

DIAGNOSIS OF CULTURAL ORGANIZATIONS

ALBU MĂDĂLINA

PhD ASSOCIATE PROFESSOR,

PETROLEUM – GAS UNIVERSITY OF PLOIEȘTI, ROMANIA,

e-mail: malbu@upg-ploiesti.ro

Abstract

Cultural institution management is to direct the organization to a specific cultural profile purpose, namely production values esthetic sense, artistic, moral, spiritual, distribution, promotion of these values, protection and circulation of cultural heritage. In this regard, an analysis in the diagnosis cultural organizations aims to determine the main strengths and weaknesses, assess the potential and making recommendations focused on the root causes of failures and positive aspects.

This paper presents considerations diligence activity Culture House "IL Caragiale "in Ploiesti. The mission of this organization is to contribute to the cultural development of the community by initiating projects and cultural programs, offer development programs and services to meet cultural needs, increase public access to diverse cultural life, providing a constant presence institution circuit local, national, European and international level.

Conclusions drawn from the analysis shows that in a world of economic globalization, information and culture in a company in constant change, in a competitive market where there is information readily available means and leisure, but not cultural consistency in a social environment where interest in culture of people is declining, the situation of the population is impaired, the remuneration of staff working in the field of cultural education is demotivating, the funds allocated to culture have grown lately effectively lead a cultural institution is a challenge.

Key words: diagnostic analysis, cultural management

JEL classification codes: O12, Z10

1. Introduction

People shaping the culture and are shaped by it. In the most general sense, culture refers to the way of life of a people. Individuals always follow certain paths, or modes of behavior that are current or usual turning them into a model that a lot of perception with a particular significance[5].

Companies essentially differ in their cultural models and cross-cultural comparisons are possible precisely because we can identify similarities in the middle of cultural differences. In defining cultural strategies of cities, culture approach has changed over the years. Today, culture is an essential element of social development and urban regeneration. It is an indicator of quality of life and individual and collective welfare. Therefore in defining the strategy for 2012-2016 Ploiesti, culture - especially the vitality and potential of the cultural sector already shown Ploiesti be seen as one of the central pillars of city development. Through culture and cultural processes that they catalyze, city residents can provide new opportunities for participation in public life can develop new mechanisms of solidarity and inclusion can revitalize and give color to its peripheral areas, can develop infrastructure, can receive a opening wider European and generate collaborations and partnerships that will bring economic and social benefits the entire community [1].

Art and Culture includes all forms of artistic expression, and, moreover, include the ways in which we define our identity as individuals and communities [2]. According to UNESCO, define culture as a set of features spiritual, material, intellectual and emotional distinctive of a society or a social group that includes, in addition to visual arts, music, theater, dance, literature etc. and defining elements lifestyle value systems, traditions and beliefs that group.

In defining and taking on a new role in the city's culture was highlighted as a key task for the strategic planning process, to create the framework for Ploiesti culture can act as a catalyst for social change and urban renewal. To be a factor generating inclusion, participation and a sense of accomplishment through membership of community and co-participation in its wealth creation [4].

The diagnosis is a time of intense intellectual effort that highlights the consultant's ability to assess potential change of beneficiary and to foreshadow and choose feasible solutions in relation organization - client [3]. Finding the starting point of all failures is essential and often vital to the continued operation of a organization.

The various methods and techniques encountered in diagnostic analysis is much easier to access certain information such seemingly hidden and operational decision making at all levels is much easier.

To analyze diagnostic quality is very important to obtain information that an analyst. Thus, a simple incorrect information may result in a long line of wrong conclusions which in turn leads to wrong decision that can affect the course of the entire business.

2. Analysis of the organization's mission

Through this analysis we tried knowledge of how it is perceived message it conveys to the public organization, which are the success factors and elements of social valuation expectations of the beneficiaries.

The mission of cultural institutions is the main purpose of its business, is what justifies its existence is a "mega-objective". Mission are subordinate to all objectives of the organization, both long term and short term. Mission Cultural House "IL Caragiale" Ploiești is to contribute to the cultural development of the community by initiating cultural and educational projects and programs-education, the development of cultural offer programs and services to meet the needs of cultural, increase public access to diverse cultural life, providing a constant presence in the local circuit institution, national, European and international level. The mission Culture House "IL Caragiale" Ploiesti ensure the objectives set at the institution through the harmonization of national strategies, regional.

