Smart Governance of City's Culture: Theoretical and Empirical Aspects

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Abstract

The goal of the research is to prepare a theoretical model of smart cultural governance and to evaluate the smart cultural management of Šiauliai city according to it. The background of creating a smart culture governance model is to define the theoretical constructs of smart city and smart culture management by looking for correlations between these concepts in order to closely link cultural management with the implementation of cultural policy in city management processes and to highlight the specifics of smart cultural management. A systematic model of a smart city is formed and presented, of which cultural management is an integral part. The model highlights the links between cultural management and other dimensions of the smart city. The theoretical model of smart culture management, which was adapted to investigate the expression of smart culture management in Šiauliai city, is presented. This kind of research has not been done so far in analyzing smart culture management in Šiauliai city. The need for the research was inspired by culture specialists of Šiauliai City Municipality Administration and heads of cultural institutions. The qualitative content analysis of theoretical sources of foreign countries and Lithuania was conducted as well as in-depth interviews to collect information that was processed through qualitative content analysis and systematized using matrices. The assessment of model expression based on the informants' attitudes enabled the researcher to draw substantive conclusions.

The research is relevant to Šiauliai city culture field institutions (private, subordinate municipality, subordinate to the Ministry of Culture of the Republic of Lithuania), Šiauliai city culture field policymakers. In a broader sense, the improvement in the quality of the intelligent social system highlighted in the study will significantly contribute to the general level of culture in Šiauliai. These positive changes will be experienced by the recipients of cultural services.

Further research in the field of smart city cultural management is planned to analyze not only the situation of Šiauliai city but also the cultural field of Lithuania as a whole, in connection with the practices of the international cultural field. It is planned to study the smoothness of the transformation of cultural field institutions, adaptation to smart cultural management, and the emerging challenges. Further research is planned to analyze the scientific studies prepared by smart cities, to look for specific actions highlighted in them, challenges for the cultural sector in adapting to the gradual transformation of cities into smart cities.

Keywords: cultural management, smart city, smartness, smart culture management, smart social system.

Introduction

The actuality. The national culture of the country is perceived as one of the fundamental guarantees of the existence of the state. In every country that develops a sustainable, forward-looking policy, particular attention is paid to the preservation of its culture. As the famous businessman and philanthropist Berggruen (2013) states, "The most important factor in our lives is the culture in which we are born <...> But the next most important factor is probably governance, good governance, or the kind of governance that is changing our lives." Although the concept of smartness, smart city has already been introduced by researchers at the end of the last century, the expression of smartness in the context of cultural management concepts has begun to be seen and used quite recently.

Smart cultural governance is just a nascent multidimensional type of governance that embraces the phenomenon of ingenuity, which is perceived as a fundamental qualitative value of a smart social system. An integral part of a smart city is a smart community, which is perceived as the foundation of a smart social system. According to Jucevičienė

and Jucevičius (2014, p. 913), "Smartness is the ability to adapt quickly and creatively to changing environmental conditions by making appropriate decisions and using them to achieve the end goal." Flexibility and the ability to adapt to market conditions in the face of constant international and internal changes, and globalization are of paramount importance for a country-wide cultural policy in today's market environment.

The management of smart cultural policy is influenced by external and internal factors (social, legal, economic and political), and the cultural policy that is developed and implemented at the local (urban) level is influenced by state cultural policy and regional policy. The influence of the international cultural space on national culture is particularly evident in the context of rapid globalization. The influence of the international cultural space is also emphasized by Raipa and Pauliukevičiūtė (2009), who state: "Accession to the space of international organizations as the EU creates new challenges in the preservation of national cultural identity by trying to position the state as a country of open cultural dialogue."

The problem of research. In Lithuania, smart management, smart cities and the management of their culture are still very new and just beginning to take root. Big cities are starting to prepare or already prepared scientific studies of smart cities, i.e. what steps a city has to take to become a smart city. The city of Šiauliai has prepared a strategic perspective document of the smart city, in which there is almost no mention of cultural management in the city. There are many long-standing problems in the cultural field of Šiauliai city, which need to be accurately identified and their solutions clarified. As culture and its smart management are an integral part of the city's identity and no such research has been carried out, it was decided to investigate the situation of smart cultural management in Šiauliai. It is possible to summarize the research problems with one main problematic question: How to evaluate the smart cultural governance of Šiauliai city? The main problematic question is divided into separate more detailed questions: 1) What concept of smart city cultural management is possible for the theoretical substantiation of Šiauliai city smart culture management model? 2) What research methodology to apply and how to organize the research in order to evaluate the smart culture management of Šiauliai city?

The object of research is the smart governance of city's culture.

The goal of research is to prepare a theoretical model of smart cultural management and to evaluate the smart cultural management of Šiauliai city according to it.

Objectives:
1. To define the theoretical constructs of smart city and smart culture management by looking for correlations between these concepts in order to closely link cultural management.
2. To investigate the expression of smart culture management theoretical model in Šiauliai city and evaluate which dimensions and qualities are working well and which need to be improved.

Investigation of the problem in the scientific literature. The concept of the smart city is analyzed by these Lithuanian and foreign scientists: Gibson, Kozmetsky and Smilor (1992), Angelidou (2014), Schaffers and Komninos (2011), Haque (2012), Nam and Pardo (2011), Kourtit and Nijkamp (2012), Albert and Fetzer (2005), Giffinger (2011), Jucevičius (2014). The following authors analyze the expressions of smartness in cultural management and the dimensions of smart culture: Pauliukevičiūtė and Jucevičius (2016), Lee and Brosziewski (2009), Vaitkevičiūtė (2001), Žaidytė (2008), Kuizinienė (2011), Gray (2007), Raipa and Pauliukevičiūtė (2009), Klamer (2011), Mangset (2009), Sareika (2008), Rauhe (2004), Richter (2004), Moon (2011), Schmitt (2011), Shapiro (2004), Devereaux (2009), Cuyler (2014), Maloney (2013), Dragiševič-Šešic (2008), Martin (2010), Varela (2013).

Research methods. Qualitative content analysis of scientific literature was employed in the present research. In-depth interviews allowed us to collect the information that was processed through qualitative content analysis and systematize it by using matrices.

Theoretical framework
Smart city concepts

In order to define the origin of the smart city and its basic components, it is necessary to carry out a theoretical analysis by reviewing Lithuanian and foreign authors' smart city concepts and their changes over time. The smart city paradigm is relatively new and innovative and is still evolving, which is why different approaches to smart city management vary according to different scholars. It is important to find out what factors, theoretical approaches, determine the differences between the different authors' approaches to the concept of smart city management.

