



«Towards new Models of Governance for the Cultural Sector"»

ENCACT POLICY DEBATE

BRUSSELS 5 July 2013

**Prof. Jean-Pierre Baeyens, Holder of the Marketing Chair
Solvay Brussels School of Economics & Management – Université Libre de Bruxelles
Founder of ARTketing
European Centre of Excellence in the Marketing of Art & Culture**

Governance ?

What is governance ?

Power

Control

Direction

Strategy

Management

Systems



Governance

a general understanding...



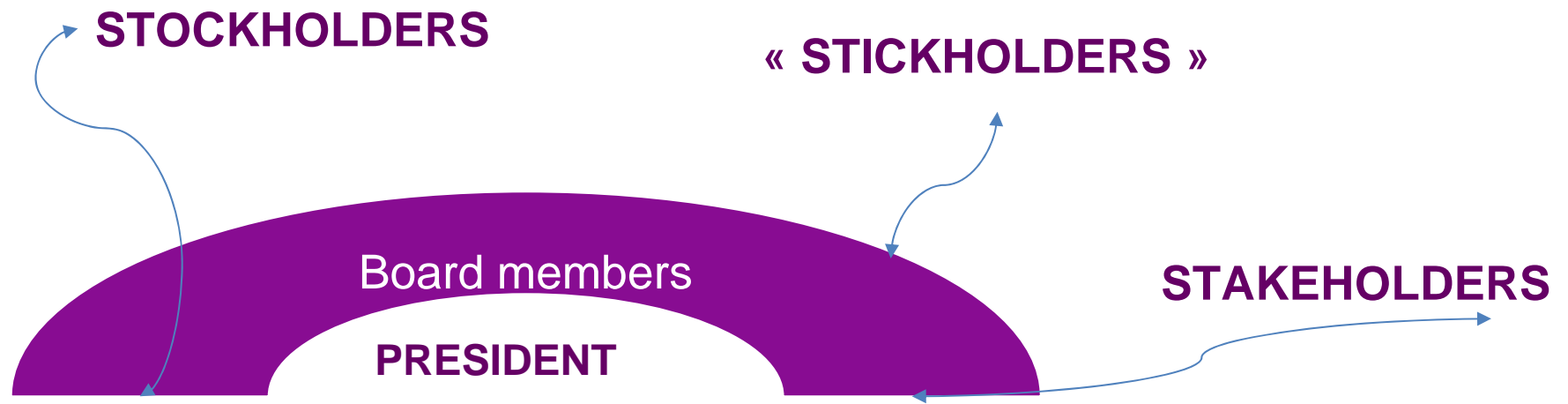
- Setting strategy
- Appointing top management
- Overseeing management performance
- Deciding on major investments
- Controlling financial affairs

