

## **Management Control of Museums. The Case of “Musei Provinciali of Gorizia”**

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### **Abstract**

In this work we want to identify, to describe and to interpret measurement, representation and communication processes of museum activities in a specific organization: Musei Provinciali of Gorizia (MPG).

The main hypothesis is that the problem of performance representation is the weak link of the process of managerial evolution in Italian museums. This problem is joined with institutional and organizational aspects.

About MPG we will be able to notice a sort of changing from the point of view of accountability: the same MPG (“the agent”) want to account for the Provincia (“the principal”). This means that a specific complexity is not well understood (by Administration) and not communicated (by MPG). This is the result of a situation in which “the principal” is far from the context of the “agent” (the museum production) because of the lack of specific competences; it is not able to control it and he does nothing to eliminate these “informative asymmetries”.

### **1. Introduction**

The contribution of the researchers of organization and management to the study of the artistic and cultural organizations has spread since the end of the eighties in the Anglo-Saxon Countries (Peacock 1969, Peacock, Rizzo 1994, Netzer 1978, Throsby, Whitters 1993, Moore 1994, Fitzgibbon, Kelly 1997, AIMAC 1999, Colbert 2000) and only in the second half of the nineties in

Italy (Solima 1998, Bagdadli 1997, Moretti 1999, Moretti, Crisci 2001a, 2001b, Zan 1999, Mossetto, Valentino 2001, Sicca 2001, Crisci 2002a).

The main problem about the studies of management of artistic and cultural organizations is tied up to the cohabitation between the two aspects of the term "economic". As Zan (1999) underlines:

- the "formal" meaning recalls the idea of "getting the maximum from one's own means" (Polanyi 1983, quoted in Zan 1999), or the necessity to operate some choices under conditions of shortage of resources;

- the "substantial" meaning makes reference to the ways through which the human needs are satisfied or to the analysis of the processes of production and consumption tied up to a human activity; this second aspect makes reference to matters of management, of a strictly managerial nature.

The management of a cultural organization has also to consider the substantial aspect of the economic problem, that is the activity developed and the characterization of management object. It also deals with the reconstruction and the understanding of (all) and the processes and the concrete ways of satisfaction of the specific human need for which the cultural organization is born (Zan 1999): the production and the diffusion of the artistic knowledge, the achievement of the cultural product (Moretti 1999, Crisci 2002a, Crisci, Moretti 2002).

The object of this job is the analysis of the planning and control systems involved in a public museum organization (the Musei Provinciali of Gorizia, MPG). We will try to synthesize, especially, the results of a wider search (Crisci 2002b), carried out between May and December 2002, paying attention on the following main targets:

- to identify the different dimensions of MPG's management;
- to identify and to describe the actual situation MPG's management control systems;
- to identify, to describe and to interpret the connections between the introduction of a correct approach of planning and control and the start of a real process of "managerialization" within MPG's, above all with reference to the impact of such process on stakeholders.

The main results will be:

- the analysis of the MPGs' management testing a model used for the study of other cases (Zan 2000, 2001) and able to represent the "multi-dimensionality" of a museum organization management (aspects of back-office, demand side and supply side);
- to determine the impact of such strategic-operational complexity on the actual system of control through a realistic representation of MPGs' performances;
- to verify the connections of the actual evolution of museum organizations management in Italy with the problem of accountability in local public services.

The case of MPGs is the symbol of a rather standard situation of the public museums in Italy (Zan 1999, 2001, Moretti 1999, Solima 1998, Bagdadli 1997) but also, for some aspects, in foreign museums (Zan 2000, Moore 1997, Fitzgibbon, Kelly 1997, Jackson 1997, Ames 1997a, 1997b).

Analysing the case of MPGs we will try to verify the hypotheses that Italian museums:

- don't have (and they don't manage) income of their own;
- don't present, and are not able to present, official accounts important at a managerial level;
- are not able to plan a management by objectives;
- are continually exposed to the logics (sometimes "twisted") of the processes of planning and control (when they exist) or of "self-determination" (in the majority of the cases) of their owner;
- undergo extraordinary measures not considered during the predisposition of targets and the allocation of resources.

In conclusion, if the systems of planning and control must be implemented for "controlling" the relationship between local Administration and museum organization, never as in this case, they will be able to revise the ways through which institutional relationships develop.

