



SUSTAINABLE DEVELOPMENT OF BUSINESS AND CULTURE PARTNERSHIP

Kristina Koebe¹, Stasys Paulauskas², Aleksandras Paulauskas³

¹Rotorwerk Project Services, ^{2,3}Strategic Self-Management Institute

Annotation

In the article is analysing the problem of equal opportunities in Business and culture partnership and methodology of sustainable development of this natural qualitative process. Using methodology of Virtualics the qualitative transition process of Business and culture interaction is modelling as qualitative trichotomy, which consists of A(t) thesis – financial inequality, B(t) antithesis – patronage and C(t) synthesis – partnership. Sense of sustainable development is interpreting there as impact into harmonising process by use different impact strategies: a) status quo – nothing to do, b) freezing of thesis – suspension and c) harmonisation. Harmonisation of natural flow of the process is focusing to: a) innovation of synthetic quality, b) strengthening of antithesis and c) suppression of thesis. Main means of process harmonisation are: legislation, organisation, finance, knowledge, role modelling, etc.

During implementation of South Baltic cross-border co-operation programme project “BCP-Business Culture Partnership” was identified the state of BCP in four regions: Rostock region, Germany; Greifswald region, Germany; Szczecin region, Poland; Rietavas region, Lithuania. Was defined, that in beginning of project implementation before 2012 year BCP was in the state of the thesis A(t). Was formed target to create system, which enables to improve equal opportunities in BCP. Were worked out and implemented specific forms of antithesis B(t) patronage, starting by informational means and finishing by stimulating valued orientation through award of the most contributed businessmen. Synthetic quality of BCP further will be strengthening by implementation crowd-funding web platform and exchanging of gifts in highest level events.

KEYWORDS: business, culture, equal opportunities, patronage, partnership, sustainable development, virtualics.

Introduction

The problem of equal opportunities and sustainable development in business and culture players' relationship in Europe was recognised during initiation and implementation of South Baltic programme project “BCP - Business Culture partnership”¹ in 2012-2014 years by Dr. Kristina Koebe together with project's partners. There still enough fixed positions of cultural workers – artists, scientists, educators, etc., mostly as receivers of support from business persons, enterprises, governmental and other public institutions as associations, clusters, chambers of comers, EU funds, etc.

European integration requires assuring of equal opportunities for all social groups, including culture and business. So, there we have a task, how to achieve equal feasibilities for both business and culture actors in the most sustainable way.

The problem of BCP sustainable development isn't enough investigated, especially on approach of equal opportunities. BCP is reviewing mostly as cultural phenomenon from point of view of public administration approach (Pauliukeviciute A., 2010). Formalised cultural transition and sustaining of this process is modelling in this paper firstly.

The advanced methodology of Virtualics (Paulauskas S., 1999) gives us possibility to model

overall process of business and culture interaction transformation as transitions process and to sustain its flow using high human principles.

Sustainable development of business and culture interaction was arranged in 4 regions of South Baltic area:

Rostock region, Germany,
Greifswald region, Germany,
Szczecin region, Poland,
Rietavas region, Lithuania.

The project is part-financed by South Baltic Programme and the European Union. It is implementing by 7 partners from Germany, Poland and Lithuania.

Virtual model of business and culture interaction

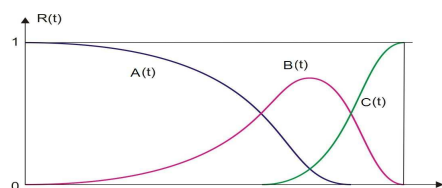


Fig. 1. Trichotomic model of business and culture interaction (Paulauskas S.)

$$R(t) = A(t) + B(t) + C(t) \quad (1)$$

¹ <http://www.business-culture-partnership.eu/>

Virtual trichotomic model of business and culture interaction R(t) consist of three qualitative leaps:

- A(t) – financial inequality (thesis),
- B(t) – patronage (antithesis),
- C(t) – partnership (synthesis).

We are expecting extremely not equal financial opportunities of cultural actors and businessmen at first leap A(t). Culture is negating business and acts as highly specialised creative activity, having no abilities and wishes to marketing operations. Sometimes culture actors gives to understand, that they aren't able to gain money from own cultural activity. Businessmen acts out of cultural fields.

At negation stage B(t) is occurring antithesis, that society and business as holders of finances must support culture. There we have a patronage phenomenon. Businessmen and enterprises become sponsors, patrons and supporters of cultural events and works.

Partnership C(t) of business and culture players occurs as synthesis of its interaction in higher quality of equal opportunities. Culture's activities become equal and valued at same level as business services in a society.

