

**Workshop:** Temporary  
Organizing and Evaluation in  
the Arts and Culture Field

30-31 October 2019  
Lucca, Italy

**ENCATC WORKING GROUP**

Evaluation of International and European  
Transnational Cultural Projects



## BACKGROUND

The ENCATC Working Group was created to share evaluation experiences of transnational cultural projects and networks subsidized by EU and improve methodologies as well as to identify rigorous indicators for successful cooperation and share them with EU and international organisations.

Evaluation has become a crucial matter for public authorities and professionals in cultural field. Several ENCATC members are involved in the evaluation of European projects subsidized by Creative Europe, Erasmus+, Horizon 2020 or other transnational programmes of European Commission. They have to develop methodologies to help arts and cultural managers to implement the evaluation process. At the same time, several European networks are looking for best practices on evaluation and monitoring. Upon several occasions they have expressed the need to create a space for exchange and mutual learning. The European Commission is also working on finalising its own evaluation policy for the Creative Europe programme. The feedback from the beneficiaries and cultural experts is very important for the finalisation and validation the EC's work. All of these factors are contributing reasons for the need of a working group on the evaluation of international and European transnational projects.

On 25 October 2016 in Brussels, ENCATC held the kick-off meeting for its Working Group "Evaluation of International and European Transnational Cultural Projects". Participants included representatives from the European Commission, national institutions, universities, European networks, cultural institutions, and consultancies from seven countries. The Working Group is led by its chair, Pascale Bonniel Chalier, a member of ENCATC from the University Lyon II in France.

## WORKSHOP THEME AND SCOPE

In this workshop, we will focus on temporary organizing in the arts and culture field and discuss the implications of the field's specific characteristics for evaluation. These characteristics, such as the public good nature, aesthetic experience and the market failure, require a different theoretical and practical perspective than the established concepts within the Management and Organization Studies literature and pose distinct evaluation challenges both for academicians and practitioners. The previous studies focus on short-term impacts and tangible outcomes in most instances, which is understandable due to higher methodological challenges regarding evaluation of socio-cultural impacts. However, it also entails a risk of reducing the value and meaning of cultural projects to material benefits<sup>1</sup>. That is why, evaluation studies should meticulously consider and try to reflect that the main contributions of temporary organizing practices in the arts and culture field, such as transnational cultural projects, festivals, exhibitions and biennials, go much beyond the material benefits<sup>2</sup>. In other words, it is necessary to adequately understand and connect the meanings of artistic and cultural projects from multiple perspectives in order to develop an appropriate evaluation scheme and to rigorously analyse whether the project has delivered planned results, expected benefits and desired changes.

To this end, this workshop at IMT Lucca aims to contribute to on-going discussions by bringing academicians, experts and practitioners together for building an integrated, interdisciplinary evaluation approach considering the particular characteristics of the arts and culture field. Our agenda, which includes keynote speeches and round table discussions, builds on the progress achieved by the ENCATC Working Group on Evaluation in the

---

<sup>1</sup> Frey, B. S. (1994). The economics of music festivals. *Journal of Cultural Economics*, 18(1), 29–39.

<sup>2</sup> Tonga Uriarte, Y., Antognozzi, T., Catoni, M.L., (2019). Investigating tourism impacts of festivals: An exploratory case study of a big scale comic-con. *Event Management*, 23, doi.org/10.3727/152599519X15506259855823.

previous meetings in Brussels, Potsdam, Manchester, Antwerp, Maastricht, and Zagreb. Furthermore, with the aim to complement theoretical and methodological discussions with real world case studies, the workshop program comprises also an excursion to Lucca Comics & Games, which is one of the biggest comic-cons in the world. This excursion gives the workshop participants the opportunity to personally experience the complexity of a mega event that is based on an artistic-commercial synthesis with a long history.