The actual situation is, fundamentally, of "not accountability" (Zan 2001), in terms of mutual "absence of control" and "impossibility of checking" between provincial Administration and MPG. In this situation in which it seems, paradoxically, that just MPGs have the whole interest and need of "accounting for" their work to the provincial administration. They want to underline how the underlying ineffectiveness and the inefficacy of some aspects of the management can be managed modifying that aspects without which there is not a real autonomy and therefore a real "assumption of responsibilities".

## 2.The Provincial Museums of Gorizia

The MPG's were born in 1861 with a historical-antiquarian section and a section of natural history. From the first seat the Palazzo of the Diet in 1900 the museum moved to Palazzo Attems (still today the official center of the MPG's). It included in the thirties Casa Formentini in Borgo Castello and in the eighties also the near Casa Dornberg and Tasso. After a long restoration begun in 1989, Palazzo Attems, closed since 1983, has partially been reopened to the public in October 2002.

Today, MPG's are a multiunit reality (Moretti 1999), that is a multiple museum in which there are more detached centers, different typologies of collection and expositive spaces (historical museum, archaeological collection, technical-scientific museum, museum of art), different operational realities, all making reference to an only organization.

MPG's include the following realities:

- the main permanent collections (Museum of the Great War, Museum of the Fashion and the Applied Arts, Museum of History and Art), the collections and permanent preparations connected to the first ones (permanent exhibition on the History of the Brigade Julia, textile section and jewellery, archaeological collection);
- the Historical Archives and the Library;
- the Art Gallery;
- the Gallery of Contemporary Art "Spazzapan";
- the spaces for temporary shows.

As it happens for the greater part of Italian museums (Zan 1999, Moretti 1999), also for MPG's it is not possible to track down an official document in which formally the targets of the organization are rendered explicit. Anyway, the underlying targets seem to be present and well clear in the cognitive mechanisms of each member of the organization itself:

- preservation and protection of permanent collections;

- carrying on the action of search, cataloguing and preservation within the thematic areas of interest and with reference to the new following acquisitions;
- to develop the action of diffusion of the knowledge tied up to the museums' patrimony through the expansion of the didactic activity;
- to aim at a narrow but qualified number of temporary shows to support permanent collections;
- to continue in the work of improvement and recovery of MPGs' patrimony (in first place with reference to the role of Palazzo Attems and to the definitive arrangement of the Art Gallery).

From the strategic point of view, the list proposed furnishes rather a series of "sub-targets" tied up to the single activity developed (now or in future intentions) from MPGs.

Actually such prospect takes the approach delineated in the Executive Plan of Management (PEG) of MPGs, a formal document that should plan to the last detail the targets to reach for each area of intervention of a local corporate body.

The most general aim (also not formalized but rooted in the management) seems to be connected with the idea of preserving and improving the historical-artistic and cultural identity of the area of reference (the geographical area of Isontino), carrying out all the activities useful to such purpose (acquisition, preservation, scientific search, exhibition and improvement) through many typologies of collections that succeed in embracing transversally the whole history of Gorizia.

### **3.The Process of planning and control within public firms**

The identification and the description of the principles on which the implementation of a system of management control in the case of a museum organization (the MPGs) will be faced beginning from the problem of the evolution and transformation of managerial models used by the local corporate body. Literature was widely analyzed this theme (Anthony, Young 1992, Borgonovi 1996, Garlatti, Pezzani 2000).

The introduction of planning and control logics is a fundamental element for the success of economic-business approaches inside the local corporate body. Such process is strictly connected with factors of organizational nature, based on general principles such as the distinction of the

functions between political and technical organs, the economic assumption of responsibilities from the management, the unitariness of the management (Borgonovi 1996, Zan 1999, Garlatti, Pezzani 2000).

Remarkable aspects will be:

- the ability of planning, through the construction of decisional models directed to the future (also for the cultural programs) (Garlatti, Pezzani 1999);
- the ability of integrating local affairs, considering the mechanisms of involvement (governance models) of the system's players (stakeholders) in the processes of definition of targets and evaluation of results (with reference to all the activities, culture too) (Zan 1999, Moretti, Crisci 2002);
- the ability of adaptation to the environmental variables, that is the ability of developing a flexible system able to adapt to the external pressure, through the implementation of a system of monitoring and continuous revision of the activities developed (taking into consideration the specificities of each activity);
- the ability of a "participatory collaboration" that competes looking for the achievements of least dimensions in activities and services with the purpose to rationalize the resources themselves (Garlatti, Pezzani 2000). The case of the cultural services represents an evident example, thinking about phenomena such as cultural association, museum systems, cultural districts, etc. (Bagdadli 2001, Salvemini, Soda 2001).