Logics of sustainable development

There could be different strategic approaches how to deal with development of qualitative processes:

- a) status quo – nothing to do,
- b) stopping – to stop transition by keeping or increasing thesis A(t),
- c) sustain – to harmonise process according to criterions of sustainable development.

First approach means that is better to do nothing and let the process to go naturally without purposive impact. Stopping of natural process isn't safe for society, because contradictions will self-accumulate and will breakdown an obstacle with possible negative impact into human's life. This is similar to try to dam a river. It's necessary to know, that the life is permanent development. Stopping of natural development is reduction opportunities of a community.

Harmonisation of natural flow consists of some parallel actions:

- a) introduction of new quality C(t),
- b) rising of antithesis B(t),
- c) lowering of thesis A(t).

Main means for sustaining of a harmonising process are: legislation, organisation, finances, knowledge, role modelling, etc. Quickness and force of regulative impact should be chosen taking into account reaction of impacted social groups. Changes shouldn't lead to social conflicts and human loses.

Starting BCP qualities in participating regions

Entrepreneurs' everyday business activities are concentrated at biogenic level of human demands (A.Maslow) and related mostly to gain a profit. When artists' motivation at highest - fifth level of the

demand growth pyramid are mostly connected to self-realisation.

Unequal opportunities in BCP occur in relation to different marketing abilities of businessmen and culture players. Marketing is obligatory skill for entrepreneur. However culture players frequently are far from these skills. Cultural players lack good quality authentic local and regional products and services, which would add value to their projects and events. They lack cohesion, communication and representation skills. Artists, craftsmen, representatives of recreation business, creators demonstrate new initiatives, ideas, undertakings, but often remain invisible or are noticed only in a small network. Cultural and social initiatives often become fragmental, do not reflect common demands of the locality and are not publicised. Cultural players find it difficult to get financing and business companies do not see straight benefits for their business and or development of the area from such funding.

This forms traditional vision that richer should support less rich. However, small producers and craftsmen are weak players in social and cultural life. Entrepreneurs support single cultural initiatives, though such support does not contribute effectively to general cultural development of the area. Too little attention is paid to entrepreneurs who support events and cooperate with cultural players.

Analysis of status quo showed that BCP was the same for all places: only few and occasional related cooperation so far. Businessmen and culture players are acting frequently in different activity fields and human demand levels. Business is close to economic activities with higher profit related to production and services. Culture actors' product is cultural value, which is not necessary for business at first approach, but could be useful in further development stage. It becomes a mean which change approach and traditional action mode by spreading opportunities and leading to qualitative changes.

Overall scope of BCP interaction requires sustaining of this natural process development. Unequal opportunities in relations between entrepreneurs and cultural players is negating by patronage cultural phenomenon as antithesis. Patronage means care and support of cultural players by entrepreneurs. Rather this is one direction financial support. Lack of support from business to culture destines degradation of culture and culture players.

Patronage support forms and actions

Systemic approach to BCP gave possibility to work out overall scope of enlarge patronage forms in project regions.

Information brochure. The flyer functions as a material of presentation and information about the BCP idea. It is one material to disseminate the project and to win partners – especially from the business field. It refers to the main questions: What are BCP's? Which benefits my enterprise can expect by joining in? What can BCP project coordination and the project's network fulfil?

Guide to the culture. Content of the Guide to Culture will be a presentation of cultural formats (such as, for instance, improvisation theatre, puppet show, art boxes, creative office design), i.e. as many offers / formats which are new to the entrepreneurs, companies and staff as possible.

BCP workshops. Cultural players and small producers participate in workshops and develop together a brand name, reflecting regional identity. The brand name is used by local producers, marking their products and services and at the same time representing and promoting area. During workshops cultural players and small entrepreneurs work together and this impact on development of their network and partnership.

Idea contest BCP. Support companies with arranging company events where they often lack the time and sometimes even good ideas to do this on their own.

BCP events. Integration of initiatives and efforts while organising common events. New initiatives, projects, events will get broader publicity and become more known, thus creating added value for developing regional identity.

BCP sections in newspapers and websites. In order to reach as many potential users of the service as possible the service will be a subpage of the main portal of the chamber. The content is based on the current needs of the target groups.

Image campaign. Collection and presentation of faces engaged 'heads' of culture-friendly business players who already support cultural environment.

Exchange format "speed-dating culture". The questions and needs of culture actors must be matched with the experts and resources from the economic field.