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

Lesley Rosenthal,
New York Lincoln Center
for the Performing Arts,

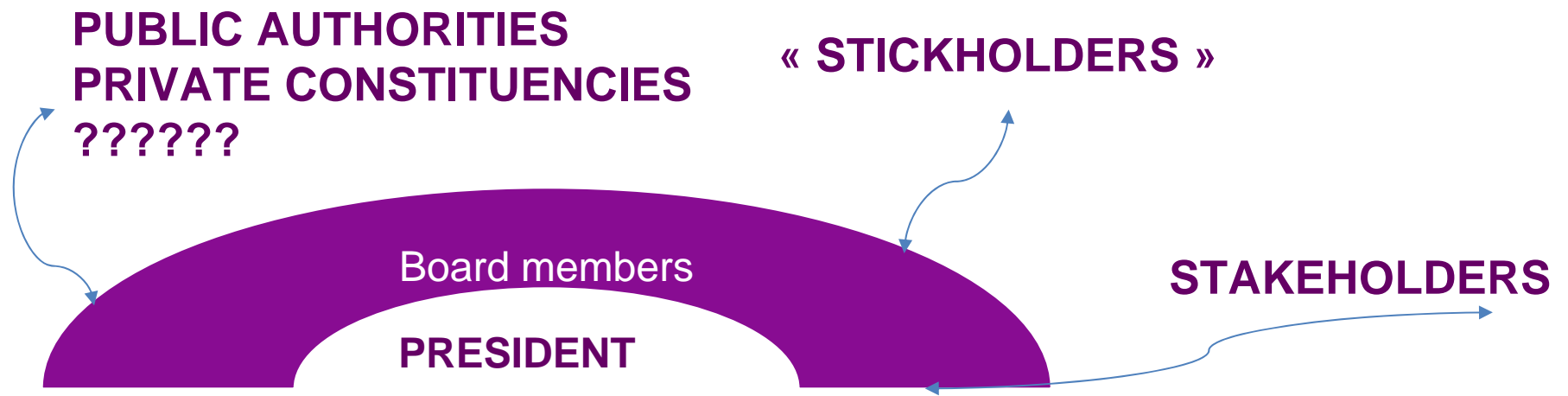
Corporate Governance

the key players



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

Non Profit Governance the key players



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



CRISIS ? NO !



SPEED



GLOBALIZATION



TECHNOLOGY



COMPETITION



CHAOS

Traditional models are dying !

CULTURE
???