Through the feed-forward mechanism, the management control process in public administrations "[...] more than bringing back the management within schemes already defined, the action of control tends to address management in a coherent way as regards the conditions the environment seems to set for the future, both immediate or not [...]" (Garlatti, Pezzani 2000: 76).

The basic argument is that the complexity of the firms considered (local corporate body) "affects the aspects of orientation and consequent employment of the planning and control systems, contributing even define more precisely the content and the contributions asked the managerial function" (Garlatti 1999: 51).

In these terms control systems are just "a link between environment and organization, through which the management can read, interpret and to govern the complexity of the subsystems that it has to manage" (Borgonovi 2000: 331).

The coherence of the control systems with the peculiar characters of the environment and the firm is the element on which the utility and the effectiveness of these tools of management are based. The case of public museum organizations is an example of the risk you run adopting tools and methodologies in a "no-contextual way" (Anthony, Young 1992).

#### **4.The management of the MPGs: between managerialization and accountability**

##### *4.1 The "multi-dimensionality" of MPGs' management*

If you want to come to a "not vague and mechanistic conception" (Zan 2001) of the managerial process in museum organizations you must analyse the different aspects of the term "management". In this way we will try to avoid the double risk of: applying a bad "managerial rhetoric" to the study of specific organizations (a bad approach of general management, that can be characteristic of some "economic" speeches about artistic and cultural organizations); or considering only some aspects of the managerial speech about museums, reducing it just to the idea that managerialization means the introduction in museum organizations of a person in charge of marketing or a financial manager (it is a confusion in which museum experts, manager of museum or, worse, public administrators seem to fall: they think the problem of museums is the shortage of resources or the necessity to increase the number of visitors).

About this, Zan (2000, 2001) remembers that the term management must be related both substantive aspects and to procedural aspects. We get the following scheme crossing the nature of the examined aspects with the object of reference, distinguishing collections, users and resources. We complete the analysis of the scheme considering the intersection with the lines: a further and fundamental distinction between efficiency and effectiveness emerges. Also in the case of public services, effectiveness is related to the degree of achievement of purposes and aims reached by

the players, while efficiency is given by the relationship between input used and output attained (Borgonovi 1996, Garlatti, Pezzani 2000). An absolutely fundamental aspect is that also within a museum organization is necessary to consider the equilibrium between effectiveness and efficiency in a situation of trade-off between the two concepts. It would be easy for a museum to result effective, in a short period, not taking care of the preservation and the restoration of the works it exposes or of the restructuring of the museum buildings; even it would be very easy to be efficient decreasing the level of the services offered, reducing the timetable of opening or not guaranteeing the least safety levels for works and visitors (Zan 1999, Moretti 1999).

The efficiency, according to the logic of supply-side, must be considered with reference to the acquisition and the use of the resources - human and financial - both as it regards substantial aspects (nature and quantity of the resources acquired in comparison to those "self-generated"; general costs and productivity; staff qualitative and quantitative sizing, productivity and satisfaction; etc.) and procedural aspects (logics and practices of management and control of financial resources and management of human resources).

The speech on the effectiveness is more articulated. It cannot be limited to the analysis of the fruition in an optics of marketing orientation in a museum organization.

Effectiveness requires that both the aspects related to the orientation towards the market and the visitor ("demand-side" logic) and the aspects connected with the collections (according to "back-office" logic) are taken into consideration, also in terms of historical-aesthetical-scientific judgment.

Besides, in both cases, you must not forget the substantial aspects fixing the attention only on those procedural.

In the following table (figure 1) you can see the characteristics of the managerial areas of MPGs and the logical links among them.

Figure 1

The result of the analysis proposed has been the verification of the general hypothesis according to which a coherent process of "managerialization" leading a museum has to involve the resolution of the problem tied up to the real autonomy granted to the same museum and the ways of managing it (everything departs from the low quadrant on the right).



The following table (figure 2) summarizes the critical areas of the management underlining the results of the analysis of the MPGs' performances.