The city is perceived as a certain territory, having its authorities, the infrastructure of public services, but from a holistic point of view, the city, whose management is based on the model of smart public administration, is an integral part of the public

administration system of the whole country. As the city develops in terms of governance, it focuses on providing higher quality public services and improving the quality of life for residents by making the city more attractive. It can be said that a smart city is an evolving city that is constantly developing, pays special attention to the development of information and computer technologies, implementation of new systems, draws on good practice, and applies it by optimizing the mechanisms of the management system. Table 1 below gives an overview of the views of different authors, highlighting the essential components of a smart city.

Table 1

Theoretical definitions of a smart city

Concept	Source
A smart city is the development of the city in the direction of technology and innovation, of which the processes of globalization become an integral part.	Gibson, Kozmetsky, Smilor (1992)
A smart city is a city that represents a conceptual model of urban development based on the use of human, collective and technological capital for urban prosperity and development.	Angelidou (2014)
A smart city – a city can be called smart when investments in human and social capital and traditional and modern communication infrastructure promote sustainable economic growth and a high quality of life through skillful management of natural resources.	Schaffers and Komninos (2011)
A smart city is an urban model that focuses on the ingenuity and well-being of its citizens and communities, on the quality of life, and on the processes that make cities important to people and that can balance different, sometimes even contradictory, activities.	Haque (2012)
A smart city is a city that is constantly striving for innovation in management, technology and politics.	Nam and Pardo (2011)
Smart cities are the result of creative, knowledge-intensive strategies aimed at increasing the socio-economic, logistical, ecological and competitive efficiency of cities.	Kourtit and Nijkamp (2012)
A smart city cannot exist without smart communities.	Albert and Fetzer (2005)
Smart cities are usually identified through these dimensions: smart people; smart management; smart economy; smart environment**.**	Giffinger (2011)
A smart city is characterized by the use of smart computing technologies that bring about a fundamental change in urban infrastructure and public services, including smart city administration, education, healthcare. These changes make the city more intelligent, more efficient and public services become easier accessible for citizens.	Nam, Pardo (2011)
A smart city has more expressed qualities of knowledge, innovation, digital or otherwise, but a certain amount of all the essential qualities are necessary.	Jucevičius (2014)
A smart city is first and foremost a smart community made up of many different specific communities: communities of citizens, business, culture and art, science, education, politics and more. Priorities and strategic objectives must be relevant to all or most urban communities.	Jucevičius (2014)
A smart city is a city that not only takes full advantage of electronic services and information dissemination but also strengthens communities and human and social ties.	Kvieskienė (2018)
A smart city is described here as a living space where modern technologies, digitization and innovative technologies are used to increase the security and quality of life of the population.	Gudauskas (2015)
A smart city needs to have a smart government that bases its policies on ICT, inter-institutional cooperation and stakeholder cooperation.	Scholl and Scholl (2014)

Source: created by the author

According to many authors, Gibson, a scientist who first used the concept in 1990, pioneered the concept of a smart city. With this concept of a smart city, this scientist sought to show that urban development and evolvement would not be possible without technological advancement and innovation. In 1992, the first article on Smart City was published by Gibson with co-authors Kozmetsky and Smilor. In the concept of smart city, these authors emphasized urban development "in the direction of technology, innovation, of which the processes of globalization become an integral part." At the time of the publication of these authors' article, a tendency has been observed that the introduction of technology is rapidly promoting urban development. Of course, over time, the concept of a smart city has changed. Different authors have added new dimensions to the concept, expressions of ingenuity that have emerged as a result of globalization and societal change.

The existence of a smart city is inconceivable

without a smart community that becomes the foundation of a smart city. The importance of the smart community dimension in the smart city is analyzed by Haque, Albert and Fetzer, Giffinger, Jucevičius. According to Albert and Fetzer (2005), the existence of a smart city cannot be imagined without the existence of a smart community in that city. The special importance given by these authors to the smart community demonstrates that without a smart, educated human capital (conscious, active citizens), a smart community cannot exist, which implies that a smart social system and a smart city cannot be formed without a smart community. Giffinger (2011), Haque, (2012) also actualize the importance of a smart community by adding new authors to the concept and highlighting the contribution of a smart society, smart citizens, in solving topical and important problems that society is not always able to solve without the help of civil society and administrative authorities. Jucevicius (2014) adds a new dimension to the smart city dimension by defining a smart city as "a smart community made up of many different specific communities: population, business, culture and art, science, education, politics and others." The author also emphasizes that the "priorities and strategic goals set by public sector institutions must be relevant to all or many urban communities." The unique definition of a smart city by Jucevicius is that it highlights the multifaceted nature of urban society itself. The author points out that there are many different small communities in the city, and the expectations of these communities should be in line with the strategic long-term goals and priorities of the city authorities.

Another important dimension of the smart city is related to the introduction and improvement of technological and information tools in order to make the city smart in technological terms. A large number of authors listed in the Smart City Concept Table (Nam and Pardo (2011); Jucevičius (2014); Schaffers and Komninos (2011); Angelidou (2014)) emphasize the importance of information technology deployment. According to Nam and Pardo (2011), a smart city is "characterized by the use of smart computing technology that undergoes profound changes in urban infrastructure and public services, including smart city administration, education, health care." Highlighting the importance of technology, it once again proves that smart deployment and improvement of information technology can bring about some positive changes in various areas of public administration. These changes have a positive impact on the efficiency and accessibility of public services to the population. Jucevičius (2014) not only emphasizes the digital dimension of a smart city but also emphasizes the importance of systematic synergy of all essential urban qualities. Schaffers and Komninos (2011) complement the concept of smart urban development with the use of technology, stating that modern communication infrastructure 'promotes sustainable economic growth and high quality of life." The utilization of the technological infrastructure links highlighted by these authors proves that the quality of life depends on the level of technological development of the city. Angelidou (2014) highlights another advantage of technology, arguing that the use of technology gives the city greater opportunities for development.

The innovation dimension adds to the field of smart city potential. Innovation as a guarantor of smart city development is emphasized by Nam and Pardo (2011), Jucevičius (2014). Researchers Nam and Pardo (2011) add a smart city model to the innovation dimension: "a city that is constantly striving for innovation in management, technology and politics." These authors emphasize the importance of innovation in management, technology deployment and improvement processes. Technological innovation applies to the availability and higher quality of public services and policies. The aim is for policy to be more systematic and for the products it produces (laws, regulations, directives) to meet the needs of society.