The objectives of the organization are:

- offering products and services for culturally diverse community cultural needs, in order to increase access and participation of citizens in cultural life;
- conservation, research, protection, transfer, promotion and enhancement of the
- traditional culture and national and world cultural heritage;
- supporting temporary or permanent exhibitions, the development of monographs, books and publishing support of local interest in cultural or scientific and technical;
- cultural events with an educational and / or entertainment: festivals, competitions, fairs, seminars and the like;
- tourism promotion of local interest;
- preservation and enhancement of the crafts, customs and traditions;
- organizing civic education courses, continuing education and professional training;
- organizing and supporting amateur artistic groups, support their participation in competitions and festivals of local, national or international;
- dissemination of films and documentaries;
- organization of scientific and technical circles, folk art, fine and homestead;
- organizing artistic circles, scientific and technical, folk art, cultural tourism and technical applications in scientific and technical circles;
- participation in projects and cultural exchanges between counties, national and international.

Mission addresses both the internal environment of the institution or staff, highlighting specific purpose of cultural activity and the external environment, public and society as a whole.

Basically it highlights the three facets of the institution: preservation of cultural heritage, tangible and intangible, education and entertainment. Perception message institution is influenced by how it is transmitted by the Beneficiary, the way he understands that ultimately is reflected in the large number of public consumer, education level, social structure of the categories of beneficiary. The way was perceived their roles shows that it recorded a positive development by increasing the number of public, but there is lack of clear positioning in the local cultural scene (image overlay other cultural institutions over the House of Culture "IL Caragiale" Ploiesti).

The recommendations that result relates to the formulation of a strategic plan to achieve objectives. The institution must define specific values and vision. Activity attributes: culture, professionalism, commitment, performance, competence. The importance of the establishing a development program of the institution, finding the best solutions, empowering all staff in carrying out programs. This strategy is based on a careful analysis of the internal environment (microenvironment) and external (macroenvironment). As analysis tools using two models proposed PEST and SWOT, identifying strengths, weaknesses, opportunities and threats which the institution and working environment.

3. Analysis of the sociocultural environment in which the organization operates

Because of the implications and effects, socio-economic indicators of a territory are instruments for measuring quality of life and thus the potential of the cultural life of the city.

From this point of view Ploiesti, Prahova county residence, is optimally positioned, being located near the city and was a center of socio-economic development, one of the main centers of political, administrative, economic, financial, academic and cultural southern Romania.

Ploiesti, local rank of national importance, with potential influence at European level is the main economic and social center with complex functions (administrative, research and development, health, higher education, etc.) and the main focus of public facilities supra-municipal level and municipal (health, education, culture, sports, financial and

banking facilities, etc.). It has a population of about 230,000 inhabitants, the majority made up of Romanian, of which 12% as age distribution is the group 0-14 years, 74% 15-64 years, 14% over 64 years group.

Ploiesti has an intense cultural life are present here public cultural institutions, universities, non-governmental organizations and foundations.

A common front with the House of Culture "IL Caragiale" of Ploiesti in promoting cultural values are prestigious cultural institutions in the city and county Theatre "Toma Caragiu" Ploiesti Philharmonic "Paul Constantinescu" Ploiesti Library "Nicolae Iorga" County Museum History and Archaeology County Museum of Art "Ion Ionescu Quintus", the "Paul Constantinescu" Children's Palace County Museum of Natural Sciences, Department for Culture, Cults and National Cultural Heritage County, Union of Artists Ploiesti County Center County Culture The House of Culture of Students, and others.

Ploiesti enjoys a good reputation as a university town with a large variety of educational profiles attended by approximately 11,000 students.

The school network consists of about 45 kindergartens, 30 schools, 17 high schools is a real potential beneficiary of the cultural services Culture House "IL Caragiale" can provide non-formal education in the spirit of youth.

Diverse cultural activity of the institution makes it possible to attract a wide variety of age groups socio - professional public.

Culture House "IL Caragiale" of Ploiesti does not have its own headquarters which would contribute essentially to define their identity. For this reason it is difficult to achieve a correct positioning of its image in the cultural space, because often there is overlap image and other cultural institutions in the city (example: House of Culture Ploiesti) above image House Culture "IL Caragiale" Ploiesti. Thus, it is necessary to support an intense campaign to promote the institution's image correctly perceived to be real by the beneficiary community. By promoting House of Culture "IL Caragiale" of Ploiesti bring their "products" cultural consumer attention.

Delivering them by the existence of a complex system of means of marketing who may fall into three main categories: advertising, personal contact, public relations.

Advertising using any form to make known cultural event and can be directed to one or more social groups or the general public. Means the media are the most important sources of information, including radio, television, print media are suitable for posting messages to the public. This means the coverage is channeled see two specific directions House of Culture "IL Caragiale" Ploiesti, which normally interfere to achieve the goal:

1. The coverage of the institution to be present in the cultural space Ploiesti;
2. Promotion of projects and programs of the institution.

