Cultural Management
From Theory to Practice
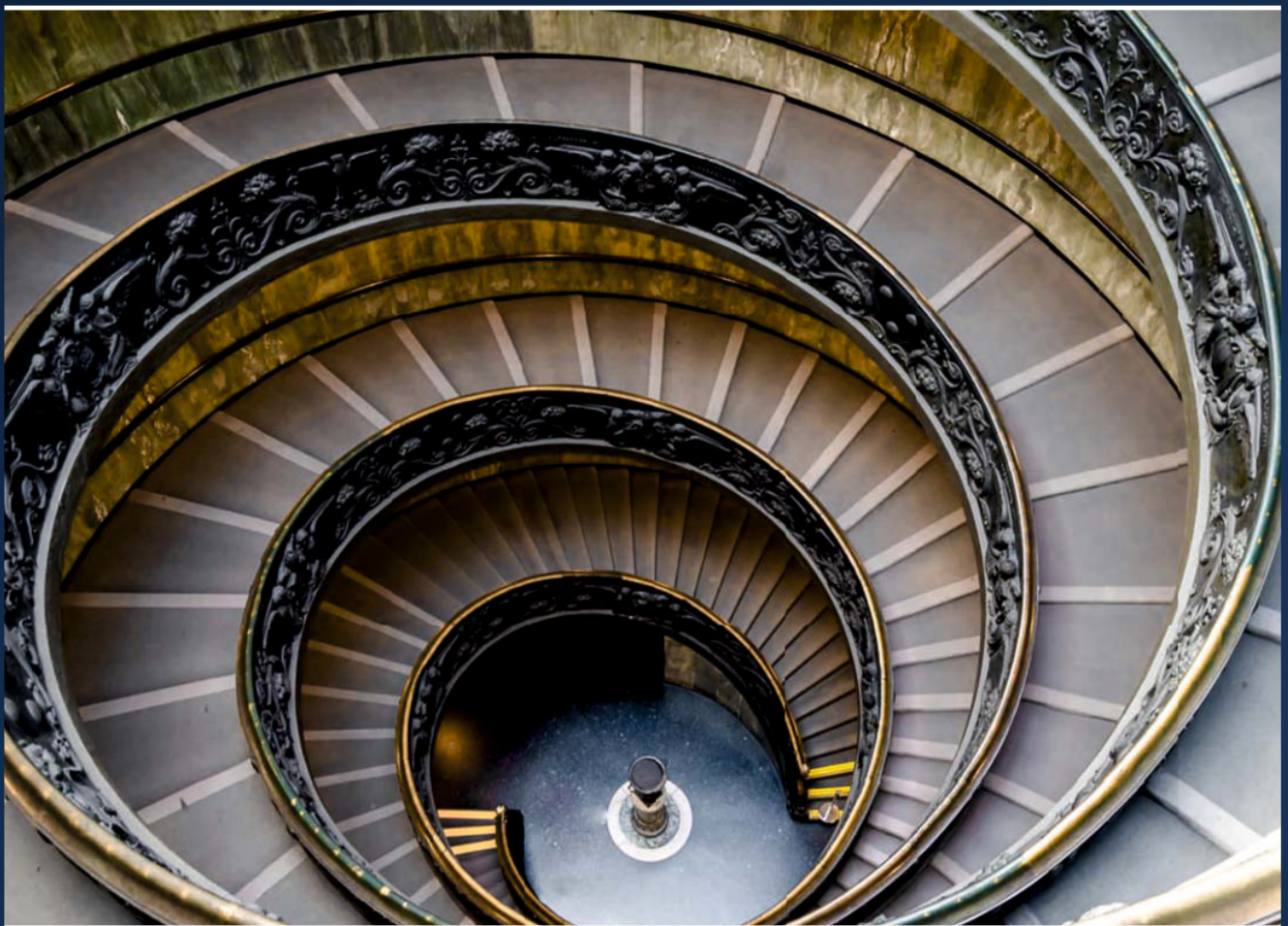
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Chapter 1