According to the European Parliament (2012), creating and improving a smart city is a multidisciplinary challenge, "bringing together city officials, innovative suppliers, national and EU policymakers, scientists and civil society." The European Union is funding the preparation of smart city model visions, as well as co-financing the implementation of smart city measures. Summarizing the concepts is based on Jucevicius (2014), "In any case, becoming a smart city is a long-term process, with limited but feasible acceleration potential."
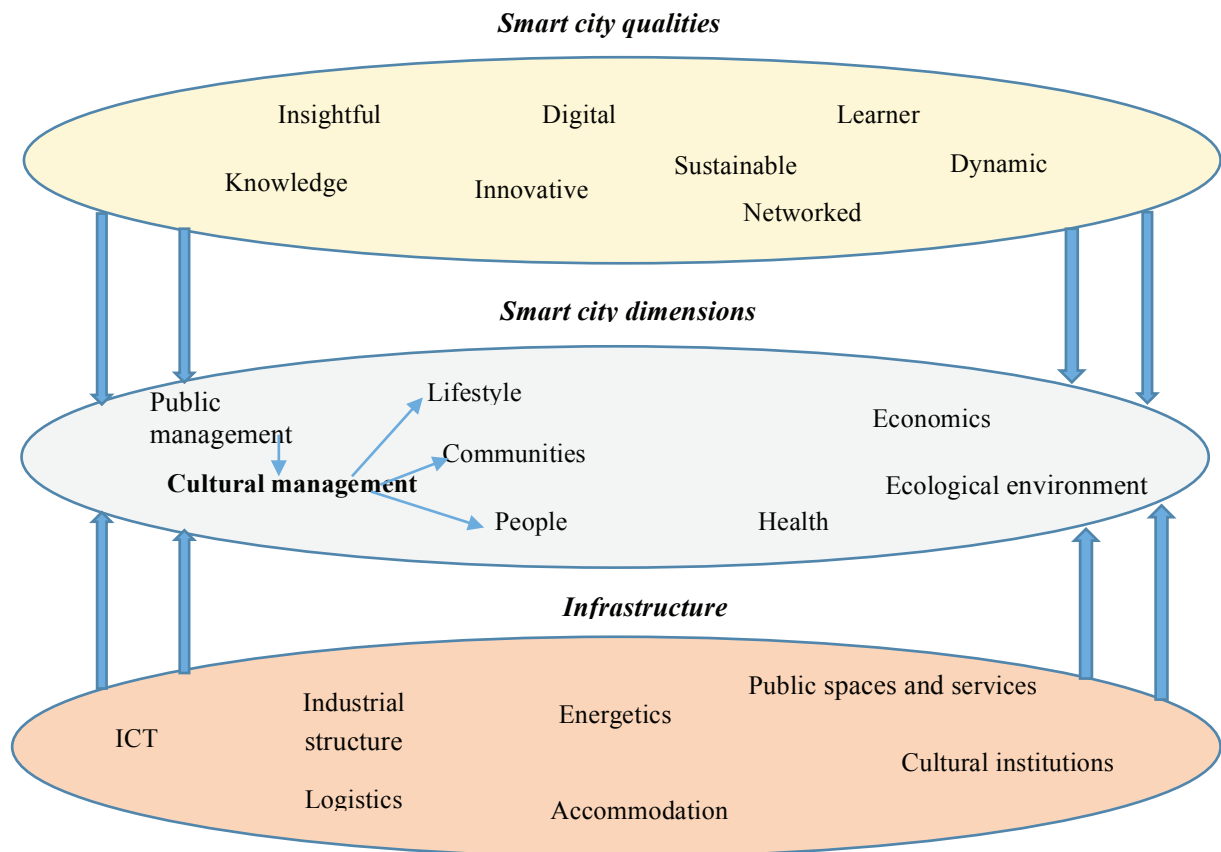
Fig. 1. Systemic model of a smart city
Source: adapted from Jucevičius (2014)

Expression of Smartness in Cultural Management

Cultural management is a relatively new and little researched type of management that is related to public policy sciences, public management practice, and cultural studies. Cultural management is also associated with innovative and still evolving arts management. The emergence of cultural management as a type of management has been driven by constant changes and challenges in the cultural field, which are greatly influenced by the rapid globalization processes. Cultural management in a smart city is inseparable from the implementation and continuous improvement of ICT, the ability of human capital to adapt to rapidly changing environmental conditions and cultural institutions that pay special attention to the organizational structure by improving systematic and close interrelationships (Nam and Pardo, 2011). The complexity of the elements of a smart city (smart people, institutional cooperation, innovation, ICT, implementation and use of e-services) is also very important in the cultural sector (Komninos, 2011). The management of the smart cultural sector emphasizes the constant dynamics of the smart city: implementation and continuous improvement of innovative ICT in response to changing market

conditions, improvement of infrastructure, investment in human and social capital, the allocation and use of resources in the cultural sector; active, coherent cooperation through the creation of resilient inter-organizational cooperation. Cultural governance evolves as signs of ingenuity evoked by the increasingly widespread model of smart public governance and the transformation of cities into smart cities. According to Pauliukevičiūtė and Jucevičius (2016), "The rationale for the dimensions of intelligence is related to the need to explain the specific tasks of individuals (target groups in the cultural sector), government and cultural organizations, as well as cultural management results." The authors emphasize the multidimensionality of cultural ingenuity by emphasizing the development of public administration and other organizations' tasks and the delivery of results based on smartness criteria. The emergence of intelligent traits in cultural management becomes a means of ensuring higher quality, non-standard cultural services. According to the authors, this quality is perceived as a value, because the developed culture is an integral part of the identity of the state, citizens, nation. According to Lee and Broszewski (2009), one of the components of smart public management is cultural management.

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According to Vaitkevičiūtė (2001), this part of the thesis takes the position of presenting culture as "a specific social system that describes the level of development of society and guarantees the creation, use and transmission of material and spiritual values." The cultural sphere, as one of the spheres of public life, is perceived as a kind of social system, inseparable from the civil society and showing the level of development of society as a smart social system. It can be argued that the cultural phenomenon is based on publicizing and popularizing the country's cultural and historical heritage, in other words, actualizing it for present and future generations.

Cultural management and cultural policy phenomena and concepts have close links. As Gamytė (2008) puts it, "when trying to define cultural management, it is often helpful to interpret its practical level phenomena, which is abstracted to the universal definition of cultural management." Based on the approach presented by this author to cultural management, the practical level of this direction of management emerges, which forms the basis of cultural policy guidelines and principles of action when solving cultural problems. The author emphasizes that abstraction of the multifaceted nature of the cultural board purifies the definition of cultural management. According to Kuiziniene (2011), there is a noticeable change in the definition of culture and changes in links with other areas of functioning of society. These changes in the space of scholars have sparked debate about the specifics of the content and purpose of a cultural phenomenon. It is important to emphasize that the countries of the Eastern European region have become convinced and enthusiastic about introducing cultural industries into the country's culture. According to Kuiziniene (2011), the rapid and sometimes imprudent introduction of industries in the field of culture, and the introduction of them, poses a serious threat of losing "strong positions in professional culture" even though opening up "new competitive prospects." It can be argued that the approach presented by the author towards the irresponsible implementation of creative industries encourages cultural policy representatives to think about preserving the cultural role of the national country without losing national identity.

Pauliukevičiūtė and Jucevičius (2017) classify cultural management concepts according to differences in interpretations of cultural policy into the following target groups:
1. Concepts emphasizing so-called "cultural planning";
2. Concepts emphasizing "arts policy";
3. Concepts emphasizing "creative cities".