In this respect there is a careful concern for fair and efficient transmission of information through the following media channels:

- A press release articles presenting each event - descriptive articles, accompanied by images and copy to poster;
- Organising a press conference at major events;
- Constant updating of site organization, with news about the activities to be performed and the results of events (photos, press articles);
- Quick communicated transmitted through social networks Facebook;
- An outdoor advertising posters in facilities owned by the institution or partner institutions banners on their premises or other locations and billboards;
- An Indoor Promotion through posters, displays network locations with high traffic public (~ mall, shops schools, homes, campuses, companies, etc.).
- A House of Culture Business Review "IL Caragiale" Ploiesti to a varied audience through direct contact with representatives of schools, companies, institutions, development of presentation brochures;
- Making a custom invitations and send them to loyal employees of the institution and the important public figures;
- Programming of shows, reports and interviews to local radio and television stations and national
- A presentation of their projects through site Ploiesti City Hall;
- Publication and distribution of a calendar with pictures of the activities of the institution;
- A transmission by words of institution of the beneficiary existing activities at the existing potential.

To make work undertaken within the institution at the beginning of each year shall be made a minimum annual plan of activities of the House of Culture (projects programs, targets), which is submitted for approval by the City Council Ploiești. Such tasks and projects are divided into compartments according to their nature. Each employee is provided in the job tasks assigned, for which the end of the evaluation sheets are made of individual performances for the work done.

Today the House of Cultural I.L. Caragiale is framed in 75% of qualified personnel who are involved in the current activities of the institution.

From this analysis the following conclusions are partial:

1. If Philharmonic "Paul Constantinescu" Library "Nicolae Iorga" Theatre "Toma Caragiu" or local museums have well-defined business areas, House of Culture "IL Caragiale" Ploiesti is open to diverse activities:

lectures, performances concerts, exhibitions, symposia, workshops, etc. to support artists both amateur and professional artists, but also the formation of informed public. Culture House "IL Caragiale" of Ploiesti should support fair competition with all cultural institutions but also must work with them to promote local and national cultural values, so that it can attract a wide variety of categories Age socio - professional public.

2. The institution needs their own space to assure the possibility of diversifying activities have an effective position in the cultural environment. Given the contemporary art collection resulting from the organization International Camp Creative Plastic necessary to create a propyl pinacoteque as major European cities. Steps to buying a proper space, attracting European funds for this purpose.
3. circles courses organized by institution such as dance circles increase, modern dance, painting, theater, singing pop music, martial arts, guitar, drama, chess and other teachers or trainers are skilled employees, skilled with certified in which it operates.
4. Doing a percentage of the number of filled positions is found that of the 16 posts in the establishment plan and the positions of the institution only a total of 12 positions are filled by employees hired under contract of employment. The remaining 4 vacancies can not be open to competition since the law does not permit, they are blocked. Analyzing the specifics of these posts is found that two tooth positions they are unique, economist and treasurer respectively, while the other 2 positions are specialized cultural referent. Therefore these tasks were assigned other employees. Vacant posts is because wages in the public sector are quite low and skilled people opt for other material beneficial opportunities.

4. Review the work of promoting the image of the institution

Culture House "IL Caragiale" of Ploiesti does not have its own headquarters which would contribute essentially to define their identity. For this reason it is difficult to achieve accurate positioning of its image in the cultural space, because often there is overlap image of other cultural institutions in the city (example: House of Culture Ploiesti) House over image Culture "IL Caragiale" Ploiesti. Thus, there was an intense campaign to promote the institution's image correctly perceived to be real by the beneficiary community.

By promoting House of Culture "IL Caragiale" of Ploiesti bring their "products" cultural consumer attention. To fleshing it was used a complex system of means of marketing who may fall into three main categories: advertising, personal contact, public relations. Advertising using any form to make known cultural event and can be directed to one or more social groups or the general public. Means the media are the most important sources of information, including radio, television, print media are suitable for posting messages to the public.

