

CULTURE MANAGEMENT KEY CHALLENGES IN CHANGING ECONOMIC ENVIRONMENT

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Abstract. This article analyzes culture management theoretical aspects and identifies key challenges in the context of ever changing economic environment. In times of changing economic conditions (including the rise of creative economy) it is important to summarise theoretical aspects of culture management providing the structure of culture management concept and identifying key challenges, which various public and private cultural organizations must face in the context of different economic conditions in a particular country. To increase the level of culture management efficiency, also taking into consideration developing of a creative economy through creative industries, theoretical/methodological analysis of New Public Governance signs should also be distinguished. Using meta-analysis methodology the article focuses on the culture management theoretical basis and practical changes in the context of New Public Governance.

Keywords: culture management, public governance, economic environment.

Jel classification: Z1, Z18, D78, D73, H11, A13

1. Introduction

The word “culture” can be applied to any size of social unit that has had the opportunity to learn and stabilize its view of itself and the environment around it – its basic assumptions. Culture also is a deep phenomenon; it has many meanings and connotations, a complex definition, which can provide different point of view to the world of organizations, their strategic orientations, management procedures and methods. The concept “culture management” is especially relevant to gaining an understanding of seemingly irrational things that go on in culture sector products and services systems. There are a lot of well-known culture management theorists, but still to develop a conceptual model of how management works in culture sector according to changing economic environment, what functions it includes, what problems it can solve – is a very important future goal for theoreticians and culture sector management practitioners. Culture management as a special context of procedures and a process field of culture sector development was analyzed by numerous authors (Hofstede 1991; Trompenaars 1993; Collard 1998; Evans 2001; Liutkus 2010; Alperytė 2010; Bučinskas *et al.* 2010). There are several cultures operating within the larger social unit called the organization: the managerial culture, the administrative culture, various occupationally based cultures in functional units, group cultures based on

geographical proximity, other forms of organizational culture and so on. Researchers also analyzed organizational culture (closely related to organizational behaviour theories) (Schein 1987; Adler 1997; Bennett 1997; Kalu 2011; Ginevičius, Vaitkūnaitė 2006). We need a dynamic evolutionary model of culture management, which could not only show and provide a conceptual tool, but also be especially useful in improving understanding how culture sector, different projects in this particular context evolve over time. That is why it is important to state, that culture management could not be analyzed without democratization of culture, or level of cultural citizenship analysis. Democratization of culture is seen as an important way of delivering new possibilities for business and public sector improvement in general (Baeker 2005; Melnikas 2007).

In this research we do not analyze “organizational culture” very deeply, but it is important to state, that explaining the concept of “culture management” above mentioned definition also is included. Culture management could be seen as a field of implementation different cultural ideas to the real world, as the sphere of culture services management in the sector, project implementation and work of culture organizations and institutions – culture management is seen both: as a process (with different functions, organizations and their organizational culture) and as a result (concrete programs

and projects). Technological development, changes at national economic level, knowledge economy, multiculturalism, global environment and policy changes provide new challenges for culture management worldwide. Changes in economic environment are closely related to organizational change (Rees 2008; Markovič 2008; Šlapkauskas 2010). Culture management includes management measures for culture sector programs and projects implementation. Some theoreticians state, that cultural citizenship should be seen as a particular way of improving culture management (Mercer 2005; Martin 2009). Others argue that cultural and creative industries (especially in changing economy) are becoming very important in the context of adoption of the most effective methods of culture policy implementation (Kern 2007; Primorac 2006; Hesmondhalgh, Pratt 2005). In this article three fundamental arguments will be addressed. First, is that culture management is changing according to changes in economic environment; second, that new public governance identifies new ways of improving culture management and third, that changing economic conditions (including the rise of creative economy) requires modern management competences in culture sector.

Object of the research - theoretical and practical aspects of culture management in the context of new public governance in changing economic environment. **Goal** of this article is to analyze culture management theoretical aspects and identify main challenges in the context of ever changing economic environment. **Methods of the research** are: scientific literature analysis, based on comparative and summarization method, descriptive analysis, meta-analysis, also logic and synthesis were used in this research.