It is appropriate to briefly review these three groups of management concepts and their peculiarities. A group of concepts emphasizing so-called "cultural planning" highlights the importance of long-term development from a perspective of cultural policy-making traditions, national and regional cultural potential and uniqueness, community expectations (Gray, 2007; Raipa and Pauliukevičiūtė, 2009). The group of concepts emphasizing "art policy", indicating the long-term perspective, emphasizes the various fields of art and aims to ensure the best possible conditions for the creation, preservation and promotion of art. This group focuses on educating smart citizens, current and future art fans and buyers (Klamer, 2011; Mangset, 2009). The third group of concepts emphasizing "creative cities" highlights local governance in a long-term perspective focusing on the cultural uniqueness of cities. It is important to emphasize that the authors emphasize the development of the cultural uniqueness of the city viewed from an economic perspective, i.e. this development must contribute to the economic development of the city (Pauliukevičiūtė and Raipa, 2014).

When applying cultural management to a smart social system (in a smart city) and at the level of government, the importance of the country's prevailing cultural policy model is important. It is expedient to briefly discuss the model of cultural policy that is used in the formation of cultural policy in Lithuania. In Lithuania, the state model of cultural policy prevails, but the features of liberal cultural policy and models of hand-distance can be discovered in the formed cultural policy. Components of the Lithuanian Cultural Policy Model:
1. A concept based on a modern understanding of the culture which covers many areas of public life;
2. General Law on Lithuanian Culture and Lithuanian Cultural Strategy 2016-2025 projects;
3. Presentation of the new Lithuanian cultural policy scheme.

The model of Lithuanian cultural policy is based on Prof. Dr. Klein's, European cultural theorist and Prof. Dr. Weber's works. As Weber (2008) states, "Although arts and artists must remain at the center of cultural policy, cultural policy is nevertheless a long-term reflection of fundamental issues." This reflection plays a role in shaping society, and must therefore take into account the real processes of isolation and marginalization that are engaging more and more citizens, formulate images, and set goals that help to stop and eliminate such "cultural pathologies." Based on the ideas expressed

by these authors about cultural policy, it can be stated that the cultural policy of the country should be perceived as a long-term, systematic, constantly improving process.

Method

The case of smart city culture management in Šiauliai was selected for the research. The main goal of the case study is focused on the detailed study of one selected case, in the opinion of the researcher, using the most targeted data collection and processing methods to understand the analyzed case and its features (Schwandt and Gates (2018), because it focuses on the contextuality of the chosen case phenomenon.

A case study in a general sense can be understood as a type of study, the axis of which selects one phenomenon or object, defines a certain geographical area in order to solve a certain problem. This method focuses not only on the complex context but also on specific everyday actions and phenomena. According to Yin (2009), a case study has been used to try to study contemporary phenomena in terms of scientific depth through the prism of real life. The method of applying the case study is not new and has been used by scientists for quite some time, but the application of this method is very common in today's scientific community. This method is very widely used in the research of the social direction because it is convenient and accurate to study various ongoing social phenomena.

Contextuality in the case study is perceived as the context of the environment surrounding and influencing the analyzed objects. This context is understood as environmental conditions that are changing rapidly under the influence of globalization processes. The cultural sector is particularly sensitive in terms of contextuality, as European culture not only has a positive but also a negative effect on national culture, contributing to its decline. In Lithuania, regionalism emerges in a negative aspect, as for many years only declarative regional policy has prevailed in the country, the effects of which are already being felt in the outermost regions.

A qualitative research method was chosen for the analysis of smart city cultural management. According to Kardelis (2016), "Qualitative research, not dependent on hypotheses, is characterized by flexibility and inductive analysis of data, which attributes the inductive logic of the researcher to the features of qualitative research." Also, it inductively investigates the situation of smart cultural management administration of cultural institutions, formulates cultural policy and implements it. According to Vainienė (2005), induction is "a way of reasoning based on the generalization of empirical monitoring, when, based on the repetition of a certain trait in a certain sample, a conclusion is made about the characteristic of the trait as a whole." Induction is characterized by the development of thought from separation to communion. (Bitinas, Rupšienė and Žydžiūnaitė (2008). Denzin and Lincoln (2018) treat the inductive method as the development of some new theoretical model based on actual data collected by scientific methods.

The concept of qualitative research is presented by Tidikis (2003): "In qualitative research, the individual is examined not as dependent on general social regularities, whose directionality is externally determined by social norms and traditions, but as a unique personality, perceiving social reality, having self-awareness and reflecting it, giving it a certain meaning, expressed in its reasoning and behavior." According to this author, each informant is perceived as a unique personality with his or her own opinion about the situation in the field of culture. According to Creswell (2009), "qualitative research allows for the collection of in-depth, contextual, open responses from research participants that express their attitudes, opinions, experiences, and feelings."

Ten informants were selected for the study. The informants were selected on the basis of a selection criteria based on their influence on cultural policy, their position in the cultural sector and their work experience in the cultural field, which should have been at least 5 years. Applying the selection criteria of 5-year experience in the cultural sector, it appears that most informants have more than 10-year experience. It is important to emphasize that all informants are educated in the field of culture or the humanities. Two of the informants hold a Ph.D. The vast majority of informants have at least a master's degree. Experts in the cultural sector are divided into three groups:
1) Participating in the formation of cultural policy (members of the Seimas of the Republic of Lithuania, politicians of Šiauliai city, representatives of the Ministry of Culture of the Republic of Lithuania);
2) Managing cultural institutions;
3) Specialists in cultural institutions.

The research sample consisted of three named groups of informants. These groups were formed taking into account the informants' special knowledge in the field of cultural policy and their interaction with Šiauliai city cultural institutions.

When reviewing the sample territory, it can be stated that most informants represent the cultural field of Šiauliai city. Only two of the informants represent non-Šiauliai city culture field, but they are

well acquainted with the situation of the city culture field. The informants were informed of the offer to participate in the study by email and phone call. All of the informants, despite the employment of some informants, willingly agreed to participate in the study.

Evaluation of the expression of the smart culture management model in Šiauliai city was done according to the following criteria. The quality of a smart social system is judged to work well if more than one-third of respondents report positive responses to specific quality issues. The qualities that qualify for this criterion are identified as being good and marked as green.

The quality of an intelligent social system is rated as moderately good if more than a third of respondents report a partial affirmative response to specific quality questions. The functioning of the qualities in this area is described by the researcher as good. Qualities meeting this criterion are identified as being medium in performance and marked as yellow.

The quality of intelligent social systems is judged to be poorly functioning if more than one-third of respondents report negative answers to specific quality issues. The qualities that qualify for this criterion are identified as poor performance and marked as red.