## **CLOSED SESSIONS: STEERING COMMITTEE MEETINGS**

During the Steering Committee meetings, we aim to discuss the achievements and challenges of the Working Group on Evaluation, and to prepare the roadmap of the Group's activities for the future. We will particularly focus on the ways in which we can share the outcomes of the Working Group activities with different types of people, may they be academics, practitioners or policy makers, and revise the strategic plan considering the need for a profound reflection on the specific characteristics of the arts and culture field in evaluation and the related research. To this end, the workshop's specific theme, 'Temporary Organizing and Evaluation in the Arts and Culture Field', will guide the discussions and enable us to have concrete outcomes at the end of the workshop. Our agenda includes but is not limited to:

- Revision of the aims, achievements and challenges of the Working Group;
- Target groups and adequate mediums/activities (virtual or physical) for communication, collaboration and intellectual exchange;
- Planning of the Working Group activities for 2020;
- Preparation of an edited book on the research methods, issues and best practices related to evaluation in the arts and culture field – building on the Working Group activities;
- Suggestion of a Special Issue for the *European Journal of Cultural Management and Policy*.

An initiative of



In partnership with



With local contributions of



With the support of



## **PROGRAMME: 30-31/10/2019**

**Lucca, Italy**

**30 OCTOBER**

**VENUE: IMT San Francesco Complex, Piazza San Francesco 19, 55100 Lucca, Italy ([Google Maps](#))**

TIME		TOPIC
9h00	9h30	Registration
9h30	10h30	<b>Welcome by Maria Luisa Catoni</b> , Director of the LYNX Research Unit, IMT Lucca, Italy <b>Presentation of the ENCATC Working Group on Evaluation by Pascale Bonniel-Chalier</b> , Working Group Chair <b>Workshop aims and scope by Yesim Tonga Uriarte</b> , Chair of the Workshop Committee
10h30	11h30	<b>Keynote Speech “Why video games matter for EU and why EU matters for video games”</b> <b>Maciej W. Hofman</b> , Policy Officer, Culture - Cultural and creative sectors, European Commission
11h30	12h00	<i>Break</i>
12h00	13h00	<b>Keynote Speech: “Reflection and evaluation in social/cultural entrepreneurship and inclusivity practice - implications for policy”</b> <b>Johan Kolsteeg</b> , Assistant Professor, Department of Arts, Culture and Media Studies, University of Groningen, The Netherlands
13h00	14h00	<i>Lunch Break</i>
14h00	15h30	<b>Round Table</b> Chair: <b>Yesim Tonga Uriarte</b> , Postdoctoral Research Fellow, IMT Lucca, Italy Panel: <b>Maria Luisa Catoni</b> , Director, LYNX Research Unit, IMT Lucca, Italy <b>Pascale Bonniel Chalier</b> , Founder, La Terre est Ronde, France <b>Miriam Šebová</b> , Associate Professor, Technical University in Košice, Slovakia
15h30	16h00	<i>Break</i>
16h00	18h00	<b>Steering Committee Meeting (CLOSED)</b>

An initiative of



In partnership with



With local contributions of



With the support of



31 OCTOBER

VENUE: IMT San Francesco Complex, Piazza San Francesco 19, 55100 Lucca, Italy ([Google Maps](#))

TIME		TOPIC
10h00	11h00	<b>From the fantasy world to a socio-economic reality: Lucca Comics &amp; Games and the city of Lucca</b> (introduction for the excursion)
11h00	13h00	<b>Excursion: Lucca Comics &amp; Games</b>
13h00	14h00	<i>Lunch Break</i>
14h00	15h30	<b>Steering Committee Meeting (CLOSED)</b>
15h30	16h00	<i>Break</i>
16h00	17h30	<b>Steering Committee Meeting (CLOSED)</b>

## SPEAKER BIOGRAPHIES



**Pascale Bonniel Chalier** is a trainer and consultant for international cultural projects. She has been the founder of the Master *Development of International Cultural Projects* at University Lumière Lyon2 since 1988. She was a founding member of ENCATC and served as General Secretary from 1992 to 1994. She was Deputy Mayor Delegate to Cultural Events in Lyon from 2001 to 2008, then elected at the municipal council and the metropolitan council from 2008 to 2014. With the agencies “La terre est ronde” and Illusion&macadam, she has provided cultural consultation for cities such as Montreuil and Rennes, and advocacy for artistic institutions as well as studies for the French Ministry of Culture and the Council of Europe. Since 2014, she has been carrying several evaluations for European projects and networks supported by Creative Europe programme.



