«Towards new Models of Governance for the Cultural Sector"

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Governance?
What is governance?

- Control
- Direction
- Strategy
- Management
- Systems
- Power
Governance
a general understanding...

- Setting strategy
- Appointing top management
- Overseeing management performance
- Deciding on major investments
- Controlling financial affairs

*In organizations of all kinds, good governance starts with the board of directors*

Lesley Rosenthal, New York Lincoln Center for the Performing Arts,
Corporate Governance
the key players

- Executive board members
- Delegates of company ownership (private / public)
- « Independant » directors

Hanoi 14/1/2006
Association Belge des Administrateurs
Non Profit Governance
the key players

- Executive board members
- Delegates of (public authorities / private constituencies)
- "Independant" directors

PUBLIC AUTHORITIES
PRIVATE CONSTITUENCIES

Board members
PRESIDENT

« STICKHOLDERS »
STAKEHOLDERS
CRISIS ? NO !

SPEED
GLOBALIZATION
TECHNOLOGY
COMPETITION
CHAOS
Traditional models are dying!
The 7 new challenges of Governance

- SURVIVAL
- STRATEGIC RESILIENCE
- INSPIRATION
- ENTREPRENEURSHIP
- PROFESSIONAL MANAGEMENT
- MONITORING
- NETWORK LEVERAGE
Towards new models of Governance

- **INTERNAL ORIENTATION**
  - Policy Governance model
  - Entrepreneurial model

- **EXTERNAL ORIENTATION**
  - Constituency representative model
  - Cellular model

**STATUS QUO**
- GOOD PRACTICE

**CHANGE**
- INNOVATION

Bradshaw, Hayday, Armstrong model
Towards new models of Governance

Reinforcement of key competencies
Focus on opportunity search
Always seeking competitive advantage
Allowing for continuous testing of new ideas

Entrepreneurial model

STATUS QUO
GOOD PRACTICE

CHANGE
INNOVATION

BOARD AS STIMULATOR

Bradshaw, Hayday, Armstrong model

EXTERNAL ORIENTATION
Towards new models of Governance

STATUS QUO
GOOD PRACTICE

Focus on cells working alone or in collaboration
Cells can be teams, task forces, working units or operational partners...
Extensive use of online networks and technology

BOARD AS FACILITATOR

CELLULAR MODEL

Changes
Innovation

Bradshaw, Hayday, Armstrong model
EVOLUTION OF ORGANIZATIONS VALUES & BEHAVIOURS

EXTERNAL VISION

PRIVATE ORIENTATION

PRODUCT ORIENTATION

CUSTOMER ORIENTATION

SOCIETAL ORIENTATION

WIKI ORIENTATION

INTERNAL VISION

TIME LINE

Adapted from Ph. Kotler
THANKS FOR YOUR ATTENTION!

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