Cultural Management
as a Research Area: Challenges

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1. Introduction

The management science is a young research domain, which emerged at the beginning of the twentieth century. Firstly, management concepts were developed and applied into for-profit oriented organizations, but then they were selectively adjusted also to non-for-profit organizations and other aspects of human life. Management concepts were also applied into organizations in cultural industries and it seems that cultural management[1] is the emerging new research area (Wróblewski, 2017). There are books focused on cultural management (e.g. series of books *Mastering Management in the Creative and Cultural Industries and Cultural Industries* by Routledge), journals specialized in cultural management (e.g. *American Journal of Arts Management*; *Cultural Management: Science and Education* published by Logos Verlag Berlin; *International Journal of Arts Management* by HEC Montréal; *International Journal of Cultural Management* by Inderscience Publishers) and some prestigious periodicals have published papers in the field of cultural management (e.g. *Cultural Studies* and *International Journal of Cultural Policy* – journals published by Taylor & Francis Group; *International Journal of Cultural Studies* published by Sage Group). Universities around the world have introduced academic programs in cultural management. Thus, cultural management has been attracting the attention of scholar around the world; however, it is still a very young research area. Firstly, the paper aims to verify the thesis that cultural management as a research area has been in a period of "emerging excitement" in the process of the emergence of new fields.

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[1]   The literature review revealed that researchers use cultural as well as culture management. Authors decided to use the first term – cultural management.

Secondly, the aim of the paper is to identify key challenges faced by researchers in the field. The study contributes to the research in the field of the cultural management in two key and specific aspects. The first, it expands the current knowledge about the popularity of researches in cultural management field worldwide. The second, it addresses key challenges, which need to be overcome by scientists in order to further develop the field. Without advanced theory that matters in both culture and management, the cultural management as a research area will collapse. Thus, the identification and awareness of the most important challenges is critical to overpass the early periods in the process of the emergence of new fields and become the established research area. To meet the stated aims, the authors applied an appropriate methodology. The research methods are: the systematic literature review (desk research) supported by the authors' own observations as well as the Delphi method.

The paper is organized as follows: section one presents the cultural management as a research area; section two discuss the research design; section three is dedicated to present identified challenges faced by researchers in the field of cultural management; the final section presents conclusions.

2. Cultural Management as a Research Area

Hirsch and Levin (1999) proposed that in early development of research fields (named as "emerging excitement") is great interest to develop definitions, heuristics and typologies that frame a field. This period is followed by "validity challenge" period, which interrogate the credibility of the research fields. The next period is "tidying up with typologies", which is followed by one of three outcomes in period four: (1) "override of challenges" meaning agreement over the dominant paradigm; (2) "permanent issue" meaning disagreement over the principles of the research field; or (3) "construct collapse", meaning the emergence of new fields. Each period has its own specification and it is important to be aware of which period the research field is in order to foresee the future. To state in which period the cultural management is, quantitative techniques used in the methods of systematic literature review were applied. Scopus[2]

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[2]   Search words: "cultural management" in article title, abstract and keywords, and not "cross-cultural" in article title, abstract and key words. Research limited to the following subject areas: social science; business, management and accounting; arts and humanities; economics, econometrics and finance and following document types: article; conference paper; book; book chapter; editorial. Authors reviewed selected articles and removed from the database articles not on the cultural management.

and Web of Science[3] databases were used to identify the number of papers publish yearly. Such approach has limitations as culture and cultural management are embedded locally and a lot of interesting papers are published in local journals not indexed in international scientific databases. Additionally, some of the international journals publishing papers in the field of cultural management are not indexed in those databases as well. The authors do not proclaim that presented data accounts to a whole variety of papers on cultural management, but it shows, to some extent, the popularity of cultural management in the international perspective. Figure 1 presents the number of published publications indexed in the Scopus and Web of Science database from 1985 to 2017.