Results
Evaluation of Smart Culture Management Model Expression in Šiauliai City

The peculiarities of cultural management are perceived as an integral part of intelligent culture management, therefore it is expedient to examine the dimensions of intelligent culture management, which expand and highlight the importance of the concept of intelligent culture in culture management. Pauliukevičiūtė and Jucevičius (2016) highlight six dimensions of cultural management intelligence:
1. Strategics;
2. Creative development;
3. Insight into the interests of the cultural sector;
4. Empowered cultural sector parties;
5. Harmony of intellectual and technological capital;
6. The culture of shared value creation.

The authors highlight the correlations between the dimensions of smartness in cultural management and those of the smart social system. Each dimension of smart culture management has certain qualities of a smart social system. According to Jucevičius (2014), the intelligent social system is perceived as "able to find unique solutions important for its development, which help to evaluate processes and tendencies in its external environment, to use internal and external resources in the best way to meet the needs of system stakeholders."

After evaluation according to the criteria set by the researcher, the functioning of the qualities of the intelligent social system in separate six dimensions was evaluated in the model of smart culture management in Šiauliai city. The functioning of eighteen qualities of the intelligent social system was evaluated. Based on the results, which are represented in colour in the presented model, the dimension of *Enabled Cultural Sector Objects* works the best, and the *Dimension of Insightful Interests* in the Cultural Sector works the weakest. By distinguishing the individual qualities of the smart social system according to their functioning, it was found that the quality of *Innovation* works the best and the quality of *Knowledge and Dynamism* is the weakest. It is expedient to base the results of the research on the functioning of the named two dimensions (the best and the weakest) and the qualities of the intelligent social system (the best and the weakest).

The Dimension of *Enabled Cultural Sector Objects* works the best because two of the qualities in this dimension (*Learning* and *Networking*) work well and the quality of *Digitality* works moderately.

The quality of *learning* is divided into three subcategories. Providing generalized informants' preferences in each subcategory justifies good quality performance. The subcategory, named as *taking over the experience of an institution from other organizations*, highlights the prism of the institution's learning. All informants stressed the importance of transferring experience from other organizations to conferences, seminars, monitoring of other bodies, and international organizations. In the sub-category of *manifestations of cooperation*, informants state that cooperation with other cultural institutions is of particular importance. Summarizing the co-operation relations provided by the informants in the fields of activity, it can be stated that there is co-operation with galleries, museums, cultural centers, creative unions, working groups of the Ministry of Culture of the Republic of Lithuania. Another distinguished subcategory is identified as the benefits of *collaborative information sharing*. In this subcategory, all informants identified the benefits of exchanging information between cultural institutions. The informants emphasized that the exchange of information provides an opportunity to continuously improve their activities, to make certain decisions faster and more smoothly, and to improve strategic documents. More than one-third of the informants expressed positive attitudes towards
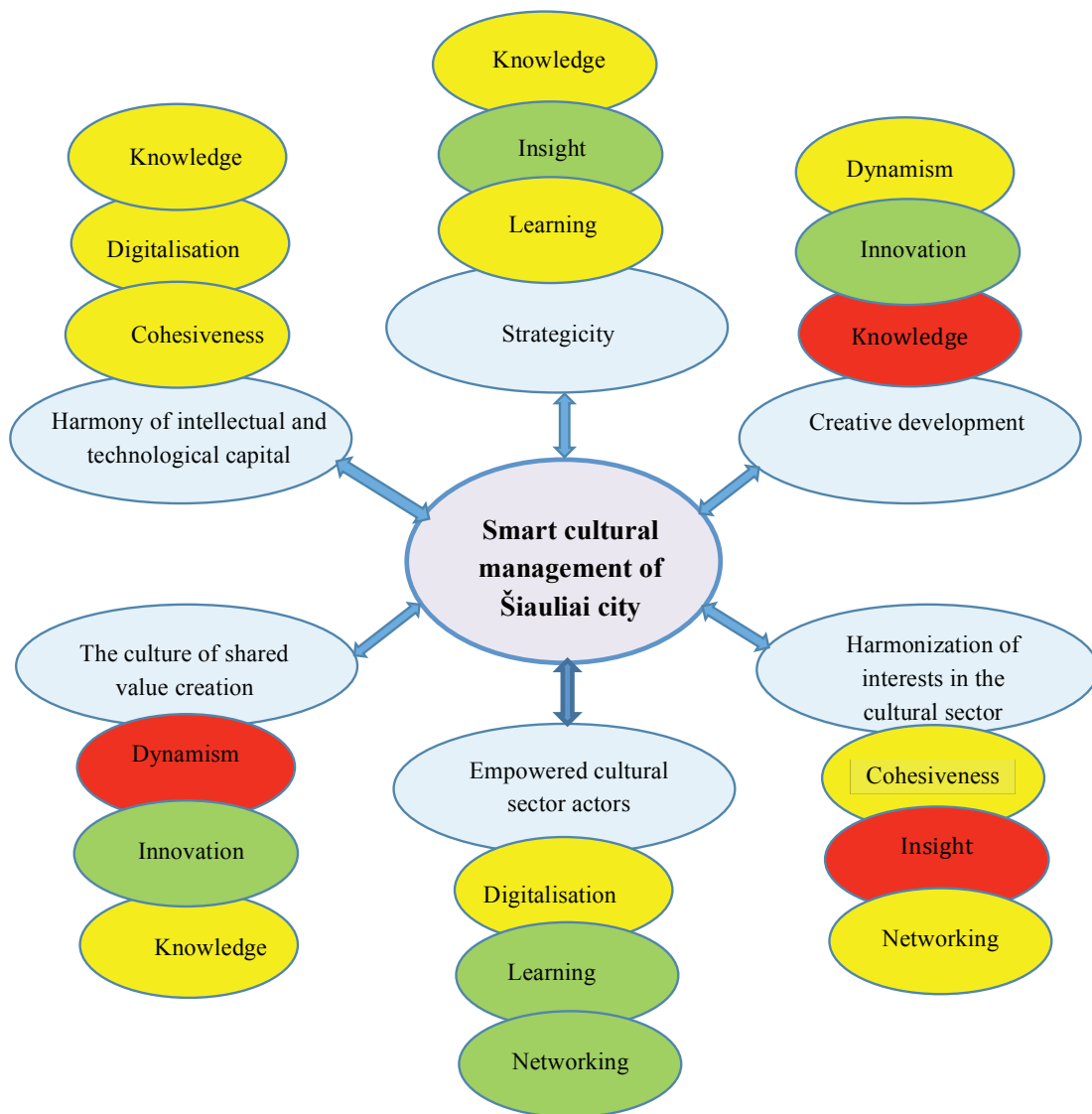
Fig. 2. Expression of intelligent cultural management model in Šiauliai city
Source: created by the author

the Quality of Learning, so the *Quality of Learning* was judged to be working well.