Business format art. Business formats art as an initiative involves a preparation and organization of the surrounding for the idea implementation,

Conclusions

Made scientific research and practical implementation of project's tasks gave opportunities to state:

Business and culture partnership is cultural problem, which resolution requires innovative approach and special methodology of sustainable development. Virtualics enables to model BCP as qualitative transition process from financial inequality (thesis) A(t) through patronage (antithesis) B(t) till partnership (synthesis) C(t).

There could be different strategic approaches how to deal with development of qualitative processes: a) status quo – nothing to do; b) stopping – to stop transition by keeping or increasing thesis A(t); c) sustain – to harmonise process according to criterions of sustainable development. Harmonisation of natural flow consists of some parallel actions: a) introduction of new quality C(t); b) rising of antithesis B(t); c) lowering of thesis A(t). Main means for sustaining

exhibitions of artists oeuvres for example in enterprise, Chambers of commerce, etc.

Award of supporters. Organisation of BCP event and awarding entrepreneurs who support cultural and social initiatives will motivate them to get more actively involved into business and culture cooperation projects, encourage new initiatives and more active support, patronage.

Towards business and culture partnership

Patronage itself negates inequality in BCP. However it doesn't create of new higher culture of this interaction. Transition from unequal opportunities in BCP leads to truly partnership through synthesis of best features of both financial inequality and patronage forms. The future and highest stage of BCP belongs to truly equality of businessmen and cultural actors. This quality should avoid any patronage and financial support. There should be realised structures, which let's assure partnership of business and culture on comprehended basis of both side usefulness.

Such structures should work at permanent manner and should act as associations, networks, clusters, etc. BCP networks were created in all four project regions with more than 50 contributors from both sides: Rostock region, Germany; Greifswald region, Germany; Szczecin region, Poland; Rietavas region, Lithuania.

Introduction of synthetic BCP culture was enforced by two new activity forms: culture crowd-funding platform and Julklapp initiative as project extension. Additionally Klaipeda town, Lithuania, and once more institution from Szczecin were added to the project. Internet websites with crowd-funding software will be prepared and introduced for permanent action during next five years in partner regions and towns.

of a harmonising process are: legislation, organisation, finances, knowledge, role modelling, etc.

During project implementation was stated that in period before 2012 there was dominated financial inequality in Business and culture partnership in all project regions. In this connection was set target of the project to create sustainable development system with purpose to harmonise achieving equal opportunities in business and culture development in project regions. Specific patronage forms were initiated and implemented: Information brochure, guide to the culture, BCP workshops, idea contest BCP, BCP events, BCP sections in newspapers and websites, image campaign, exchange format "speed-dating culture", business format art and award of supporters.

The most important is assure positive formation of truly equal business and culture partnership through creation and implementation of permanent structures as associations, networks, clusters, etc. Crowd-funding platform and Julklapp events are provided for implementation in partner regions and two new – Klaipeda city, Lithuania and Szczecin, Poland.

Literature

- Bruhn, Manfred (2010): Sponsoring. systematische Planung und integrativer Einsatz. 5., vollst. überarb. und erw. Auflage. Gabler, Wiesbaden 2010, ISBN 978-3-8349-1111-7, S. 1.
- Paulauskas S., Paulauskas A. (2008) The virtualics and strategic self-management as tools for sustainable development./ Technological and economic development of economy, Baltic Journal on Sustainability. 2008. 14(1): 76–88.
- Makštutis A., Paulauskas S., Smaliukienė R., (2007) Harmonious development of the State and Society, *Achieving competitive advantage through managing global resources. Ninth international conference*, Taipei, Taiwan, July 3 – 7, 487-491, 2007.
- Paulauskas A., Paulauskas S. (2006) Problems and decisions of sustainability culture innovations in Lithuania./ *Selected papers of International scientific conference "Citizen and governance for sustainable development"*. Vilnius. 28-30 September, 2006. – P.101-106.
- Paulauskas S. (1999) The Dialectics of Self-Management. *Theory, methodology, models*. The monograph. Klaipėda: Klaipėda university press. Klaipėda. 1999.
- Paulauskas S. (2000) Democratic Self-government. *How to improve the government of the State of Lithuania*. JSC „Eksponente“. Klaipėda. 2000.
- Pauliukevičiūtė A. (2010) Public-private partnership in the context of cultural governance. *Viešoji politika ir administravimas*. 2010, Nr. 32, p. 61–73
- Weinhold, Kathrein (2005): Selbstmanagement im Kunstbetrieb. transcript Verlag, Bielefeld 2005, ISBN 3-89942-144-2.
- Wulfen, Thomas (Hg.) (1994): Kunstforum International, Band 125, Januar-Februar 1994: Betriebssystem Kunst - Eine Retrospektive.
- Zembylas, Tasos (2004): Kulturbetriebslehre. Grundlagen eine Inter-Disziplin. Wiesbaden: VS-Verlag, 2004.
- Zembylas, Tasos; Tschmuck, P. (Hg.) (2006): Kulturbetriebsforschung. Ansätze und Perspektiven, Wiesbaden: VS-Verlag, 2006.