AIRLINES

TELEVISION

MUSIC

TELEPHONE

POLITICS

ADVERTISING

TEACHING

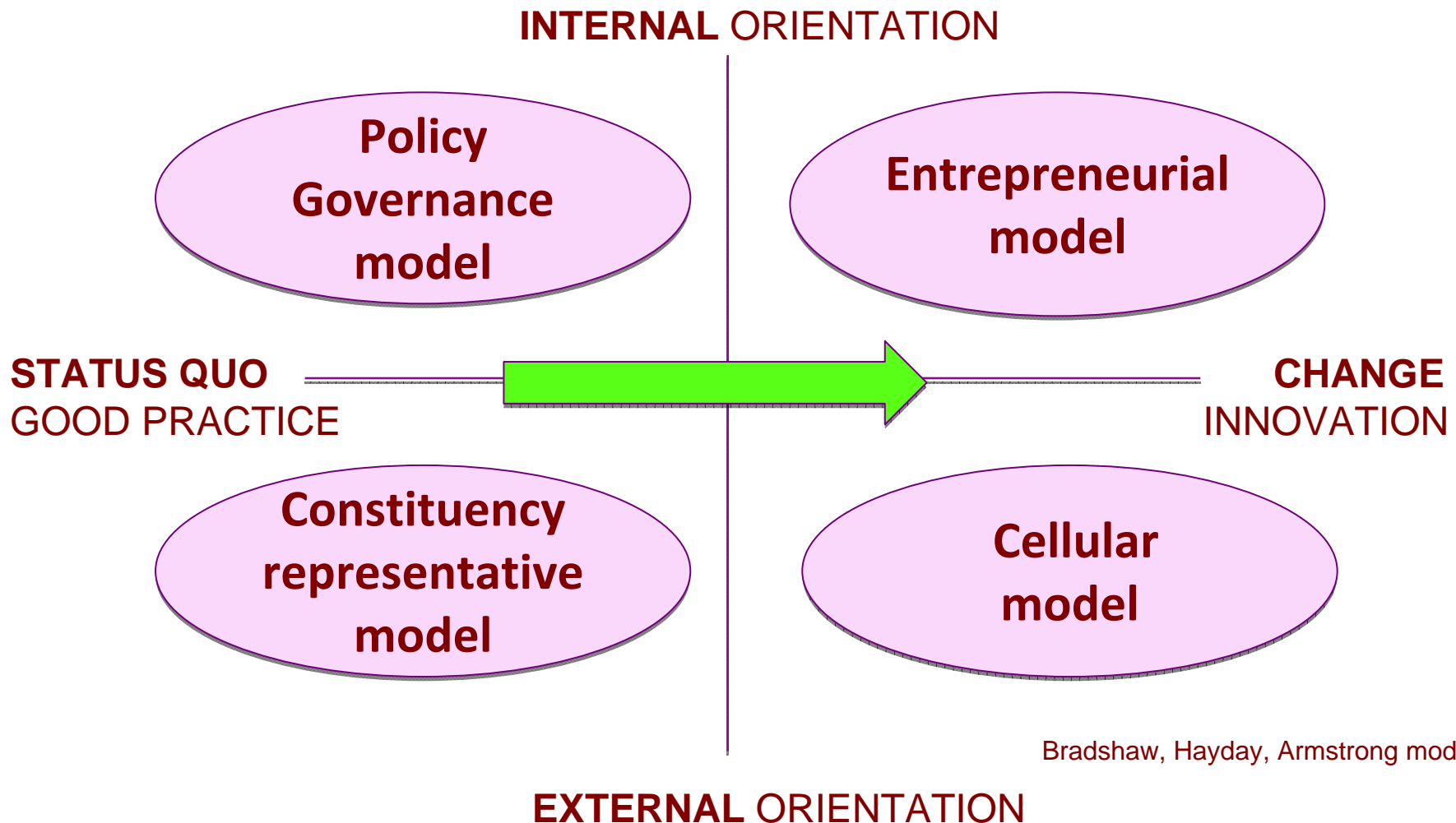
BANKING

The 7 new challenges of Governance

- SURVIVAL
- STRATEGIC RESILIENCE
- INSPIRATION
- ENTREPRENEURSHIP
- PROFESSIONAL MANAGEMENT
- MONITORING
- NETWORK LEVERAGE