2. Culture management theoretical framework

Hofstede (1991) defined culture as a collective phenomenon, because it was at least partly shared with people who live or lived within the same social environment, where it was learned. Trompenaars (1993) agreed that culture was based on languages, economy, religion, policies, social institutions, class, values, status, attitudes, manners, customs, material items, aesthetics and education, which subsequently influenced managerial values. Even if we study a lot of different works based on culture management research, we do not find many works, where culture management changes in economic environment would be analyzed.

We define culture management in local, regional, national, and global contexts - both quantitatively and qualitatively. This require a research and knowledge-development culture which is

stakeholder-based, involving both “top-down” research expertise and “bottom-up” local knowledge, expertise, and ownership (Mercer 2005). It needs to be borne in mind that the more difficult the economic situation become in times of the crisis, the more important the correct operation of public administration, fair division of goods, hierarchy of importance of issues and ethical aspects in the context of culture management are. This also points to public administration staff, who need to improve their quality significantly in the face of the necessity of limitation in number. Also, more and more important becomes the ability to direct the public discourse (Kisilowska 2011). The world of organizations is no longer defined by national boundaries. The cultural orientation of a society reflects the complex interaction of values, attitudes, and behaviors displayed by its members (Adler 1997). Culture consists of patterns, explicit and implicit, of and for behavior acquired and transmitted by symbols, constituting the distinctive achievements of human groups (Šlapkauskas 2010). That is why the structure of culture management concept depends on many approaches. The managerial approach, considers the rules as a restriction or a challenge to the development of processes of change that are highly focused on the responsible exercise of independence by each authority. The vehicle of change is, as a result, mainly represented by an adjustment of management models and professional duties that aim to improve the ability to manage resources and pursue institutional purposes (Valloti 2010).

Culture management theoretical framework explained that there are a lot of different theories related to managing resources (especially human resources), that effect the way culture management is understood and seen in the context of concrete country. Similar cross-cultural problems arise when organizations increase diversity into new geographical areas or when they move into new technologies, new product lines, or new markets. In each case culture management will encounter regional subcultures, which require different kinds of managerial behavior in order to get things accomplished (Schein 1987). When different culture organizations try to strengthen and protect the cultural resource base for creative expression and practice often they choose new public management paradigm as the theoretical concept of their performance. But at the present stage of governance, there are other possibilities. Culture management in the context of new public governance requires deeper theoretical study, because of its large number of key challenges.

3. Culture management in the context of New Public Governance in changing economy

Culture nevertheless is increasingly seen by governments as a tool, that can be utilized for a variety of developmental practices – from urban regeneration (Evans 2001), or even for what seems like personal or state glorification (Collard 1998). Culture systems may, be considered as products of action, and as conditioning elements of further action (Šlapkauskas 2010).

Public sector institutions by programs and projects implementation processes also influence culture management. The role of the state in economy is still considerable, and the market can hardly successfully operate without state interference. State intervention in market operation can have both pluses and minuses, e.g. it can lead to distortion of competition, slowdown of business development, unemployment, etc. Therefore, intervention methods should be carefully considered and assessed (Ginevičius *et al.* 2008). Government managers must now deliver cultural services under a set of environmental conditions dramatically different from what they knew only a few years earlier. Among the pressures facing government managers are:

- learning to cope after several decades of pressures to downsize, reorganize, reinvent themselves, and do more with less;
- delivering new and expanding services with declining resources for maintenance, repair, and replacement of decaying infrastructure;
- finding ways to form and structure new organizations – such as virtual organizations and private-public-sector collaborative units (Mcnabb 2009).

Theoretical properties of New Public Governance summarise main directions of government changes in the context of ever growing requirements for public sector institutions. Culture managers are challenged to structure their organizations along lean processes that allow for responsive, cost-effective and timely government services. Administrative processes are clearly one area that continues to harbour great potential for optimization (Schedler 2009).

Modernization of culture management should not direct policy towards economics of culture only in order to obtain respective benefits from this sector because the culture code itself provides the grounds for understanding of general national culture by revealing values, vital and mental attributes of art, language, creation and expression which may not and do not have to be the result of economic calculations (Bučinskis *et al.* 2010).

