

# Wrap up and Comments About Group Work

Cultural Manager 2020 ; New Roles of the Mediators Between Arts and Business

Katri Halonen

Head of Degree Programme of Cultural Management  
Metropolia University of Applied Sciences



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3 SPHERES OF  
CULTURAL  
MANAGEMENT,  
THAT THE  
TRAINING  
MUST  
POSITION  
ITSELF TO

# SPHERE 1: ART AND CULTURAL MANAGER

## Art for Art's Sake & Experiences for Audiences



"After two boom decades, the nonprofit performing arts industry in America, along with many performing arts organizations around the world, is facing crises on a variety of fronts" Stargting words of Kotler & Scheff  
"Standing Room Only" (1997, p.3)

Artist = creative genius

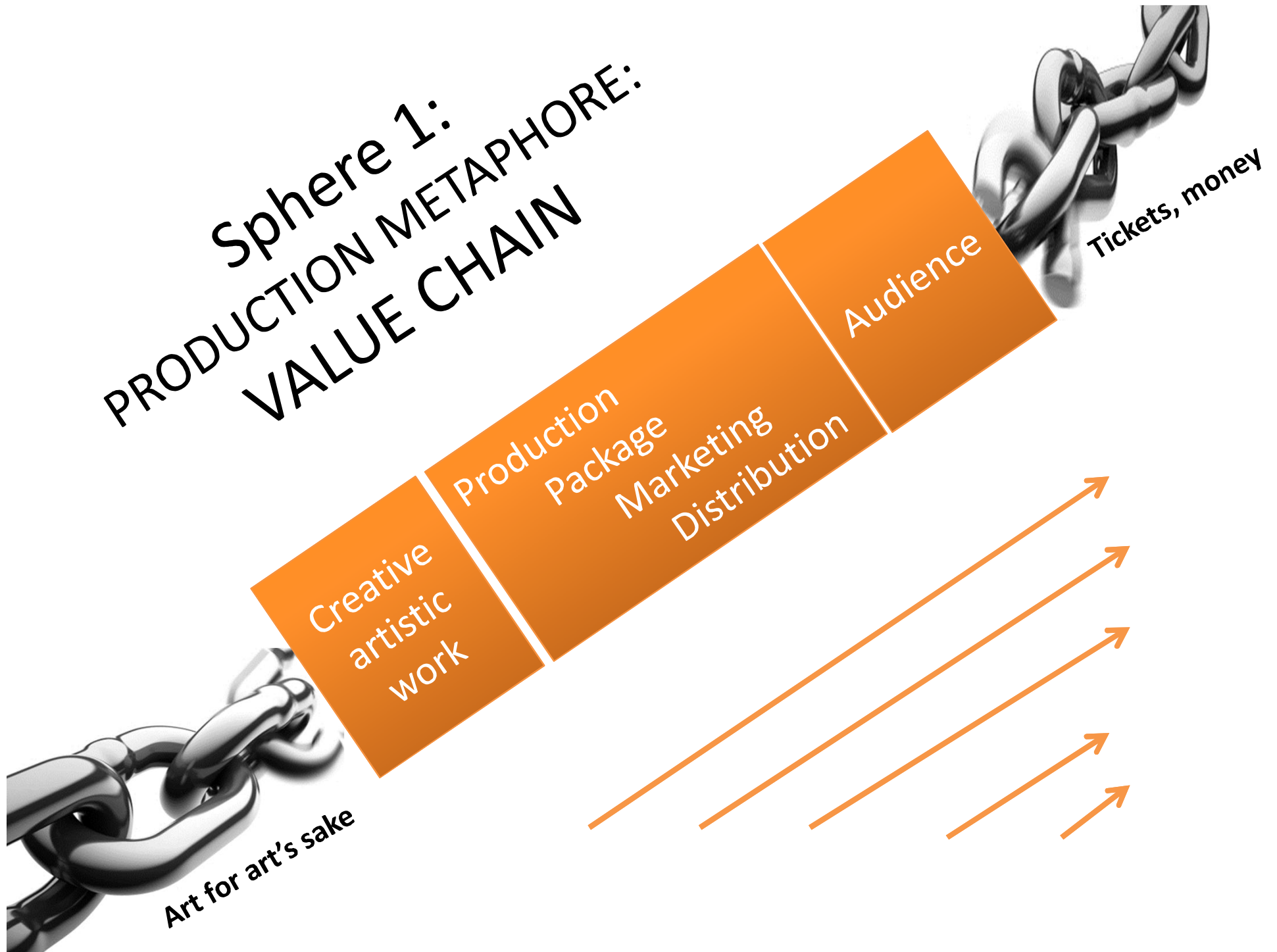
Arts Manager = faceless secretary

- does not leave own mark to the arteface or artistic service
- takes care of production process in manners that the artist demand