#### Figure 2

The analysis of the performances has allowed to underline these issues in managerial terms of effectiveness and efficiency. It has been conducted using some of the numerous indicators present in literature (Ames 1997, Bagdadli 1997, Solima 1998, AIMAC 1999, Evans 2000, Gilhespy 1999, Moretti 1999, Zan 2000, 2001, UK Department of Cultural, Middle and Sport 1999) and trying to cover each critical area underlined by the model used. In the following paragraphs such results are underlined from an interpretative point of view.

#### *4.2 Substantial aspects: communicating the trade-off between effectiveness and efficiency*

The main problem about substantial aspects are attributable to the individualization and measurement of the targets (technical-scientific, of demand and economic-financial), to the measurement of the activity (and therefore of the results), of the resources used and, above all, in terms of efficiency, to the analysis of the relationship between input and output.

Such aspects affected first the fundamental problem of understanding, in terms of trade-off, if the endowment of resources results enough (or at least coherent) to guarantee an "acceptable" level of service (if the targets are attainable).

In terms of substance and of back-office effectiveness it seems that few can be told about MPGs: general planning, search and study, documentation and cataloguing, preservation, are the "strong points" in the museum activity.

The matter is different with reference to the dynamics of the effectiveness from the side of the demand. If in terms of level of service offered it doesn't seem to be uncertainties (above all with reference to the educational function), more problematic are the functions tied up to the preservation (guaranteeing the control/care during the visits), the management of the other services and the verification and evaluation of the communication.

With reference to the first point it seems evident that MPGs cannot face only with their human resources, the levels of service guaranteed up to the reopening of Palazzo Attems (so, it is still a problem).

The "communicative" problem is tied up to the fact that such "uneasiness" is perceived as marginal from the provincial administration, above all because of its incomprehension of the specific process of a museum organization.

The management of the other services is a problem of operational nature and, for some aspects (management bookshop and merchandising) there is also a problem strictly connected with that of the staff: the quality of the offer, in fact, suffers the fact that there is not a structure in charge of the management (or at least effective if not efficient) of these services.

The trade-off between effectiveness and efficiency emerges subsequently with reference to the staff analyzed also from the point of view of productivity and satisfaction: it is not possible to ask for high levels of substantial effectiveness without suitable human resources if you don't want to produce situations of conflict within organization.

The connection between efficiency and effectiveness widens out then to the theme of the techniques of results' monitoring:

- from the side of the demand, without a peculiar staff it becomes difficult to notice public satisfaction, to study the visitors' needs, to elaborate data and useful information (from the procedural point of view) for the decisional processes;
- from the economic-financial side it becomes difficult to produce data and information to operate a serious control on the costs of monitoring of the activities.

These problems are strictly connected with the possibility of speaking really about "managerialization" and about "accountability" in museum organizations; the autonomy in fact (like it or not) is the ability to account for your work to your institutional interlocutors. If you are not able to pick up, to elaborate and to communicate data and information "on your own account", you prejudice then the process of targets identification and quantification and the process of resources individualization and results measurement.

The most pressing interventions concern really:

- the lack of resources (in terms of staff) especially with reference to the permanent opening of Palazzo Attems and for the project of move of the historical archives (the logistic and operational aspect of the transfer) - effectiveness and substantial efficiency;
- the necessity of a staff devoted to the collection and information of the data by the side of the demand (marketing function) and to assist the scientific and administrative activity - effectiveness from the side of the demand;
- the impact of such situations on the staff "morale" and satisfaction - efficiency in the staff management;
- the difficulty of elaborating book-keeping and administrative information necessary to measure and monitoring the costs, to delineate the targets and to compare them with the results - not "accountability" and low efficiency in costs monitoring.

With reference to these aspects, the examination of the tools for the pursuit of the targets involves the analysis of the relationship input/output, that is the fundamental necessity of measuring the resources employed and the need satisfied by MPGs. Keeping in mind that targets are not always identified clearly at a central level but they are often "self-generated" at a peripheral level, MPGs reach satisfactory levels of service offered (in terms of effectiveness, for scientific search, maintenance, didactic activity, elements of service allocation – ex. times of opening -, and only partly, for the number of visitors); however there are levels of efficiency difficult to estimate because of the indeterminateness of the targets (that are not officially quantified) and also for the absolute difficulty to measure the resources employed from MPGs themselves.