The *networking* category is divided into two subcategories based on the informants' preferences collected during the interview. Providing generalized informants' preferences in each subcategory justifies good quality performance. In the sub-category, which is designated as *foreign partners with whom we collaborate*, informants highlight their experience of working with foreign partners. All informants are delighted and proud to have developed cooperative relationships with similar organizations abroad. There is a very large geographical coverage: Latvia, Sweden, Croatia, Poland, Estonia, Norway, Belarus, Japan, Argentina, the USA. Another distinguished sub-category, which reveals the networking of institutions, is the *expression of interinstitutional cooperation*.

Discussions with informants revealed that Šiauliai has a very strong cross-cultural cooperation with other institutions. The informants said that they are cooperating with the municipal carrier *Busturas*, police, NGOs, educational organizations, border guard, fire department, business establishments, Šiauliai City Municipality. More than one-third of the informants gave a positive opinion on *Network Quality*, so *Network Quality* was rated as working well.

The *digitality* category is divided into four subcategories based on the informants' preferences collected during the interview. In one of the sub-categories, average performance was highlighted based on the preferences provided by the informants. This sub-category is identified as a *lack of accessibility to digital public services*. The sub-category, which focuses on informants' average

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availability of digital services, reflects the attitudes of as many as four informants. All of these informants unanimously stated that public access to public services was insufficient. One of the informants stressed that the range of digital services provided to the population could be wider. This informant also points out that not only the accessibility of services but also their simplicity and clarity for ordinary people plays an important role. Unfortunately, at present, a considerable part of the public services provided to the population requires fairly complex procedures, consisting of a number of actions that are difficult for the average person to understand. More than one-third of the informants provided moderate attitudes towards *Digital Quality*, which is why *Digital Quality* is rated as moderate.

The dimension of *insightful alignment of interests in the cultural sector* is the weakest, as two of these dimensions (*Consistency* and *Networking*) work moderately, and the quality of *Insight* works poorly.

The *Sustainability* category has two subcategories based on the informants' attitudes collected during the interviews. In one of the sub-categories, average performance was highlighted based on the preferences provided by the informants. The subcategory is called *negative aspects of cultural policy at different levels*. According to one of the informants, there is weak cooperation between different ministries, even between some cultural institutions in the same city. Another informant points out that public authorities consult very little with local authorities on important decisions that will be the responsibility of local authorities. More than one-third of the informants provided moderate attitudes towards *Sustainability*, which is why *Sustainability* was rated as moderate.

The *networking* category is divided into four subcategories based on the informants' preferences collected during the interview. In two of the subcategories, average performance was determined based on the preferences provided by the informants. The formation of a unified face of the city and the various problems and gaps on which the subcategory is based are identified as *gaps in the formation of a unified face of urban culture*. One of the informants emphasized that the efforts to shape the face of the city are rather fragmentary, which can only be related to the commemoration of public holidays. Another informant with an even more conservative view on the subject says that the city has no cultural face as human creative potential is disappearing. Another informant says city politicians support cultural initiatives, but these initiatives are not correlated. This informant very aptly named a phrase

appropriate to generalize the views expressed by other informants: there is a great deal of spontaneous diversity in the city. The sub-category, identified as *deficiencies in interinstitutional cooperation*, deals with the cooperation problems faced by the cultural field itself. All informants claim that there are some gaps in cooperation. A large number of informants point out the problem of very weak cooperation with the non-governmental cultural sector. The very weak aspect of NGOs' involvement in the cultural field manifests itself through the absence of joint projects with cultural institutions in the sector. Some informants also emphasize that there is a strong divide between the cultural institutions of the city itself and that there is the competition between them.

The *insight* category is divided into three subcategories based on the preferences of the informants collected during the interview. In two of the subcategories, the poor quality performance was identified based on the information provided by the informants. The sub-category is identified as an *emerging problem in terms of prospective prediction*, more abundant in the opinion of the informants than in the previous one because the informants see a great number of problems in this aspect. One of the informants aptly states that the lack of research or long-term studies cannot lead to prospective analysis. The fundamental problem is that data-driven solutions for the future cannot be made. Another informant mentions another very sensitive issue – the lack of focus on the cultural education of young people for many years, i.e. early childhood education. As a result, it is very difficult for young people today to attract and raise awareness that culture is an integral part of each individual's identity. It can be noted that one and a half years ago, an initiative was already taken to promote the cultural education of young people through the prism of education by creating a Cultural Passport for pupils. In the subset of *features of inconsistent cultural policy*, informants highlight problems as well. One of the informants emphasizes the inconsistency of cultural policy and predicts that the new Law on Cultural Framework of the Republic of Lithuania will not change the situation substantially. Another informant emphasizes the inconsistency of policy in the field of ethnic culture, emphasizing that there is no consistent purification of directions, but rather a shift from one protected area to another. Another informant highlights the lack of holistic understanding, emphasizing that all forms of art and forms of expression must be equally important. This informant raises the issue of the politics being pursued by pointing out the lack of awareness at the national level of the importance of folk art as

the foundation of state culture. Another informant emphasizes the bad feature of Lithuanian cultural policy – spontaneity. The said informant bases his views on the aspirations of different governments to introduce new reforms, although the reforms undertaken by the former Government have not yet been completed.

The *quality of innovation* is the best of all qualities, as it is marked green in two different dimensions. All informants name one of the technological innovations used variations of computer technology: Google Calendar, *Avilys* information system, specialized computer equipment for libraries, electronic Cultural Passport platform. The innovation identified by the informant is due to flexible work schedules for employees whose work specifics allow them to work remotely or at convenient hours. The informants highlighted the following innovations in the field of culture: Lithuanian Museum Road, the cultural basket of Šiauliai City Municipality, the electronic ticketing system for events, the electronic platform of Culture Passport. The informants emphasized that a considerable part of the named innovations has a positive long-term impact on the cultural sector.

Qualities of *Dynamism* and *Knowledge* work the worst. After evaluating the quality of dynamism according to the evaluation criteria, it was assigned one yellow and one red colour in different dimensions. The quality of knowledge was evaluated accordingly – 3 yellow and 1 red.

The quality of *dynamism* has been analyzed in two dimensions of smart urban cultural management, and it is, therefore, appropriate to highlight the shortcomings of these qualities identified by the informants. The sub-category, designated as *Flexibility Gaps*, gives the reasons given by the informants for reasons of flexibility problems in the organization. One of the informants argues that the freedom of flexibility in the public sector is limited by legislation that creates some framework for action. Another informant points out that the problem of flexibility is caused by older workers, who are very slow to adapt to change. In the sub-category, named as *environmental factors that influence the maintenance of a high level of culture*, informants provide insights by identifying factors that influence high-level culture. The fourth informant emphasizes that the ability to maintain a high level of urban culture depends to a large extent on city council funding decisions for certain arts. The sixth informant says that the theaters' challenge to earn more from their events is likely to see a dramatic drop at the artistic level of performances.