Audience = recipients

- target of the art work
- see artist as genius, fans, enthusiasts

# Sphere 1: PRODUCTION METAPHORE: VALUE CHAIN



## SOME CHALLENGES

- Cultural manager in the centre of conflict between working for art's sake or for commercial aims.
- Institution based financiers placing new targets, not agreeable to all artists (creative economy, economic growth, employment growth)
- Transformation from context industry to experience economy
- increasing competition over consumer's free time

## SPHERE 2: CULTURAL MANAGERS PROMOTING PARTICIPATION



"The term [Audience Development](#) describes activity which is undertaken specifically to meet the needs of existing and potential audiences and to help arts [and cultural] organisations to develop on-going relationships with audiences. It can include aspects of [marketing](#), [commissioning](#), [programming](#), [education](#), [customer care](#) and [distribution](#)." Wikipedia 14.9.2011

- Artist = stimulation
- Arts manager = mediator
  - Brings artist and audience together
  - Builds interactive practices
  - Promotes art in new environments
- Audience = participant, audience development – ideology, takes active part also in creation not just consumption

# Sphere 2: PRODUCTION METAPHORE: VALUE CIRCLE



## SOME CHALLENGES

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- Culture integrating event marketing, new partnerships with new goals, methods and audiences
- Market orientation combined with searching new audiences/consumers
- Sociocultural orientation using art as a tool for developing the society
- Cultural manager not serving solely the artist but the client (financer & participants)

## SPHERE 3: Cultural Managers Facilitate Social Change



Screenshot from <http://improveverywhere.com/>

[VIDEO](#)

- Social media is a tool to wider change in the role of a cultural manager
- Urban spaces turn into urban adult playgrounds
- Temporary sense of belonging
- Break from everyday routines, surprises
- New incoming logics

PRODUCTION METAPHORE: PRODUSAGE, CROWDSOURCING, WIKINOMICS

## CHALLENGES

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- How to mobilize people and maintain interest
- How to build suitable income logics
- Credibility in virtual reality is earned through actions in reality
- Competition over crowdsourcing tribes increasingly hard, original ideas in the core, guerilla marketing, crowd sourcing
- Shifting focus from the end result to the process, Open the whole production process for co-production

## PUBLICATIONS TO BE PUBLISHED:

# TUOTTAJA2020

Please download at [tuottaja2020.metropolia.fi](http://tuottaja2020.metropolia.fi)

- Kulttuuri kokoaa. Kulttuuritapahtumien muuttuvat verkostot. Halonen (toim.) 2010
- Kulttuuri katalysoi. Megatrendien tärähtäminen tuotannon kentälle. Halonen 2011
- Kulttuuri kannattelee. Takulaisten näkemyksiä kulttuurituotannon tulevaisuudesta. Halonen & Teye 2011
- Kulttuuri kutoo. Yhteistyö ja verkostot vapaan kulttuurikentän tukena ja innostajana. Björkqvist 2011
- Kulttuuri kipinöi. Tulevaisuusajattelu pedagogisena haasteena. Hero 2011
- Kulttuuri kutsuu. Vapaaehtoiset tapahtumien voimavarana ja hengenluojina. Iso-Aho 2011
- Kulttuuri kyydittää. Kulttuuriekosysteemi ja matkailu. Uotila 2011
- Kulttuuri kokeilee. Ennakoinnin menetelmien arviointi. Hero (toim.) 2012
- Kollektiivinen kulttuuri. Wiki avoimen hankehallinnon välineenä. Hero 2012
- Näkökulmia tuottajakoulutuksen nykytilanteesta ja tulevaisuudesta. Mitchell&Oinaala 2011
- Cultural Manager 2020. Visions of Future. Halonen & Hero (eds.) (2012)
- Kulttuurituottaja -koulutuksen suuntaviivoja. Tuottaja2020 --hankkeen loppuraportti. Halonen (toim.) 2012



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Thank you for your attention!

More information at  
[tuottaja2020.metropolia.fi](http://tuottaja2020.metropolia.fi)

[Katri.halonen@metropolia.fi](mailto:Katri.halonen@metropolia.fi)