#### *4.3 Procedural aspects: governing autonomy*

If the process of museum "managerialization" (Zan 1999) is connected, in substantial terms, with the ability of accounting for one's own work, in procedural terms the same process diverges with the real possibility to manage all the operational levers.

Analyzing the problem from the procedural point of view (beyond the normal trade-off between the concepts of efficiency and effectiveness) it emerges that the levels of ineffectiveness (in the use of

available resources) and of inefficacy (they emerged above all at level of demand at the end of 2002) are strictly connected with the impossibility for the management to suggest:

- suitable politics to improve the endowment of resources, that is the levels of ineffectiveness given by the relationship between non measurable input (= available resources) and output (= technical-scientific, demand and economic results) only partly measured;
- strategies and practices to increase above all the levels of effectiveness on the side of the demand, effectiveness given by the degree of attainment of targets that are not completely identified and, however, not quantified in the phase of planning.

This dissociation between demands of political nature and request of MPGs' management, emerges with reference to some areas out of the direct responsibility of MPGs, among which the most important are: staff politics, a great part of the operating costs management, the extraordinary management and the management of the grave collateral activity of MPGs.

In substance, the paradox of the introduction of evolved models of management for MPGs emerges when, in absence of a real autonomy, the management is asked for efficient and effective behaviours (or it is attributed inefficient and ineffective behaviours) without giving them resources for the attainment of targets not quantified and without putting them in the conditions to handle some management fundamental levers.

If they are in the condition of "accounting for" their work, museums have also to be able to manage the available resources, and to use "in autonomy" the strategies hold necessary to the pursuit of its own targets through resources that they have contributed to individualize. The activation of planning and control' systems can create a right equilibrium for an efficient management of institutional relationships.

In general, also the aspects of a procedural nature cross transversally the management of the museum organizations, really beginning from the aspects of back-office.

The definition of the mission (and its classification, at all levels) represents the link with the individualization and the implementation of all the functional politics of a museum, beginning from the aspects tied up to the demand (planning of the offer, choices of strategic marketing, politics of promotion and communication, management of the relationships with its own public of reference).

A clear specification of its own cultural project allows establishing the institutional aims and affects inevitably the process of resources negotiation.

In general:

- the clear definition of the identity, the mission and the targets are prerequisites to plan a new effective institutional picture (in substantial terms);

- the conformity among motivations, targets, means and foreseen results in qualitative and quantitative terms are essential to define efficient institutional relationships (in procedural terms).

Planning procedures, resources finding and staff management are functional aspects that must be included in the problem of the institutional change and the forms through which the cultural activities are administered.

## **5.The process of negotiation of resources**

The main problem of MPGs regards the models of governance; its direct expression are institutional relationships concerning (Moretti 1999):

- the relationships with political organs (Giunta provinciale and Assessore);

- the relationships with the local corporate body informative system (administrative and reporting process);

- the connections with the other divisions of the local corporate body as operational activities must be developed.

With reference to the first two points, the planning and control systems place themselves within traditional managerial models that must be considered adaptable to local corporate body and museum organizations.

In the Provincia of Gorizia, the stability of the structures of government has affected the possibility to give continuity, for a certain period, to the general strategic lines, resolving the possible problem defined in terms of "short-term political profit" (Garlatti, Pezzani 2000).

But with reference to the relationship with MPGs (technical-productive aspects) it is possible to find the beginning of a "mutual knowledge", or better the understanding, by the Provincia, of the typical characters of a museum structure. This "knowledge" isn't completed yet.

The confirmation of the same coalition also in the last election, has allowed maintaining unchanged the structure of government, with the significant exception of the Assessorato to the Culture.

The tightly relationships established in the last months between political referent and MPGs management must be considered an element of great importance to find a solution for the managerial problems related to the understanding and the redefinition of MPGs technical-productive orders and to the individualization of suitable systems of governance.

The economic-financial relationships are articulated in two documents:

- Bilancio di Previsione, a synthetic document approved by Consiglio Provinciale;
- Economic Plan of Management (PEG), an analytical document approved by Giunta Provinciale.