Engaging with citizens is “a core element of good governance”. Many theoreticians claim that the benefits include: improving the quality of policy-making by allowing government to tap wider sources of information, perspectives and potential solutions; facilitating greater and faster interaction between citizens and governments; increasing accountability and transparency, which in turn increase representativeness and public confidence (Martin 2009). Creative culture managers must establish also good relations with each particular group of stakeholders, they should develop persuasive skills, create alliances. Culture managers in this field also must:

- identify stakeholders in the organizations, determine the minimum return each stakeholder is willing to accept and seek to influence stakeholders’ perceptions of the organization;
- evaluate various stakeholders’ attitudes towards the mission, strategies, activities and, where appropriate, the need to implement change (Bennett 1997).

The new public governance can not be identified without highlighting the importance of innovation and citizens’ participation in culture sector program or project implementation. Institutional theory is concerned with examining the external pressures from stakeholders in the social and economic environment and their influences on organizations to provide the understanding of the relationship between the organizational structures and the wider social environment in which organizations are situated (Khadaroo 2005).

Various public and private cultural organizations in the context of different economic conditions in a particular country must face a lot of key challenges. Most important ones are: need for new skills; involving citizens in policy implementation; the power of social/political networks; the need to modernize managerial mechanisms, creative innovations; intercultural competence development in different culture sector organizations; the impact of economic processes (including cultural migration); finance circulation in culture sector; culture organizations debureaucratization; development of ethical organizational culture, intersectoral integration; public dissemination of culture management research results.

The new economy sets new standards of success and opportunities for small businesses which are related to forming a strategic alliance, new technology use, experiences and knowledge exchange among entrepreneurs and similar. Leadership and management skills, such as visioning, prioritizing, planning, providing feedback and rewarding success, are key factors in any successful

change initiative (Markovič 2008). Changes are always processes, which aren't welcomed, neither in the larger environment nor in a single cultural enterprise. Changes should always be carefully planned and prepared which is the common knowledge of change management. There are more political intrusion into management in public organizations and a greater infusion of political criteria. Strategic planning is also more difficult in public sector because of the short-term considerations of politicians (Sepper, Alas 2008). It is important to state, that application of the standard composition decision support system is an important condition for effective provision of strategic planning decisions (Tunčikienė *et al.* 2010).

According to Mercer (2005) positioning culture in order to strengthen and protect the cultural resource base for creative expression and practice; engage the whole community in valuing and participating in cultural expression and appreciation; provide relevant community infrastructure for the support of cultural activities and develop the economic framework for cultural production and promotion – this should be one of the most important factors in the context of changing industries, that effect culture management as well.

Creative industries must be seen as a good way to increase the level of effective and efficient culture management in the country. The origin of the term “creative industries”, as the broader counterpart of the term “cultural industries”, can be found in Australia in the early 1990's, but was given much wider exposure by policymakers in the United Kingdom in the late 1990's (Primorac 2006). The creative sector requires in many instances a collective approach. European companies should not be condemned to the niche market or the “local”, their artists aspire to the universal too (Kern 2007).

It is notable that, in recent years, the scope of organizational change literature has rapidly expanded, reflecting this clear existent need to push back the parameters of knowledge and understanding surrounding Organisational Change and Development (OCD) theory and practice. There is now wide-scale recognition that effective OCD practice is inextricably associated with organizational performance (Rees 2008; Meyer, Stensaker 2006) and this recognition has created a hunger for theories, models, training and, arguably, answers as to how best to manage OCD processes in different settings. Borders are virtually irrelevant. In other words, we live in an era of business without boundaries, where competing effectively means collaborating across time, distance, organization, and culture. Organizations now have to go further to find the right pieces and rapidly pull them to-

gether to create the best fitting for their purposes (Markovič 2008). According to the new public governance approach culture sector organizations must improve their social responsibility, act strategically, especially important becomes the dissemination of information at different levels in organizations. Management in this field also is dynamic and can help to create new and important value in social context or economy development.

4. Culture management problems in Lithuania

Sometimes economic system needs to be reconstructed because it serves three interrelated functions. It can provide a source of new employment, of individual capital accumulation, and increased demand for goods and services as a result of the reciprocal growth in the productive sector and in individual disposable income. It is equally important to note that the success of economic reconstruction depends on the timing of market entry and also on the specific model of entry utilized (Kalu 2011).

