

Vision and strategy for cultural management

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Abstract: *In order for an artist to be successful, there should be taken into consideration a number of important aspects, long term and short term ones. Vision and strategy are among the elements that need to be defined at the very beginning of an artist's career, as a foundation for the future development of both professional and personal part of life. Because continuous development is intended by any artist, strategy must intervene in the very beginning of management planning together with a vision for long term individual mainstream integration*

Keywords: *cultural management, Artist's strategy, Planning, SWOT Analysis*

1. Introduction

In the context of permanent transformations of culture and education, of people willing to buy a ticket to a cultural/artistic event, under the pressure of demographic and social change, of technological progress, a reconfiguration of architectures in order to attract amateur and connoisseur of the domain public, involves reconfiguring strategies in a way that takes into account these transformations, (Boşcoianu et al. 2004, 4).

Increased competition, not necessarily related to increased competitiveness, social pressure, aging population, agility of response to change, could be solved by changing the strategy.

There are various tools in strategy incentive policy, from investing in cultural, public or private projects, cooperation and stimulation of cooperation, but also tools that can provide the information that could help in taking the best decision, (Calefariu et al. 2012, 3).

2. SWOT Analysis

SWOT analysis is a method that helps create an overall vision, allowing the identification and analysis of both the internal factors generating change and the

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external factors that need to be considered in the continuity of activity, but also in the planning of change. The result consists in a profound understanding of the existing, potential or critical issues that may affect the smooth running of artistic activity.

This method is a strategy formulation tool that allows for a diagnosis or radiography of the artist or the artistic organization regarding the past, present and future condition in the areas of functionality (artistic, managerial, psychological, economic, technical, legal, marketing, sociological), generating perspectives of long-term evolution and understanding of strategic position.

2.1. The method's elements of interest

The method analyses, the name being the acronym for four words in English, Strengths, Weaknesses, Opportunities and Threats. They can be divided into two elements of interest with the aim of continuity of the activity:

- a) Cultural artist / organization and its internal situation over which management has direct control: strengths and weaknesses;
- b) The external environment and its impact, positive or negative, on the dynamic activity of the artist / cultural organization on the market: opportunities and threats.

The SWOT analysis performs several roles within the cultural organization. A first image outlined by this is that it helps to get a clearer picture of the current status of the cultural organization, allowing the knowledge and in-depth understanding of the elements that contribute to obtaining the desired yield, as well as the necessary steps to improve the assessed parameters. In a graphical form, the SWOT analysis is matrixed as follows:

SWOT analysis in graphical form	
S - „Strengths”	W - „Weaknesses”
O- „Opportunities”	T - „Threats”

Fig. 1. *SWOT analysis in graphical form*

This method allows knowledge and understanding of the general environment in which the cultural organization operates, with the overall aim of removing possible threats and weaknesses and capitalizing on strengths and opportunities in an optimal manner. It is thus favored to channel all capacities to eliminate the shortcomings within the system and to make informed decisions about the necessary change done to minimize the impact of a neuralgic element.

By providing information on the internal values and critical points of the cultural organization, in conjunction with its long-term and short-term goals, the method facilitates long-term planning, a particularly necessary element within the overall context of effervescence and cultural diversity (Nicolescu 2000, 85).

2.2. Setting objectives

In the context of increased dynamics and openness to discovering new cultural perspectives, the method facilitates obtaining information on external elements that positively / negatively influence the achievement of cultural and developmental goals. The external environment, respectively, the one for which the artistic act is entirely intended, involving the transmitter, but being meaningless in the absence of a transmitter, is the one upon which the entire management approach must be directed.

Thus it is necessary to clarify the doubts regarding the choice of the best method for achieving the proposed objectives, the method of support necessary for this desideratum.

It is helpful for the elements to provide an overview of the general context, the artistic environment in which the cultural organization operates, and not just a particular one, which is an exception. Otherwise, the decisions made may affect the organization's upward path through lack of information from multiple sources and as impartial as possible. Thus, impartiality, vision from multiple perspectives, such as market analysis, employees, partners, natural and governmental factors are contributing to change, Lumpkin et al. (2004, 161).

In case of recovery or optimization of activity, it is necessary to identify strategic alternatives. By rectifying, a declining cultural organization is distinguished, the trend being declining over a long period of time, while optimization involves a relatively constant time-wise situation that is to be improved.