**Maria Luisa Catoni** is Full Professor of Ancient Art History and Archaeology and Director of the LYNX Center for the Interdisciplinary Analysis of Images at IMT Lucca. Her international appointments include: Senior fellow at the Italian Academy for Advanced Studies in America (Columbia University) New York; Fellow at the Wissenschaftskolleg Berlin; Professor of Iconography of Ancient Art at Pisa University; fixed-term researcher at the Scuola Normale Superiore where she also received her education in Classics and Art History; Senior Research Associate at the J. Paul Getty Research Institute in Los Angeles. She has been participating in or leading numerous research projects, both at the national and the international level, including, most recently: Cluster of Excellence "Matters of Activity. Image Space Material", Humboldt-Universität zu Berlin (Associated Investigator); Project “Symbolische Artikulation. Sprache und Bild zwischen explorativem Handeln und Schematisierung”, Humboldt-Universität zu Berlin (Principal Investigator with H. Bredekamp, A. Noë, J. Trabant); Project "Cutting Time. Myron and Zeno”, Humboldt-Universität zu Berlin (Principal Investigator with L. Giuliani).

An initiative of



In partnership with



With local contributions of



With the support of



Apart from international workshops and scholarly contributions on research evaluation, she has actively taken part in setting up and participating in many international evaluation procedures. Among her appointments: Panel Chair SH5 Cultures and Cultural Production of ERC Starting Grant Panel (2013, 2015, 2017, 2018); Member of Scientific Advisory Board of Kunsthistorisches Institut in Florenz; Member of International Advisory Board of Centro di Eccellenza in Digital and Public Humanities, Università Ca' Foscari, Venezia; Member of International Evaluation Committee of Project "Bilderfahrzeuge: Warburg's Legacy and the Future of Iconology"; Chair of the Evaluation Commission of the Institut Universitaire de France of the French Ministry of Higher Education.

She has been serving as member of executive or scientific boards in both the private and public sectors. She served as Advisor to the Minister of Cultural Heritage and Activities in Italy and as Director of the National School of Cultural Heritage.



**Maciej Hofman** works as Policy Officer at the European Commission where he is responsible for managing initiatives related to the role of culture in cities and regions, access to culture via digital means as well as support to cultural and creative sectors. Before coming to Brussels, he worked at the Polish Ministry of Culture, British Council offices in Warsaw and Paris, a French e-learning start-up and as a freelance editor and translator for cultural NGOs, film festivals and digital projects.

Maciej holds MA degrees from the College of Europe and the University of Warsaw, he has also studied at Sorbonne Nouvelle Paris III. He is highly interested in narrative video games and new technologies.

[https://twitter.com/M\\_W\\_Hofman](https://twitter.com/M_W_Hofman)

<https://www.linkedin.com/in/maciej-w-hofman-a5b48910>



**Johan Kolsteeg** is Assistant Professor, Department of Arts, Culture and Media Studies, University of Groningen.

In 2019, Kolsteeg is involved in the project Performing Sustainability, supported by the DAAD with funds from the Federal Ministry for Economic Cooperation and Development (BMZ), working with West African PhDs and staff members on the topic of cultural entrepreneurship.

Also in 2019, Kolsteeg initiated a research project in cooperation with the province of Drenthe and local cultural organisations to develop a method for evaluation of cultural productions for special target groups. Publication is expected in 2020.