In MPGs it seems to emerge a situation in which: from one hand, the phase of negotiation takes place trying to take into consideration the structural complexity of the museum activity (relationships Assessore-management); from the other hand, in phase of predisposition of the programs and assignment of the resources there isn't a real connection between the appeals of the management and its resources. In substance, the decisional process (in terms of definition of targets and choices of action) is tied up to the programmatic lines of political nature in which "the priorities of intervention" are rendered explicit and few responsibility is given to the technical level (management).

With reference to these procedural aspects, the element of greater criticality tied up to MPGs presumed organizational autonomy is the identification of a model of government of the institutional relationships between museum organization (MPG) and central Administration (Provincia of Gorizia).

In planning and control processes the relationships between Provincial Administration and MPG seem to follow this way:

- negotiation within political parties to individualize the priorities of the intervention within the activities of Provincia;

- individualization of the general programmatic lines, that is qualitative instead of aims of operational nature;
- verification of the compatibility between choices and financial offices, to verify the economic "degree of feasibility" of targets not quantified in the detail and a possible revision connected with political priority criteria;
- once verified the economic congruity of the programs, these are included in Bilancio di Previsione;
- assigned estimated amounts are communicated to managers;
- carrying out of the management can only take place in connection with assigned resources.

The planning process within provincial administration seems to end inside the political organs, assisted by the Accounting Department as technical organ of support. The political decisions taken within the ties of budget, exhausts completely the needs of action of Provincia. The managers (and MPG's management, too) are extraneous to the process of planning.

Once the "planning process" is concluded, management knows the amount of the available resources and is able to define the activity programs. The concept of budget is interpreted in terms of "amount of resources to be employed and not as technical-economic program coming from joined and shared organizational processes" (Garlatti, Pezzani 2000).

## **6. Discussion**

The analysis of the case of MPG's has involved the verification of the actual situation connected with the process of "managerialization" of a particular organizational unity of the Provincia of Gorizia.

The evolution of the management models of museums has been faced beginning from the analysis of the planning and control system as the solution of a situation in which MPG's are believed to be autonomy by the Provincia and this one asks for a more and more stressed assumption of responsibilities.

MPGs are an "organization that works" from the technical-scientific point of view (substantial and procedural effectiveness) and only partially from the side of the demand (effectiveness of the product offered from the "formative" point of view); but at the moment it isn't able to communicate it to its own main institutional interlocutor. However, also operating in a situation of substantial ineffectiveness (that the provincial administration doesn't perceive, understand and doesn't think of it as meaningful) and with the possibility to improve its own effectiveness (especially in terms of "public of reference"), the same MPGs are not put under the real conditions to find a solution to such a situation.

Through this analysis you verify the hypothesis that the difficulties to start the change are probably attributable to this mutual incomprehension that seems to self-feed as the "agent" is asked for a greater assumption of responsibilities, even though there isn't a real autonomy and the impossibility to act in such direction, according to the principle (of good sense) that "[...] a player is aware of his responsibilities only on results depending on his own actions" (Zan 1999).

You create a paradoxical situation of inversion in the relationship between "agent" and "principal" about accountability: it seems that the first one (MPGs) feels a strong need of accounting for its work to the second (the Provincia) so it can tell about what the real situation is, a situation well different from that it "perceives".

Within Italian situation the problem of the "managerialization" of museums concerns not only the individualization of more or less suitable ways to represent the typical performances of a museum; the starting problem is that to allow the reconstruction of the basis information that are non-existent or lost in various parts of the organization of which the museum is part. The planning and control systems and the performance indicators system have to have the sense of representing the basis for a process of a real negotiation of addresses, that the policy maker wants to give the museum institution, and of a measurement of targets and results.

The problem is also that of the real organizational and strategic-operational autonomy of museums and, accordingly, of the individualization of coherent models of governance able "to govern" this autonomy, above all with reference to the process of resources negotiation. A fundamental fact is



that the difficulties tied up to the application of the managerial discourse to museum organizations (Zan 1999, 2000, 2001, Moretti 1999) are strictly connected:

- with the role developed by the local corporate body that has to be able "to overturn" the optics of the "assumption of responsibilities"; if the museum has to show its own effectiveness and/or efficiency, then the value of the resources allocated to it by the same local administration is to verify and to submit to comparison (both in the case of diminution and of increase of the engagement);

- as crucial as it has to be the need of "defining and allocating responsibility and resources within the processes in which the autonomy and the accountability of the same museum organizations are defined". Otherwise the risk is that of doing a "bad managerial rhetoric" [Zan 2001: 41].