The globalization of the world shows integration of previously national economies in a global economy mainly due to free trade and free movement of capital, as well as mild or uncontrolled migration. Thus, in terms of internationalization, one of the most important concepts is mobility (Alperytė 2010). Melnikas (2007) identifies international cooperation as other very important concept in the context of internationalization and regional cultural policy. Speaking about culture management problems in changing economic environment in Lithuania, it is important to state, that due to the fact that micro-regions in Lithuania are so small and their material and technical base is very weak it is irrational to solve any cardinal economic or social-cultural problems on the level of micro-region, that is why this should be done on the scale of the whole economy (Dubinas 2007). Emerging policy and research needs of modern governance period in Lithuanian culture sector could be identified as follows:

- a new public interest discourse for culture policy;
- more research at the sub and supra-national levels;
- resolution of the data gap in the analysis of cultural consumption and participation;
- development of quality of life indicators which would include culture;
- advanced theoretical work on multiple identities, cultural diversity (Baeker 2005).

Main culture policy issues and priorities in Lithuania according to the governments' program

for the year 2008-2012 (adopted in 2008) accentuates the following policy goals: to enhance the role of the Ministry of Culture in development of national cultural programs; to improve national and humanistic nurture programs; and to integrate cultural and educational policy aims. In June 2010, the Seimas passed the Resolution on the Guidelines of Alternation of Lithuanian Culture Policy. The main objective of this document is to renew the Lithuanian Cultural Policy model and to realize the guidelines in different sectors and directions: to enhance culture and policy as strategic guidelines for the state; to reform culture management; to improve financing of culture; to form an integral system of heritage protection; to increase access to culture in the whole country and to strengthen dissemination of Lithuanian culture abroad (Current issues in cultural policy development and debate 2011).

Culture management is changing according to changes in economic environment. If more problems are identified in the economic situation of the country, more problems one can name in the culture management sector as well. The economic environment of culture management is not only the field of finance circulation, the sphere where concrete solutions of economic policies are implemented, but also it is the environment, where culture is always seen as closely related to any organizations or individuals behavior, where traditions, which were formed according to the same culture provide norms and standards for future policies, where different resources can guarantee the formation of concrete culture products and services. We also state, that economic environment is closely related both to decisions formed, implemented and controlled by the public or private sector.

The economic environment of culture management can create different conditions for the continuity of the national culture, its development and dissemination as well as free public access to cultural activity. Economic environment is very important in planning and carrying out global culture management. Every country, which wants to find new ways to enhance appropriate policies at the national or regional level and consolidate cultural resources seeks to maintain the economic environment conditions according to the society expectations. Piloting new methods in public sector for using different resources to improve well-being of society members in social and arts sectors is also very important in the context of culture management changes. Creative ideas could be seen as a way of increasing entrepreneurship in culture sector. If economic environment of culture management does not provide suitable conditions for a rise of national culture, public sector institutions

must rethink their policies and policy implementation procedures.

Traditions of culture management in Lithuania are not very old. Since then, when Lithuania regained its Independence from the Soviet Union culture management was developing quite slowly, but in the context of EU countries nowadays Lithuania is well-known with its cultural events, art developing, cultural heritage, concrete culture programs and projects. In the context of economic crisis culture management sphere could also be seen in the need of new ways and methods of development, because economic conditions in the country has led culture management to so called period of stagnation. Economic crisis in the country left its shadow in the culture sector: taking into account the difficult financial and economic situation in Lithuania, when the deficit in the government sector was, according to the evaluation of expert specialists, almost 3 percent of GDP in 2008 instead of 0.5 percent of GDP as predicted by previous Government, and where the situation was partially stabilized in 2009 and 2010, it should be stated that the consequences of crisis to the implementation of culture policy are still present.

The culture sector and the country in general is in the need of good leaders and their potential work in culture management field. Leaders of culture organizations should think strategically and consolidate future results of the activity. Frustrated and international crisis-influenced society (including those who could be potentially interested in culture programs and projects) is more likely to take any primary offers, often without considering its potential input into one or another certain area. Therefore, it is essential not to stop the proper education of the culture managers. In the context of growing importance of the new public governance orientations in the culture management - different partnership forms are necessary.

Inter-ministerial co-operation usually functions when ad-hoc governmental commissions, committees, working groups, etc. are established. The Ministry of Culture naturally cooperates with other ministries in matters relating to copyright, heritage and terrains protection, local self-government, tourism, international cultural co-operation and representation of Lithuanian culture abroad, as well as in the fields of economy, social affairs, and education in the arts, media, etc. (Liutkus 2010).

