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Strategic Approach; 1. Types of Organisations in the Arts and Culture Sector; 2. Arts Organisation: Resources, Processes and Results; 3. Innovations in the Arts: Categories of Innovations; 4. Arts Managers: Profiles and Functions; 5. Entrepreneurship in the Arts; 6. Intrapreneurial Arts Organisation: Main Characteristics; 7. Intrapreneurial Process in an Arts Organisation; 2 Strategic Management: Essence, Role and Phases

1. Strategic Management and Planning: Historical Development2. Strategic Management as a Process to Manage Changes in Arts Organisations; 3. Phases of the Strategic Management Process; 4. Reasons for Strategic Management in the Arts; 5. Why Is Strategic Management for Arts Organisations Special?; 6. Reasons for Resistance to Implementing Strategic Management in the Arts; 7. Key Terminology in Strategic Management; 3 Strategic Planning Process, Methods and Types of Plans; 1. Strategic Planning: An Overview; 2. Main Strategic Planning Principles in the Arts; 3. Preparing for Strategic Planning 4. Approaches and Methods of Strategic Planning: The People Factor5. The Plan: An Overview; 6. Types of Plans; 7. Projects and Plans in the Arts; 8. Rationale and Structure of a Strategic Plan; 4 Strategic Thinking: Vision, Mission and Objectives; 1. The Importance of Organisational Identity; 2. Vision, Mission and Organisational Values; 3. Organisation's Name, Logo and Slogan; 4. Objectives: The Three-Dimensional Framework; 5. How to Set SMART Objectives; 6. Example of a 'Mission, Vision and Objectives' Section of a Strategic Plan 7. Case: International Council of Museums (ICOM): A Strategy for Networking in the Global Museum Community8. Case: INTERARTS (Barcelona, Spain): Knowledge-based Approach to Strategic Management and Planning; 5 Strategic Analysis: The Arts Organisation and Its Environment; 1. Strategic Analysis: An Overview; 2. Understanding and Analysing the Macro-External Environment; 3. Cultural Policy as an Element of the External Environment; 4. Understanding and Analysing the Micro-External Environment: Industry and Market Analysis; 5. Understanding and Analysing the Internal Environment 6. Preparing to Define a Strategy: Critical Success Factors7. Example of 'SWOT Analysis' Section of a Strategic Plan; 8. Case: Vishtynetsky Ecological and Historical Museum (Kaliningrad Region, Russia): Community Ownership as a Powerful Factor for Breaking Isolation and Achieving Sustainability; 9. Case: MT Space (Waterloo Region, Canada): Engaging Culturally Diverse Artists and Communities; 6 Choice of Strategies; 1. What Is a Strategy, and Why Is It Important in the Arts?; 2. Classification of Strategies; 3. Main Organisational Strategies 4. Strategies for Integration, Cooperation and Networking

Sommario/riassunto

"This book looks at the unique characteristics of cultural organizations and shows readers how to tailor a strategic plan to help these organizations meet their objectives. Including examples, cases, questions and suggestions for further reading, this book is designed to accompany classes on strategic planning, cultural management or arts management."