VERSLO IR KULTŪROS BENDRADARBIAVIMO DARNUS VYSTYMAS

S a n t r a u k a

Straipsnyje iš darnaus vystymosi pozicijų nagrinėjama lygių galimybių problema verslo ir kultūros bendradarbiavime. Panaudojus Virtualikos metodologiją verslo ir kultūros sąveikos pereinamasis kokybinis procesas modeliuojamas kaip kokybinė trichotomija, susidedanti iš A(t) tezės – finansinė nelygybė, B(t) antitezės – patronažo ir C(t) sintezės – partnerystės. Darniojo vystymosi esmė čia interpretuojama kaip poveikis į harmonizuojamą procesą panaudojus skirtingas poveikio strategijas: a)status quo – nieko nekeisti, b)tezės įšaldymo - sulaikymo ir c)harmonizavimo. Natūralios proceso tėkmės harmonizavimas susideda į: a)sintetinės kokybės naujadarą, b)antitezės stiprinimą ir c)tezės slopinimą. Pagrindinės proceso harmonizavimo priemonės yra: teisė, organizacija, finansai, žinios ir sektini pavyzdžiai.

Pietų Baltijos bendradarbiavimo per sieną projekto „BCP – verslo ir kultūros bendradarbiavimas“ eigoje buvo identifikuota verslo ir kultūros bendradarbiavimo kokybinė būklė keturiuose regionuose: Rostokas, Vokietija; Greifswaldas, Vokietija; Ščecinas, Lenkija ir Rietavas, Lietuva. Nustatyta, kad projekto įgyvendinimo pradžioje – prieš 2012 metus verslo ir kultūros bendradarbiavimas visuose nagrinėjamuose regionuose atitiko tezės A(t) būseną. Projekto eigoje buvo iškeltas tikslas sukurti sistemą, kuri įgalintų nuosekliai įgyvendinti lygias galimybes verslo ir kultūros partnerystėje. Buvo parengtos ir įgyvendintos antitezės B(t) patronažo formos, pradedant informacijos priemonėmis ir baigiant vertybinių orientacijų skatinimu apdovanojant labiausiai prisidėjusius prie verslo ir kultūros partnerystės stiprinimo verslininkus. Sintetinė verslo ir kultūros partnerystės kokybė toliau bus tvirtinama įgyvendinant nuolat veikiančią kolektyvinio kultūros finansavimo interneto platformą ir pasikeitimu dovanomis aukščiausio regionų lygio renginiuose.

RAKTAŽODŽIAI: verslas, kultūra, lygios galimybės, patronažas, partnerystė, darnus vystymasis, virtualika.

Koebe, Magistra and Doctorate degree in German and English language and literature, developer and coordinator of cultural, business and cross-sectorial projects since 2002, with focus on new approaches, business development, joint cultural strategies and innovative formats. She was involved into the development and practical implementation of more than 20 innovative BCP projects, about 30 scientific and journal publication on social and cultural topics. Work with the EU programs Interreg, Erasmus, Leonardo da Vinci, IEE, Horizon 2020, FRP6 and 7 and several national programs and funding foundations. E-mail: k.koebe@rotorwerk-project.de

Prof. Stasys Paulauskas, doctor of philosophy (applied sociology), director of Strategic Self-Management Institute. Fields of scientific researches: Sustainable development, Virtual modelling of development process, Strategic Self-management innovations. Author of monographs: Self-Management dialectics (1999), Democratic Self-Management (2000). He implemented more as 200 scientific and innovations projects, more as 150 publications. Participated in EU programmes Leonardo da Vinci, INTERREG IIIa, South Baltic cross border co-operation programme projects. E-mail: info@eksponente.lt

Mgr. Aleksandras Paulauskas, Master at management and international maritime law, project manager at Strategic Self-Management Institute. Fields of scientific researches: sustainable energy, onshore and offshore wind energy development. He participated in implementation of more as 100 scientific and innovations projects, more as 40 publications. He is Director of Lithuanian Wind Energy Association. Participated in EU programmes Leonardo da Vinci, INTERREG IIIa, South Baltic cross border co-operation programme projects. E-mail: vejas@eksponente.lt