In order to achieve optimal SWOT analysis, it is necessary to know the general framework of the existing situation both within the cultural organization and the environment which it operates in. The SWOT technique is based on the brainstorming method (a way to identify possible solutions to solve a problem) to develop a strategy for the future work of the cultural organization.

3. Application of the method

Applying the method implies a good knowledge of the four parameters of the analysis.

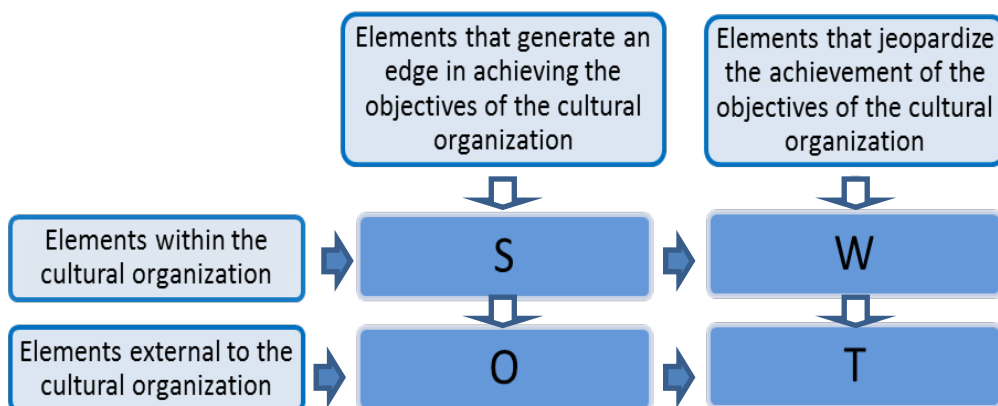


Fig. 1. *Characteristics of parameters of the analysis*

- S** – Strengths are distinctive features or competencies of the cultural organization, elements that make it efficient and capable of meeting the objectives compared to those of competing organizations that target the same audience, competition and higher level to this. Strengths are those elements that are controlled by the cultural organization, its internal environment, positive elements, both tangible and intangible.
- W** – Weaknesses are characteristics that determine a lower level of performance compared to competing organizations. These are controlled by the internal environment within the cultural organization, and require improvement so that the goals can be met successfully and the competitive force, which determines the public's decision to participate in the artistic events, increases.
- O** – Opportunities are positive features of the external environment of the cultural organization, which helps to establish an action strategy, or to improve the existing one, which generates profitable fruition of artistic activity. These reflect the potential of implementing strategies, potentially generating future prosperity. Thus, prosperity must be expressed in quantifiable elements, which can then be assessed as objectively as possible.
- T** – Threats are negative characteristics of the external environment of the cultural organization, characteristics that are not controlled by it, but which can significantly and adversely affect the performances and the achievement of the objectives of the cultural organization. Early knowledge, anticipation, helps to avoid or minimize the impact of threats on the organization by reconsidering strategic goals and how to implement them.

Combining the four categories of information provided by the SWOT analysis allows for the formulation of effective and appropriate policy options for organizing the cultural organization.

4. Interpretation of results

Looking from the cultural side of management, together with entrepreneurship, is a style of excellence that involves identifying the potential of the artist / cultural organization, the spiritual needs, and not only the mental ones, the commercial opportunities associated with intensive / innovative cultural events promoting, using adequate technologies that combine the artistic art and the new technological era, superior resource utilization, and managing rapid change and growth, under the conditions of risk control, starting from a set of decision-making abilities, (Audretsch 2003, 20-38).

All these tools refer to management and its ability to find and use the most adequate methods in order to take cultural management in a time that pays more attention to media than to live art-created feelings, more attention to a name than to an emotion created by not such a well-known artist, that considers a person with no cultural background an influential opinion, only because it appears on television or on social media.

Considering all internal and external elements that may generate a successful artistic performance, SWOT analysis is a useful method that can be used in order to improve the decision-making management department factors in a cultural institution.

A combination of a number of different methods is also welcome, different perspectives offering a more complete overview on the strategic goal planning in the cultural institution. The author intended to analyze only one of these methods.

5. Conclusion

It is very important to analyze the perspective that this analysis offers to the cultural organization. Through this tool, it is possible to assess the possible routes to be followed by the cultural organization in order to ensure the continuity of the activity, namely to achieve its major goals.

In the context of the constantly assaulted public with information on cultural events, selection is often made on the basis of promoting the cultural event, and less through the quality of the artistic act, the repertoire, or the performing artist.

Tools are needed to allow for a correlation between the internal environment and the external environment of the cultural organization.

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