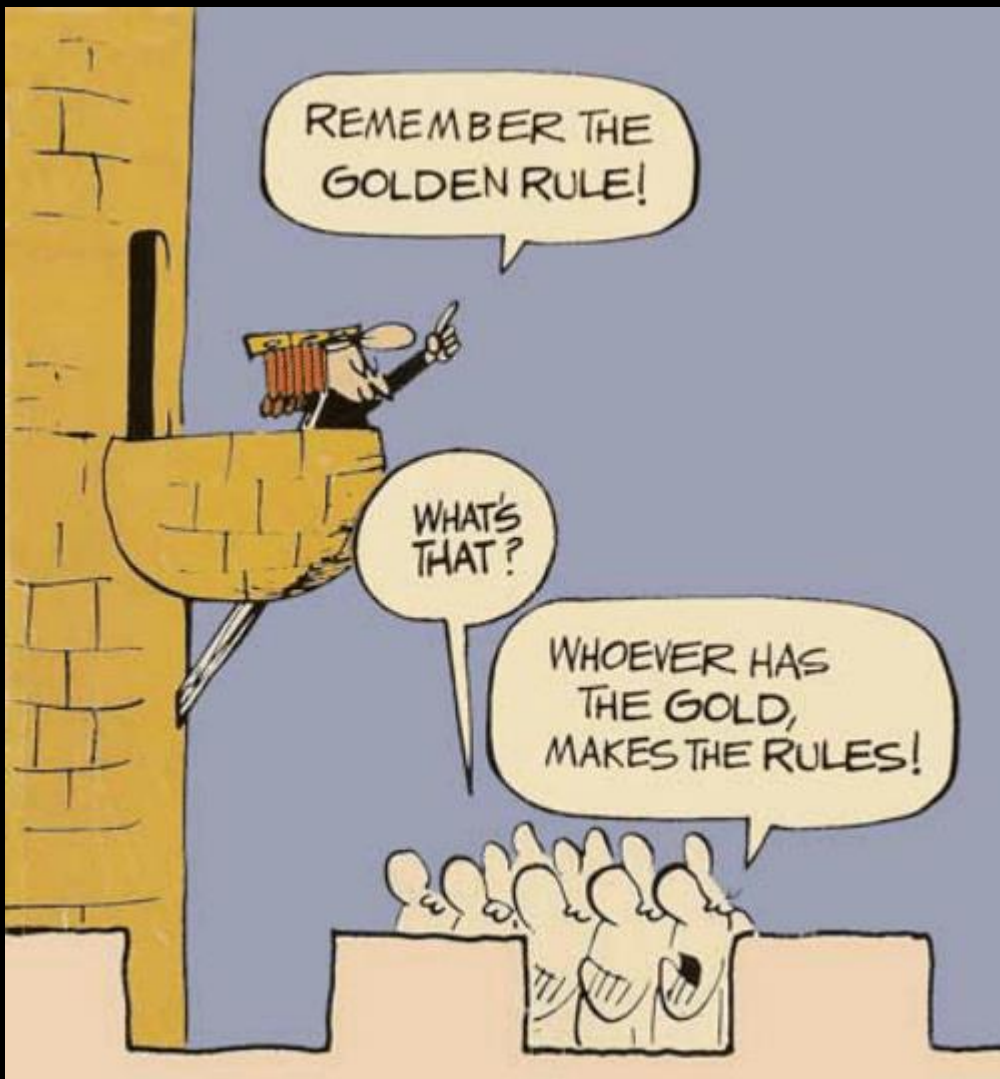
museums as a means to promote  
sustainable cultural and economic  
development.

# Values

The role

of the

museum



Consumerism  
as economic  
materialism

To live

is

to own



score!

Who reads  
yesterday's  
papers?



Nobody in this  
world.



# Tabloidization / Toiletization



# VALUES

Stay true.

Creativity

Inventiveness

Beware of  
comfort  
zones

A GOVERNING PRINCIPLE.

The  
Spirit  
of

Cooperation

**amz**  


Management



Vision



Empathy

Social  
partnership

Broader  
Picture

SDGs



The image features a hand holding a circular ring of 17 colorful icons, each representing a Sustainable Development Goal. The icons are arranged in a circle around a central white square. The background is a textured, brown dirt surface with several construction tools, including a hammer, a pencil, and a marker, scattered around. The central white square contains the United Nations logo and the text 'SUSTAINABLE DEVELOPMENT GOALS'.

  
**SUSTAINABLE  
DEVELOPMENT  
GOALS**

1 NO POVERTY

2 ZERO HUNGER

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

14 LIFE BELOW WATER

15 LIFE ON LAND

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS



# SENSE AND SUSTAINABILITY

INTERNATIONAL CONFERENCE ON ARCHAEOLOGY AND TOURISM

Zagreb, May 06<sup>th</sup>—10<sup>th</sup> 2019

**SAVE THE DATE: SPLIT, 13-16 OCTOBER 2020**



Festival  
of  
EU

Archaeology

arheološki  
muzej  
u zagrebu  
archaeological  
museum  
in zagreb



**EU**

**FESTIVAL  
ARHEOLOGIJE  
ARCHAEOLOGY  
FESTIVAL**

—  
**07-02 – 30-06-2020**

**INSPIRING  
THE PAST -  
Slovene  
archaeology  
between  
challenges of  
traditions and  
future**



**Slovenian  
Day:  
24/06**

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