The quality of *knowledge* is analyzed in four dimensions of smart city cultural management. It is worth pointing out some of the main shortcomings highlighted by the informants. In the sub-category, *issues arising in the field of in-service training* highlight gaps and problems encountered in institutions. One informant raises a very serious problem in the cultural sector – the lack of a system of qualification of specialists in this field. The destruction of a unified system by the closure of the responsible authority had a decisive impact on the demotivation of cultural workers. In the sub-category, identified as *the lack of staff with certain competencies in the institution*, informants claim that organizations are severely short of marketing professionals. The demand for professionals in this field has increased significantly in the last decade, when market conditions have become very influential in the cultural field. One has to look for management professionals who will be more successful in selling the creative product they have created.

The evaluation of the smart culture management model revealed the quality of a smart, moderate and poorly functioning intelligent social system. The legal framework is very important in influencing the functioning of the dimensions. Strategic documents and laws have found manifestations of smart management that are worth discussing. The Europe 2020 Strategy for smart, sustainable and inclusive growth emphasizes the importance of multidimensional, digital development in the cultural sector. Creative Europe 2014-2020 highlights the importance of creative development, dynamism and internationalization. The conclusions of the Council of the European Union 2019-2022, the cultural agenda of the Work Plan emphasize the development of a smooth, sustainable cultural sector. Lithuania's Progress Strategy Lithuania 2030 emphasizes the importance of quality of learning and the development of creativity. 2014-2020 The National Progress Program emphasizes the importance of developing the quality of innovation through a high level of public service delivery. The Regional Cultural Development Program 2012-2020 reveals activities closely related to the development of networking between different levels of public sector institutions. The draft of the Law on the Fundamentals of Culture of the Republic of Lithuania will become a document combining all legal acts in the field of culture. This paper has revealed most aspects of smart cultural management. The draft Law on the Fundamentals of Culture of the Republic of Lithuania clearly allocates responsibilities between institutions that formulate and implement cultural

policy.

Discussion

According to the criteria set by the researcher, the functioning of the qualities of a smart social system in six dimensions was evaluated in the model of smart culture management in Šiauliai city. The functioning of eighteen qualities of the smart social system was evaluated. Based on the results, which are represented in colour in the presented model, the dimension of *Enabled Cultural Sector Objects* works the best, and the dimension of *Insightful Interests in the Cultural Sector* works the weakest. By distinguishing the individual qualities of the smart social system according to their functioning, it was found that the quality of *Innovation* works the best and the quality of *Knowledge* and *Dynamism* is the weakest.

The evaluation of *Intelligent Cultural Governance Model* has demonstrated the quality of a well-functioning and moderately functioning intelligent social system. According to the evaluation, eighteen qualities of the intelligent social system were distributed as follows: 5 qualities work well, 10 qualities work moderately and 3 qualities perform poorly.

An in-depth semi-structured interview questionnaire based on the components of a theoretical model of smart city cultural management – 6 dimensions and 8 intelligent social system qualities – has proved to be worth it. The information gathered during the interviews with the informants is organized into six matrices that represent the six dimensions of smart city cultural management. Each of the six matrices has three categories, each representing the qualities of the smart social system assigned to each dimension. The matrixed information collected during the interviews proved to be useful in the evaluation of smart culture management in Šiauliai city.

After carrying out an evaluation of smart culture management in Šiauliai city, the researcher points out the most urgent problems in improving medium and poorly functioning trends in the field of cultural management. It is gratifying that during the thirty years of independence Lithuania has achieved very high cultural achievements. However, some problems remain to this day and are particularly acute and easily identifiable in the regions. Regional policy-making in the regions is often confronted with the lack of coherence between national and local cultural policy strategies, the lack of financial resources for the development of cultural institutions, the improvement of infrastructure and its adaptation to the modern needs of cultural users. The author of the article also presents several recommendations for the improvement of the cultural field, which would inspire discussions among the participants of the Šiauliai city cultural field, analyzing the ongoing processes of cultural field change.

It is recommended to Šiauliai City Municipality Council and Administration to invite experts in the field of culture, to carry out research, which could be used to clarify several essential directions in order to create a unified face of the city culture. It is recommended that Šiauliai City Municipality should focus on the involvement of all cultural institutions operating in Šiauliai City, including cultural institutions of the NGO sector, in joint meetings (Cultural breakfast). The more active dialogue of Šiauliai City Municipality with the institutions, the established network-based contacts would help to form a unified field of activity of the city cultural institutions and at the same time a united cultural face of the city. Šiauliai City cultural institutions should pay special attention to the professional development of specialists responsible for project preparation. The professional development of professionals in this field is essential for the institution's project activities, as only high-quality projects are funded by the Council of Culture, thus ensuring the continuity of certain activities.

Conclusion

A smart city is primarily associated with a smart community made up of many different communities: residents, culture, business, science, education, and art. Strategic goals and priorities for a smart city need to be relevant and focused on many different urban communities. A smart city differs from other cities in that it has more pronounced innovativeness, digitalization and other qualities that are characteristic of a smart city, but the most important thing is that this type of city must have a set of qualities. The smart city model emphasizes its dimensions: communities, economy, public management, people, lifestyle, ecological environment, and health. The model refines and selects one of the types of public management, i.e. cultural management. A smart city tree is inseparable from the infrastructure dimension, which consists of industrial structure, ICT, logistics, energy, housing, public spaces and services, and cultural institutions.

Smart cultural governance is generally understood as a set of actions that ensure the effective functioning of the cultural sector system under dynamic environmental conditions, where intellectual capital and resources are mobilized to turn challenges into opportunities. Given the complexity of the cultural sector and the new requirements for cultural management, the application of the concept of smartness in management solutions opens up

many new opportunities.

The content analysis of informants' attitudes was carried out, on the basis of which a model of smart culture management in Šiauliai city was created. In order to determine the functioning of the system of intelligent culture management in Šiauliai, a quality assessment was carried out. According to the evaluation, eighteen qualities of the intelligent social system were distributed as follows: 5 qualities work well, 10 qualities work moderately and 3 qualities perform poorly. The Dimension of Enabled Cultural Sector Objects was found to work the best, and the Insightful Balance of Interest dimension in the cultural sector was the weakest. From the perspective of quality evaluation, the quality of Innovation works the best, and the Quality of Knowledge and Dynamism works the weakest.

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Sumanus miesto kultūros valdymas: teoriniai, empiriniai aspektai

Santrauka

Straipsnio tikslas – parengti teorinį sumanaus kultūros valdymo modelį ir pagal jį įvertinti sumanų kultūros valdymą Šiaulių mieste. Sumanaus kultūros valdymo modelio sukūrimo pagrindas yra sumanaus miesto ir sumanaus kultūros valdymo teorinių konstruktų analizė ieškant šių konceptų tarpusavio koreliacijų siekiant glaudžiai susieti kultūros vadybą su kultūros politikos įgyvendinimu miestų valdymo procesuose ir išryškinti sumanaus kultūros valdymo specifiką.