Figure 1. Number of Published Publications Indexed in the Scopus and Web of Science Database from 1985 to 2017
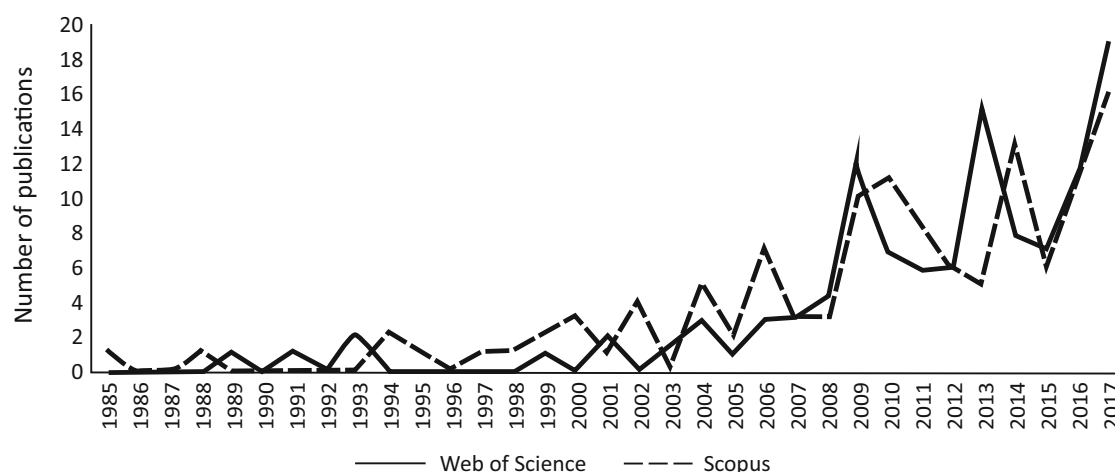
Source: Own Elaboration Based on Scopus and Web of Science Database as of 14th of September 2018.

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[3] Search words: "cultural management" in topic, and not "cross-cultural" in topic. Research limited to the following research domain: social science; arts and humanities and following document types: article; book; editorial and research area: business, economics; arts humanities – other topics; social science – other topics; art; sociology; cultural studies; history; public administration; education and educational research; social issues. Authors reviewed selected articles and removed from the database articles not on cultural management.

Table 1. Number of Published Publications Indexed in the Scopus and Web of Science

Scopus		Web of Science	
Criteria	Number of papers	Criteria	Number of papers
Search word: "cultural manage-ment", and not "cross-cultural" in title, abstract and key words	486	Search word: "cultural manage-ment", and not "cross-cultural" in topic	613
Subject area: social science; business, management and accounting; arts and humanities; economics, econometrics and finance	154	Research domain: social science; arts and humanities	260
		Document types: article; book; editorial	187
Document types: article; confe-rence paper; book; book chapter; editorial	143	Research area: business, eco-nomics; arts humanities – other topics; social science – other topics; art; sociology; cultural studies; history; public admini-stration; education and educatio-nal research; social issues	161
Analysis of abstracts and full texts	127		
		Analysis of abstracts and full texts	122

Source: Own Elaboration Based on Scopus and Web of Science Database as of 14th of September 2018.

In the Scopus database, 127 indexed papers are identified. In the Web of Science database, 122 indexed papers are selected. Presented data show that in the twenty-first century the number of published publications has increased compared to the twentieth century, when single papers were published. It can be stated that cultural management as a research area is in the period of "emerging excitement" from the Hirsch and Levin's framework. It is likely that the second period is underway, overlapping with the third. It can be ex-pected that this can last several years and to be followed by one of the three outcomes. To move to the "override of challenges" period, researchers need to overcome challenges identified in the further part of the paper. Inability of solving indicated problems will lead the research field to "permanent issue" or "construct collapse" period.

It needs to be stated that cultural management is not without legacy. It seems that cultural management was recognized as an important spe-cialization in its own right at the turn of the twenty-first century. To date, however, the field has a tangled if fruitful relationship with the older fields:

cultural studies, management, art management, design management, cultural economics and cultural policy. Moreover, the relations with newly emerging research fields, such as media management and managing organizations in creative industries, are at best undefined and unclear. Existing overlaps and misunderstanding impede smooth growth of the research areas such as cultural management. Researchers, educators and practitioners need to agree on the definition of cultural management and describe what is distinctive and therefore valuable in this specialization. Without this the advancement of the theory and therefore recommendations for workers and managers in cultural industries will be unlikely. Cultural management is a very young research area; thus, some answers may be tentative (such as the authors' reflections). However, collective actions can stimulate discourse and then broaden and deepen our understanding of cultural management.