With Quirijn Lennert van den Hoogen (Groningen University), Kolsteeg is researching the conceptualization and operationalization of the notion of regional identity in the northern Netherlands cultural policy. The first results have been published in Ruimte. De Noordelijke Regio en het Cultuurbeleid (in Dutch).

His research interests are organisation theory in culture, cultural leadership, communication about art in relation to consumer culture theory.

Publications: <https://www.rug.nl/staff/j.a.c.kolsteeg/research>



**Yesim Tonga Uriarte** joined the Analysis and Management of Cultural Heritage Department at IMT Lucca as a Post-Doctoral Research Fellow in 2014. She is the coordinator of multiple projects on direct and indirect impacts of Lucca Comics & Games since 2015 and was also awarded a research grant in 2016 from the European research partnership for testing innovative methods to evaluate cultural and creative spillovers. Yesim is a Steering Committee Member of the ENCATC Working Group on Evaluation and one of the Chair-Proponents of the Standing Track on Management and governance of culture, heritage and tourism in the European Academy of Management Conference 2020.

Yesim obtained her PhD in Management and Development of Cultural Heritage from the IMT Lucca and holds a MA degree in Arts and Heritage: Policy, Management and Education (Maastricht University) and a Bachelor's degree in Economics (Bogazici University). She has worked in various cultural institutions, such as Europa Nostra Istanbul Office and UNESCO World Heritage Centre, and is a founding member of Europa Nostra – Turkey. Her main research interests cover temporary organizing in cultural and creative industries, and evaluation of cultural policies and projects, particularly cultural events.



**Miriam Šebová** is an associate professor at the Faculty of Economics at the Technical University of Košice, Slovakia. She teaches public management and public administration at the Department of Regional Science and Management. She finished her Master as well as her PhD in regional science and public administration at the University of Economics in Bratislava, Slovakia. In Bratislava, she worked as a project manager for the German foundation Friedrich Ebert Stiftung in 2003-2004. She speaks English and German fluently. Her research interests and publications are mainly in the field of regional and local development, knowledge economy, impact of universities and cultural economics. She has participated in several research projects. The latest have been “UNIREG - Universities and Regional Economic Development” (2015-2018) financed by the Slovak Research and Development Agency, as well as “the Socioeconomic Valuation and Measurement of Economic Efficiency of Cultural Institutions focused on Museums and Galleries in Slovakia” (2018-2020) supported by Scientific Agency of Slovak Ministry of Education. She is a member of the Slovak Section of the European Regional Science Association (ERSA). She was co-organizer of the Central European Conference on Regional Science in Košice (2009, 2012 and 2014). She is a member of Local Organizing Committee of 31st Summer School ERSA Regional Policy Analysis and Planning (July 2018) in Bratislava.

An initiative of



In partnership with



With local contributions of



With the support of



## **LIST OF PARTICIPANTS**

*Updated 29 October 2019.*

<b>N°</b>	<b>LAST NAME</b>	<b>FIRST NAME</b>	<b>INSTITUTION</b>	<b>POSITION</b>	<b>COUNTRY OF HEADQUARTER</b>
1.	Bonniel Chaliier	Pascale	La terre est ronde	Founder	France
2.	Catoni	Maria Luisa	LYNX Research Unit, IMT Lucca	Director	Italy
3.	Cataldo	Mariafrancesca	IMT Lucca	Researcher	Italy
4.	Fino	Francesca	IMT Lucca	Researcher	Italy
5.	Franceschini	Clizia	IMT Lucca	Researcher	Italy
6.	Goodacre	Jonathan	The Audience Agency	Senior Consultant	United Kingdom
7.	Kharitonova	Yelena	Caravan Cultura CreAcademy	Founder	Netherlands
8.	Kolsteeg	Johan	Rijksuniversiteit Groningen	Researcher	Netherlands
9.	Miriam	Šebová	TU, Ekonomická fakulta	Researcher	Slovakia
10.	Nowicka	Katarzyna	ENCATC	Project Officer	Belgium
11.	Silvaggi	Antonia	Melting Pro	Researcher and project manager	Italy
12.	Taboroff	June	Independent consultant	Senior Cultural Resource Specialist	United Kingdom
13.	Tonga Uriarte	Yesim	IMT Lucca	Postdoctoral Research Fellow	Italy