According to the analysis, we can determine, that main culture management problems in Lithuania are: financial sector problems, sometimes related to political trends and attention of politicians in selection of priorities, development of policy implementation from the functional, structural and location point of view, bureaucratic process of pol-

icy implementation, problem of functionalism, because culture policy implementation is based on trust between developers and implementers. Also Lithuanian culture management in the future should be modernized according to new changing society priorities. It is very important to study, know and understand what is important for concrete society groups in Lithuania.

Strategic priorities in culture sector management future must be fruitfully identified and implemented. Internal environment, operational environment and external environment are 3 major classes of such economic factors, which affect working of cultural organizations. Utility is the amount of satisfaction, is derived by consumers from consumption of goods. Banking facilitates monetary and fiscal policies that affect business and also the customers of the business are also very important in the sphere of culture management.

General economic growth and development in the country, employment and unemployment factors, inflation - are those changing economic conditions (including the rise of creative economy), which require modern management competences in culture sector. Costs of raw materials, paying power of people, cost of production and finally, cost of cultural services - are some of the important components that determine the general price level in the culture sector and also, the sales. Another very important aspect of the economy is the level of employment and rate of income, which is not very high speaking about current situation in Lithuania.

The corporate sustainability question has been extensively researched within the Baltic market (Adekola *et al.* 2008; Balkytė, Tvaronavičienė 2010; Tvaronavičienė *et al.* 2009). Thorough investigation of corporate financing structure becomes more topical as institutional investors make their investment decisions more sophisticated and understand that the abnormal growth, which was experienced on the emerging markets in early years of 21st century, has expired and now one needs to make well thought through decisions (Bistrova *et al.* 2011).

Social, political, economic development is concurrent with regional policy, which takes forms of prognostication, programming and planning. Aims and goals of regional policy have been changed in many countries and serve as the means of economic development of the whole country (Simanavičienė, Kilijonienė, 2005).

Culture management in Lithuania is depending on regional policy also and trying to identify new ways of improving culture management in all levels - performance management and new public governance are those approaches, which can help.

The industry and the civil society must “talk together” to raise the profile of the culture sector.

Creative economy can not be seen and identified without the cultural influence on it. The level of developing a creative economy in Lithuania is not very high, but new forms of cultural and creative industries can increase it. Whilst the creative industries have achieved much recognition in policy circles, however, it could be argued that very little actual policy has been developed even at the local level (Hesmondhalgh, Pratt 2005). There is a need of modern way of thinking about culture management perspectives in Lithuania.

5. Conclusions

Culture management is closely related to any other sector managerial mechanisms, it is always in the need of so called effective organizational structure and in change of social/economic circumstances; culture management covers strategic needs for development of culture processes as well as possibilities for adoption of the most effective methods of implementation of culture policy in practice. Culture management is a unique process, which also could be seen as a system of variety procedures, different tactics of performance management and a way of increasing knowledge and skills in culture sector organizations.

Quality of culture management also depends on how strategies of management modernization, promotion of democratic values and principles of debureaucratization are understood and applied in practice. Culture management in the context of new public governance in changing economy also is dynamic and can help to create new and important value in social context or economy development. Experience of culture history, skills of the international partnership, the sense of responsibility are also very important in the culture managers work.

Different changes in the field of culture management should be carefully planned and prepared according to the new public governance approach also trying to increase the level of social responsibility in culture sector, acting strategically both in public and private sectors, understanding how internal environment, operational environment and external environment can provide ways for better management competences in culture sector. The more difficult the economic situation become in times of the crisis, the more important operation of public administration in the context of culture management is, because changes in economic environment can change not only ways of understanding different policies, but also mechanisms of delivering concrete solutions.

Culture management in Lithuania in the future should be modernized according to new changing society priorities. We need to form new questions about public cultural services or culture management in general, that can inform the future rather than simply understand culture management past. New culture policy instruments and capacities they create could help stabilize the economy and also be useful weather any financial crises with a minimum of economic dislocation and contraction. Culture management in Lithuania must be developed by strengthening the effectiveness and efficiency of the strategic human resource management in the culture sector and providing new ways and possibilities to develop creative industries in the country.

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