Detailed content analysis of publications indexed in the Scopus and Web of Science databases enabled to state that authors have focused on diverse problems; the vast majority of them have applied qualitative research methods, especially the case study method; and there is lack of theory-building papers. It is not surprising as the cultural management is in the early period in the process of research field emergence. Authors offer insights into management process in organization in cultural industries with focus on the various problems, such as: marketing, cultural production and consumption, human resources and leadership, finance, strategic management and environment-related challenges. Authors identify the best practices in the management of cultural and art organizations as well. Further studies should exploit those problems, explore new areas including culture as well as management contents.

3. Research Design

Authors' interest focuses on cultural management as a research area. To meet the previously stated two aims of the paper, the Authors applied an appropriate methodology. The research methods are: the systematic literature review (desk research) supported by the authors' own observations as well as the Delphi method.

Systematic literature review can be defined as "a systematic, explicit, and reproducible method for identifying the existing body of completed and recorded work produced by researchers, scholars and practitioners" (Fink, 2005, p. 3). Authors applied the methodology of systematic literature review to analyze the literature on cultural management as well as identify key

problems and trends in the research output. The research process consisted of three stages. Firstly, the research field was mapped with the use of the techniques of keywords analysis. Secondly, the abstracts of selected publications were analyzed. Thirdly, authors analyzed full texts of papers on cultural management indexed in the Scopus and Web of Science database. Conclusions from the systematic literature review are presented in the section one of the paper.

The Delphi method is an interactive forecasting method relying on a panel of experts, who answer questions included in the questionnaire on a particular topic of interest. The Delphi method enables gathering insightful opinions form diverse group of experts, which then help to increase current knowledge or prepare forecasts (McDermott, Stock, 1980; Matejun, 2012). Authors decided to use the Delphi method, because the cultural management is a very young research area and there is high uncertainty regarding the challenges in the field as well as its future (see McDermott, Stock, 1980). Authors asked 34 experts to participate in the research, whereas 30 experts agreed to formulate opinion about key challenges in the cultural management. Experts in the study represented different research areas (cultural studies, management, art management, cultural marketing, cultural economics and cultural policy) as well as different industries account to cultural industries.

4. Cultural Management – Key Challenges

Reflections in this section present the Polish perspective on key challenges faced by the cultural management as a research area. It is worth to note that cultural management in Poland is still in the infant stage in the process of the emergence of new fields and it was the main reason why the authors decided to ask scientists and practitioners about the key challenges. We believe that it can provide insightful contribution in the discussion on the cultural management in the world. The conducted research revealed the spectrum of opportunities and threats faced by cultural management, which were grouped into six challenges. Presented reflections show the reality, which is experienced by both academics and practitioners. Identification of these challenges is important to override them and establish cultural management as a fully-fledged research area.

4.1. Challenge 1: The Development of the Concept of Cultural and Creative Industries

Experts agreed that growing interest in cultural management is connected with the emergence and development of cultural and creative industries concepts. Debate about the essence of cultural and creative industries is still ongoing and it seems that proponents as well as critiques of those concepts are far away from the conclusive remarks, but it highlights the importance of creativity and culture in socioeconomics development. In the last decade of the previous century, the importance of culture was pointed among others in Australia (Commonwealth of Australia, 1994), Singapore and Europe (Hartley, Potts, Cunningham, Flew, Keane, Banks, 2013); concepts of the creative milieu (Törnqvist, 1983) and innovative milieu (Hartley, Potts, Cunningham, Flew, Keane, Banks, 2013) were popularized. Nowadays, culture is inseparably included in strategic policies in many countries and it seems that there is well-established approach to interlink socioeconomics development with culture. However, there are still some countries, among them Poland, where the socioeconomics development and culture are not connected sufficiently, and cultural policy is mainly focused on subsidizing organizations in cultural industries. The government does not sufficiently support the culture, so it does not contribute to the development of it. In these countries, culture needs to be still strengthened, which is postulated by many researchers and practitioners (also in Poland). It means that the development of the cultural and creative industries concepts has resulted in more interest in culture itself. In many countries increasing cultural awareness of society as well as interest in cultural industries from the private sector and policy makers are observed. More and more organizations are set up in cultural and creative industries and offering cultural products on the market is not an exception. We do not only observe the rising number of cultural products, but also increase in quality and accessibility. Cultural products are not targeted to a selected group of people, but they are available for all citizens, including socially excluded people. Furthermore, any form of artistic, cultural or social activity extends the potential labor market for specialists in the field of culture management allowing them to acquire new competences or develop existing ones. All these promote cultural management as a research area. It means that researchers and practitioners need to sustain the interest of the culture by offering insightful knowledge on cultural management.