An initiative of



In partnership with



With local contributions of



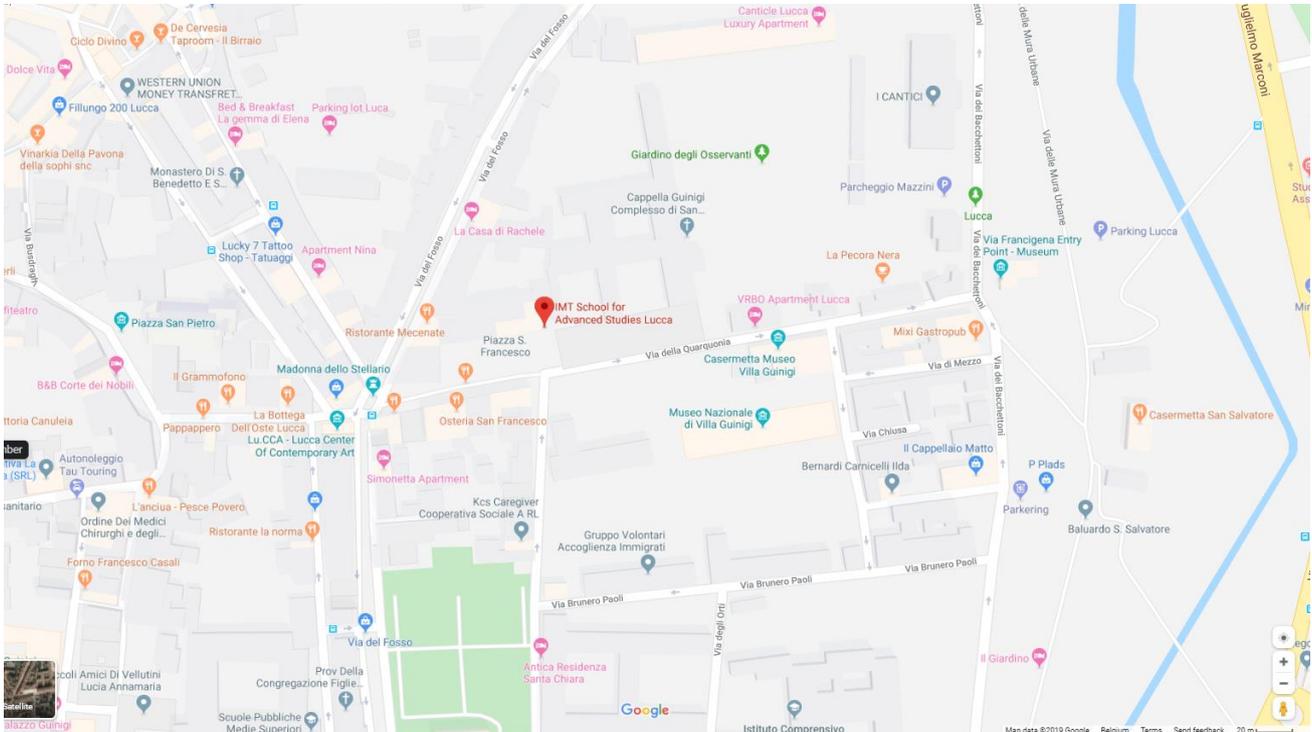
With the support of



# VENUE

**Address:** IMT Lucca, San Francesco Complex, Piazza San Francesco 19, 55100 Lucca, Italy ([Google Maps](#))

*On site, there will be posters to indicate the room. At the reception at the entrance, there will be a person to help.*



An initiative of



In partnership with



With local contributions of



With the support of