The search of "greater controls" is also undoubtedly a recurrent theme within the disbursement of public services. But such matter goes beyond the simple theme of the "control" from the technical-formal point of view. It gets in a more articulated speech tied up to the "assumption of responsibilities" and the legitimation of the work of each player inside the system of social relationships in which it is introduced (Power 1997). In the case of artistic-cultural organizations, it deals with underlining its own role in the context of reference, an aspect that directly comes down from the (legitimate) applications of the "principal": local residents, contributors, future generations and each subject that comes into contact with the specific territorial identity.

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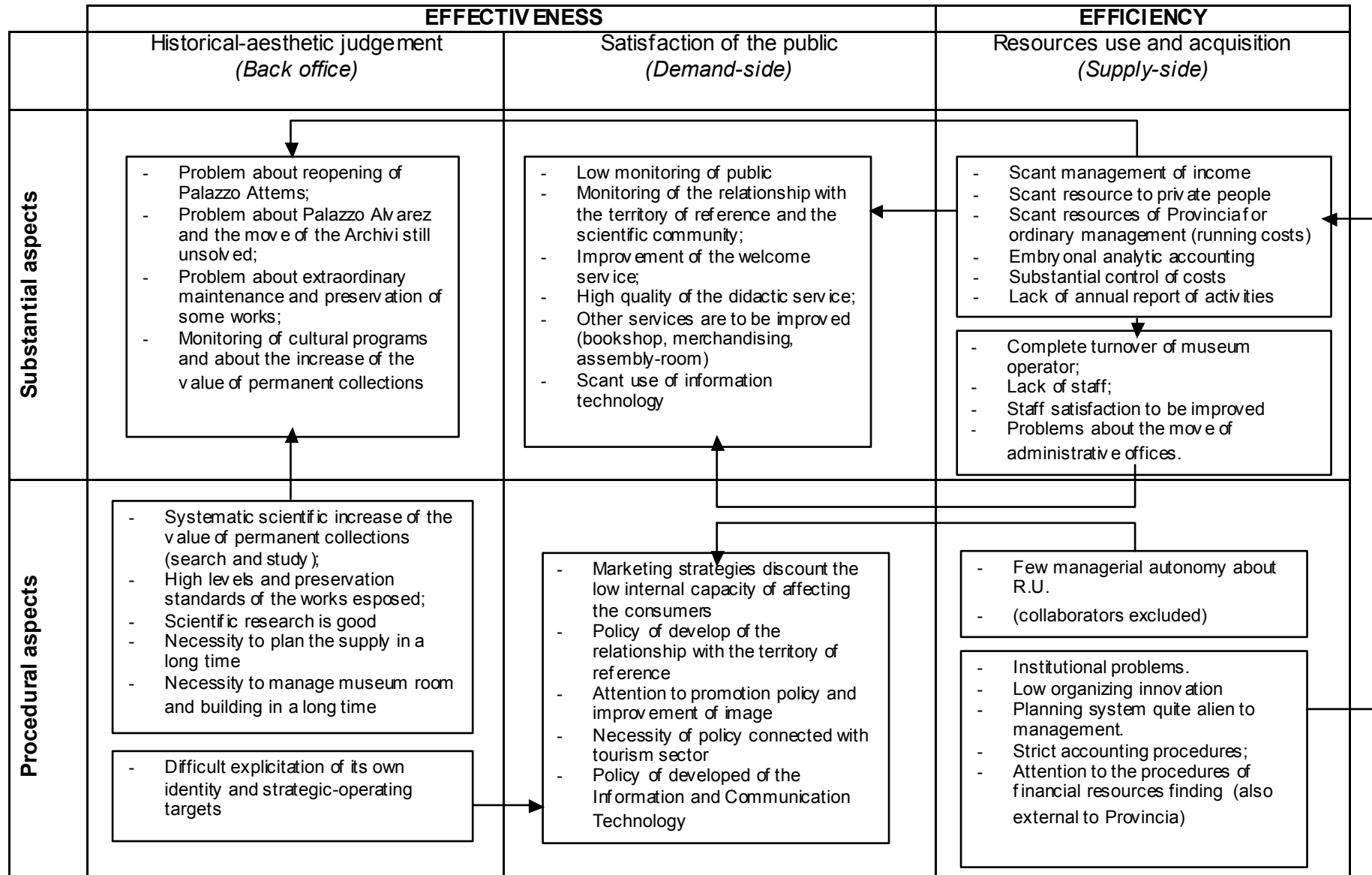
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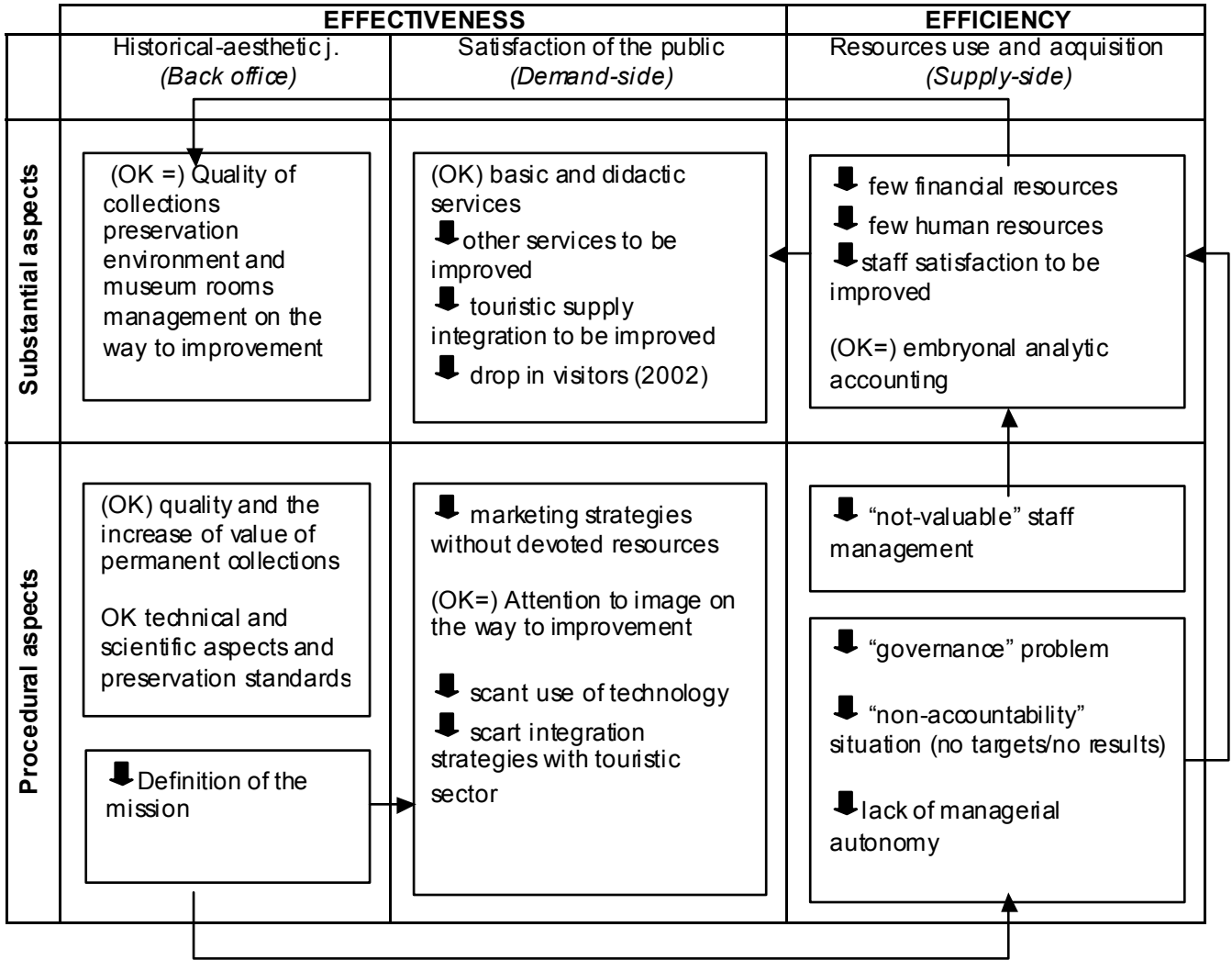
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Figure 1 – Analysis of the “multidimensionality” of MPGs management



Source: Crisci 2002b

Figure 2 – Analysis of MPG's performance



Source: Crisci 2002b