4.2. Challenge 2: Organizations in Cultural Industries Have to be Managed

It may seem that this challenge is obvious, but at least some of the organizations in cultural industries are managed intuitively; the body of knowledge of cultural management is still minor. Experts highlighted that culture, like any other area in our life, needs to be managed (planning, organizing, leadership and controlling) and it requires specialists in human resource management, communication, marketing, operations, finance, law and others. Such people should be prepared to deal with specific problems of organizations in cultural industries. One of them is source of finance. An effective manager in a cultural organization can raise a sufficient amount of money for an organization, which in many cases can enable it to survive. It means that cultural managers need right competences and an effective business/management model. All these mean that there is need to develop further the body of knowledge of cultural management. Researchers and practitioners need to offer selected and adjusted management methods and tools, which will help to manage organizations in cultural industries efficiency.

4.3. Challenge 3: Educational Problems

The first and the second challenges cannot be addressed without a good education in the cultural management area. Our interlocutors indicated that people who want work in cultural industries should have at least basics knowledge of culture management. This knowledge can be gain on the pre-university as well as university level (on under graduate, graduate and postgraduate studies). Some experts pointed out that the number of universities offering the cultural management curricula is minor. It is also worth to note that academic programs in cultural management are under development and many are not very secure and also of uncertain value. However, some of the cultural management curricula are distinguished. Nevertheless, the main challenge is connected with the lack of professional educational offers; some experts link it with the crisis of the humanities education. It is perceived as a barrier in the development of cultural management as without it educating professional cultural managers is not possible. Experts also indicated that the knowledge of many teachers involved in cultural management education is unfortunately archaic in many ways, therefore it is not suitable to the fast-changing cultural landscape. Thus, the educational offer is still under development, because of the juvenility of the cultural management and dynamically changing environment of cultural industries. It impedes, and in some cases makes it impossible, to create the professional education offers in cultural management

for the future managers. However, all interested in cultural management should strive to develop and improve the educational offers for people willing to work in cultural industries. Without it the number of professional cultural managers, who are willing to share their experience with the younger peers will still not be sufficient to boots the knowledge about cultural management.

4.4. Challenge 4: Local Embeddedness of Culture

The culture is embedded locally. Culture is country-specific, and it is in strong relation with a local society. On the one hand, it is a great opportunity, because the body of knowledge of cultural management is also local. In case of Poland there is lack of in-depth knowledge on cultural management, thus it brings a lot of interesting opportunities for researchers therein. Awareness that culture functions differently in the different country-specific and local contexts can also positively contribute to the increasing importance of cultural management. Analyzing, comparing and combining different conceptualizations of cultural management can enrich our understanding of the modern world as it will show the whole spectrum of different propositions. But on the other hand, it is a real challenge as it means that theories and experiences cannot be easily interchanged between people researching in cultural management in different context (e.g. insights from the Western countries cannot be unthoughtfully implemented in Polish-based cultural organizations). It impedes the process of moving from the "emerging excitement" period to the further ones from the proposition of Hirsch and Levin. Different propositions emerging from different cultural contexts can be incoherent, leading to disagreement over the principles among people interested in cultural management, and finally to concept collapse and birth of a new field. Inability to overcome this problem will mean that cultural management is doomed to perish.

The challenge stated here means also that culture cannot be treated as any other area in the economy. Lampel, Lant and Shamsie once stated "that cultural industries are clearly different from most other industries. Their products evoke intensely private experiences, and they tap values and aspirations that are neither utilitarian nor commercial" (Lampel, Lant, Shamsie, 2000, p. 268). This opinion was very often mentioned by experts. They highlighted that it is crucial to consider specification of cultural industries, otherwise recommendations for cultural managers may be misleading and proposed solutions may not work well in organizations therein.