Lietuvoje sumanus valdymas, sumanūs miestai ir jų kultūros valdymas dar labai nauji ir tik pradedantys įsitvirtinti kaip moksliniai konceptai ir reiškiniai. Didieji miestai pradeda rengtis arba jau pasirengė sumanių / išmanių miestų mokslines studijas, t. y. kokius žingsnius miestas turi nueiti, kad taptų sumaniu / išmaniu miestu. Šiaulių miestas pasirengė išmaniojo miesto strateginį perspektyvinį dokumentą, kuriame apie kultūros valdymą mieste beveik neužsimenama. Šiaulių miesto kultūros lauke yra daug įsisenėjusių problemų, kurias reikia tiksliai identifikuoti ir išsigryninti jų sprendimo būdus. Kadangi kultūra ir jos sumanus valdymas yra neatsiejama valstybės ir miesto identiteto dalis ir nebuvo atliktas joks tokio pobūdžio tyrimas, nutarta ištirti sumanaus kultūros valdymo situaciją Šiaulių mieste. Apibendrinti tyrimo problematiką galima vienu pagrindiniu probleminiu klausimu: *Kaip įvertinti sumanų Šiaulių miesto kultūros valdymą?*

Sumanus miestas pirmiausia siejamas su sumania bendruomene, sudaryta iš daugelio skirtingų bendruomenių: gyventojų, kultūros, verslo, mokslo, švietimo, meno. Sumanaus miesto strateginio pobūdžio tikslai ir prioritetai turi būti aktualūs ir orientuoti į daugelį skirtingų miesto bendruomenių. Sumanus miestas nuo kitų miestų skiriasi tuo, kad turi ryškiau išreikštas novatoriškumo, skaitmeniškumo ir kitas sumaniam miestui būdingas kokybes, tačiau svarbiausia yra tai, kad šio tipo miestas turi turėti kokybių visumą. Sumanaus miesto modelyje yra išryškinamos jo dimensijos: bendruomenės, ekonomika, viešoji vadyba, žmonės, gyvensena, ekologinė aplinka ir sveikata. Modelyje yra išgryninama ir pasirenkama viena iš viešosios vadybos rūšių, t. y. kultūros vadyba. Sumanus miesto medis yra neatsiejamas nuo infrastruktūros plotmės, kurią sudaro industrinė struktūra, IKT, logistika, energetika, būstas, viešosios erdvės ir paslaugos, kultūros įstaigos.

Sumanus kultūros valdymas bendrąja prasme suprantamas kaip veiksmų visuma, kurie užtikrina efektyvų kultūros sektoriaus sistemos veikimą dinamiškomis aplinkos sąlygomis, kai yra panaudojamas intelektinis kapitalas ir turimi ištekliai, kad iššūkius būtų galima paversti galimybėmis. Atsižvelgiant į kultūros sektoriaus kompleksiškumą, kylančius naujus reikalavimus kultūros vadybai, sumanumo koncepcijos taikymas vadybiniuose sprendimuose atveria daug naujų galimybių.

Kultūros vadybos ypatumai yra suvokiami kaip integrali sumanios kultūros vadybos dalis, todėl nagrinėtos sumanios kultūros vadybos dimensijos, kurios praplečia ir išryškina sumanumo sampratos svarbą kultūros vadyboje. Pauliukevičiūtė, Jucevičius (2016) išskiria šešias kultūros vadybos sumanumo dimensijas: 1) strategiškumą; 2) kūrybišką vystymą; 3) įžvalgų interesų derinimą kultūros sektoriuje; 4) įgalintus kultūros sektoriaus subjektus; 5) intelektinio ir technologinio kapitalo dermę; 6) bendros vertės kūrimo kultūrą.

Remiantis išskirtomis šešiomis kultūros vadybos dimensijomis, įtraukiant sumaniosios socialinės sistemos kokybes, būdingas sumaniam miestui, sudarytas hipotetinis sumanaus miesto modelis. Šis sudarytas modelis pritaikytas ištirti Šiaulių miesto kultūros lauko veikimą.

Sudarytas giluminis iš dalies struktūruoto inter-

viu klausimynas pagal teorinio sumanaus miesto kultūros valdymo modelio dedamąsias – 6 dimensijas ir 8 sumaniosios socialinės sistemos kokybes. Tyrimui atlikti buvo pasirinkta dešimt informantų. Informantai buvo pasirinkti kriterinės atrankos metodu pagal įtaką kultūros politikai, užimamas pareigas kultūros sektoriuje ir darbo stažą kultūros lauke, kuris turėjo būti ne mažesnis nei 5 metai. Surinktos interviu metu informantų nuostatos tyrėjo buvo grupuojamos pagal reikšmes į matricas, o jose į kategorijas ir subkategorijas. Pagal tyrėjo nustatytus kriterijus atlikus vertinimą, sumanaus Šiaulių miesto kultūros valdymo modelyje buvo įvertintas sumaniosios socialinės sistemos kokybių funkcionavimas atskirose šešiose dimensijose (sudarytos 6 matricos). Vertintas aštuoniolikos sumaniosios socialinės sistemos kokybių funkcionavimas. Pagal vertinimo rezultatus jos pasiskirstė taip: 5 kokybės veikia gerai, 10 kokybių – vidutiniškai ir 3 kokybės veikia silpnai. Nustatyta, kad geriausiai veikia įgalintų kultūros sektoriaus objektų dimensija, o silpniausiai – įžvalgaus interesų derinimo kultūros sektoriuje dimensija. Žvelgiant iš kokybių vertinimo prizmės, geriausiai veikia novatoriškumo kokybė, o silpniausiai – žinojimo ir dinamiškumo

kokybės.

Atlikęs sumanaus Šiaulių miesto kultūros valdymo vertinimą, tyrėjas atkreipia dėmesį į opiausias problemas, tobulinant vidutiniškai ir prastai veikiančias kultūros valdymo srities kryptis. Džiugu, jog per nepriklausomybės trisdešimtmetį Lietuva pasiekė labai aukštų rezultatų kultūros srityje. Tačiau kai kurios problemos išlieka opios iki šių dienų, o ypač jos aktualios ir nesunkiai pastebimos regionuose. Regionuose formuojant vietos lygmens kultūros politiką dažnai susiduriama su nacionalinio lygmens ir vietos lygmens kultūros politikos srities strategijų suderinamumu, finansų trūkumu kultūros įstaigų tobulėjimui, infrastruktūros gerinimui ir pritaikymui šiuolaikiniams kultūros vartotojų poreikiams. Straipsnio autorius pateikia ir kelias rekomendacijas kultūros lauko tobulinimui, kurios inspiruotų diskusijas tarp Šiaulių miesto kultūros lauko dalyvių, mokslinės bendruomenės, analizuojančios vykstančius kultūros lauko kaitos procesus.

Pagrindiniai žodžiai: kultūros vadyba, sumanus miestas, sumanumas, sumanus kultūros valdymas.