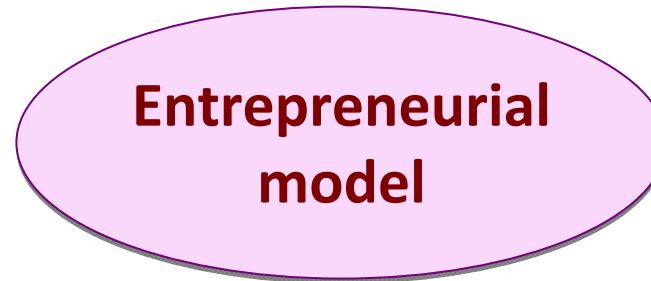


Towards new models of Governance

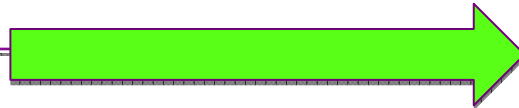


Towards new models of Governance

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



STATUS QUO
GOOD PRACTICE



CHANGE
INNOVATION



BOARD AS STIMULATOR

Bradshaw, Hayday, Armstrong model

EXTERNAL ORIENTATION

Towards new models of Governance

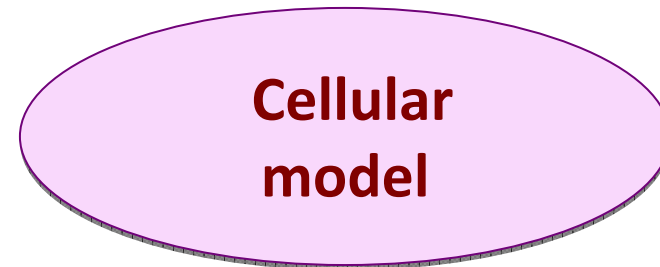
BOARD AS FACILITATOR

STATUS QUO
GOOD PRACTICE



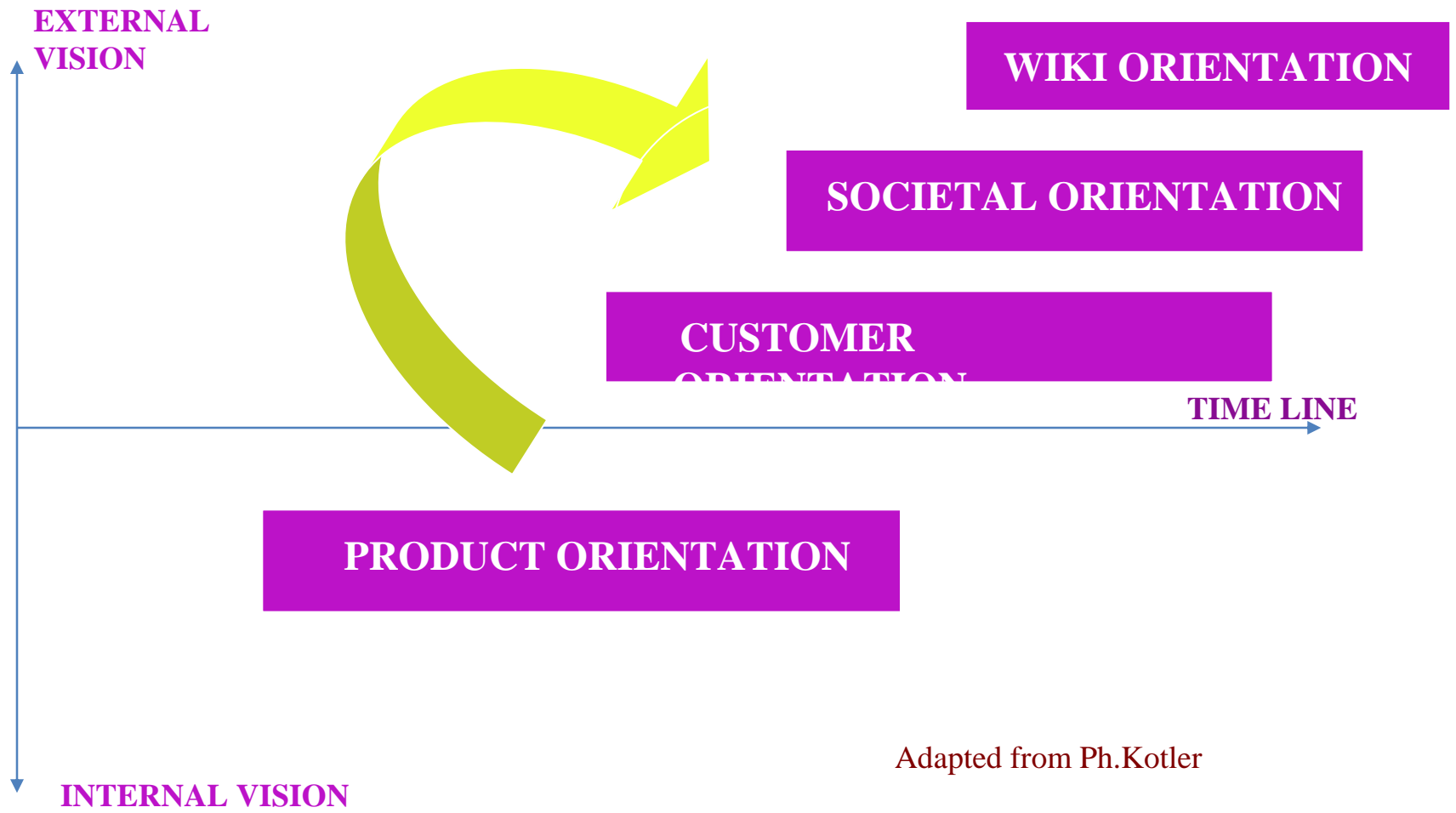
CHANGE
INNOVATION

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



Bradshaw, Hayday, Armstrong model

EVOLUTION OF ORGANIZATIONS VALUES & BEHAVIOURS



Adapted from Ph.Kotler

THANKS FOR YOUR ATTENTION!

ProfJP BAEYENS

Solvay Brussels School of Economics & Management

Université Libre de Bruxelles

42 Av. F.D. Roosevelt, 1050 Brussels, Belgium

Tel. : +32 475 25 66 31

jean-pierre.baeyens@ulb.ac.be www.solvay.edu



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