People interested in cultural management need to be aware of the local embeddedness of cultural management and its specification. Only if we are able to propose a coherent body of knowledge of cultural management, the research area will flourish.

4.5. Challenge 5: Interdisciplinarity of Cultural Management

The interdisciplinarity of cultural management is at least twofold. Firstly, it seems that in cultural management two different research fields are combined: culture studies and management (however, different research fields also contribute to cultural management, e.g. cultural economics and cultural policy). Thus, cultural management does not mean choosing either cultural studies or management science perspective but finding the right balance between them. Both research fields can bring fruitful insight into cultural management. It can be observed that more common approach is to apply management methods and tools into cultural management, however they need to be selected and carefully adjusted to the specification of organizations in cultural industries. One of experts strongly underlined that the main threat is the temptation of unthoughtful transfer of the concept of business management to the entire sphere of culture. Another expert pointed to increasing projectification in cultural industries, which means wide implementation of projects in all kinds of organizations and all aspects of human life (Lundin, Arvidsson, Brady, Kestedt, Midler, Sydow, 2015; Lundin, Norbäck, 2016). All of these can be damaging to the culture and weaken or even kill the creativity. Culture cannot be perceived as any other industry in the economy. Our interlocutors believe that perspective of cultural studies in the cultural management can benefit it as well as enrich the management science *per se*. It means that management science should not only contribute to cultural management, but it should apply at least some of the concepts, methods and tools introduced in cultural management to "traditional" management (e.g. analysis of visual materials; narrative approach). Modern organizations are more socially, ethically and environmentally aware, thus insights from cultural industries can enrich the whole body of knowledge of management science and enable to formulate fit-to-purpose recommendations for managers.

Secondly, cultural management is an interdisciplinary field as it combines theory and practice. Cultural management can flourish when all stakeholders are involved in developing the body of knowledge. Researchers, artists, recipients and people in cultural industries should work together as they can connect the different views of the problem and solve it faster and more effectively; synergy effects can be achieved. Practitioners need to look into theories and theorists should not run researches without establishing strong relations with people in cultural industries. The combination of theory and practice can benefit all of us. Experts pointed that, in Poland, many scientists focused on research on cultural management have either work experience or cooperate closely with people in cultural industries. In Poland, it is a quite

unique phenomenon that the research field – cultural management – is tightly saturated with the practical experience of researchers. However, some experts stated that combination of theory and practice is not an easy job. It is possible, but teams researching on cultural management should be interdisciplinary as it enables to apply different research methods and diverse perspectives on the problems need to be solved.

4.6. Challenge 6: Changing Landscape of Cultural Industries

Interlocutors very often pointed to the fast-changing environment of cultural industries. Some of them highlighted the technological changes, such as digitalization and augmented reality, some indicated social changes (e.g. new lifestyles of young people, increasing role of social media), globalization, migration and inequalities. One of the experts stated that the greatest force influencing cultural management is entropy – a reality where diffusion, dysfunction, and chaos are not only the norm, but sometimes even a form of social relation. The question, which needd to be answered in the cultural management sphere, is to how to manage entropy. All these forces influence strongly the cultural industries and cultural management as well. It gives a lot of opportunities, but it also impedes the process of theory-building. People concentrated around cultural management need to see these disruptive changes and take them into account in their researches, because, without it, cultural management will be outdated.

5. Conclusions

Presented reflections in the paper about cultural management as a research area enabled to meet stated aims. Based on the number of publications indexed in the international databases of scientific papers it can be stated that cultural management as a research area is in the period of "emerging excitement" from the Hirsch and Levin's framework and the next periods are underway. It needs to be aware that cultural management is strongly interlinked with cultural studies, management, art management, design management, media management, management in creative industries, cultural economics and cultural policy. This unclear relationship can impede and even stop the development of the cultural industries as a research area.

The conducted research enabled to identify six challenges faced by people interested in cultural management. These are: (1) the development of

the concept of cultural and creative industries; (2) organizations in cultural industries have to be managed; (3) educational problems; (4) local embeddedness of culture; (5) interdisciplinarity of cultural management; and (6) changing landscape of cultural industries. Researchers as well as practitioners need to overcome these challenges as without this establishing the cultural management as a fully-fledged research area would not be possible.

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