These funds were channeled coverage on two specific directions House of Culture "IL Caragiale" Ploiesti, which normally interfere to achieve the goal [7]:

1. Promotion of the institution to be present in the cultural space Ploiesti;
2. Mediatiazarea projects and programs of the institution;

In this respect there is a careful concern for fair and efficient transmission of information through the following media channels:

- Press releases by submitting articles each event - descriptive articles, accompanied by images and copy of the poster;
- Organization of press conferences at major events;
- Update permanent institution site, with news about the activities to be performed and the results of events (photos, press articles);
- Short communicated transmitted through social networks Facebook;
- Promotion Outdoor Spaces by posters held by the institution or partner institutions banners on their premises or other locations and billboards;
- Promotion Indoor through posters, displays network traffic in large public places (malls, shops, schools, homes, campuses, companies, etc.).
- Management Business Culture House "IL Caragiale" Ploiesti to a varied audience through direct contact with representatives of schools, companies, institutions, etc., by distributing flyers to passers directly to pupils in schools by making presentation brochures;
- Make custom invitations and send them to the employees loyal to the institution and important public figures;
- Programming of shows, reports and interviews on local radio and television stations and national;
- Presentation of their projects through site Ploiesti City Hall;
- Publication and distribution of a calendar with pictures of the activities of the institution;
- Transmission by words of institution of the beneficiary existing activities at the existing potential.

It puts great emphasis on professionalism with which the public is welcomed in cultural activities, and here I mean not only the quality of the activities and content, but also the facility to participate. Public relations include all types of communications between the House of Culture "IL Caragiale" Ploiesti and the outside world.

Culture House "IL Caragiale" of Ploiesti has a diverse cultural activity that addresses a varied audience.

To develop effective strategies for obtaining attractive cultural products, it is imperative to be known public organization. This has already been achieved using the method of investigation and rarely sociological observation survey [6].

A study of the level of public interest for the existing cultural offer has shown that audiences whose interest must be maintained, another category to be motivated to participate in the cultural programs of the institution. To know the ways in which this can be done should be done a study to identify the needs of the beneficiaries according to the specific activities that the institution will hold. It is essential to give importance indirect beneficiaries of cultural products and here I refer to those that contact the Institute's activities through direct participants.

To understand our audience is imperative to identify the needs of the public. For this propose the use of new methods of sociological analysis (apart from the observation that already used) such as survey and statistical analysis (this would require modern processing programs and the data obtained and a budget).

From observations, discussions with beneficiaries cultural products, questionnaires have identified the following needs:

- The need for knowledge, information;
- The need to educate;
- The need for socialization;
- The need to relax;
- The need to support the family, the school in education.

A synthesis of studies show that participation in events and cultural events is determined by public education, their income and leisure time.

5. SWOT analysis

Strengths:

- The institution has over 50 years experience in organizing cultural activities. House of Culture "ILCaragiale" was founded in 1953, during which the credibility and experience accumulated through cultural results obtained;
- Offer complex cultural (festivals, competitions, exhibitions, concerts, book launches and exhibitions, literary soirees and musical circles, etc);
- Qualified for the activities they carry out;
- House of Culture "ILCaragiale" courses for adults and children (painting, theater, guitar, modern dance, dance sport, chess, canto-pop, etc.), which can be a source of cash flow;
- Has a database that includes names of artists, personalities and other cultural institutions, private companies may participate as partners or sponsors events organization;
- Organizes cultural events in the country and abroad famous such as: National interpretation of folk music contest "Chestnut Festival - In memoriam Gabi Dobre" National Contest of theater and high school student - Festival "ILCaragiale" National Poetry Contest "Preservation of Eminescu "National Poetry Festival" Iulia Hasdeu "International Camp Creative Arts" Dan Plato "National Festival of Carols, etc .;
- The development of creative partnerships concluded with all schools in the city of Ploiesti and various cultural institutions at local and national level, and NGOs for implementation of joint projects;
- Supports schools in developing school or educational project dedicated "To know more, to be better";
- Organization partnerships with media coverage of cultural events they organize.

Weaknesses:

- Organization does not have its own space for conducting cultural events, being forced to resort to alternative spaces to rent which means additional costs and lead to risks. An own space, which meets the requirements of a house of culture in a European city, both in size and as a cultural offer, would bring added value to the institution;
- Harm the image, the image of the institution is severely affected, as most performances contests-festivals are held in rented locations.
- The organization is not positioned as a real image in the cultural space, leading to the risk that the image of other cultural institutions (with similar names or hosting events organized by the Cultural ILCaragiale Ploiesti) overlaps its image;
- Inadequate human resources specialist;
- Lack of material motivation of employees;
- Legislation which restricts staffing, unable employment of four vacancies;
- Redistribution of tasks related vacancies, other employees due to lack of staff, impede the smooth running;
- The lack of accreditation of vocational training, for lack of a proper space institution has not received favorable opinions accreditation labor market training courses, thus canceling a number of courses such as accounting, computer operator, dresser, Beauty manicure, image-cameramen operator courses, journalism, photography. and so on

- The organization does not own substantial income;
- Insufficient involvement of civil society in cultural life.

Opportunities:

- The economic environment of the city of Ploiesti, which is among the top five cities as economic potential. Presence of foreign investors allow attracting material resources from private companies;
- Increased interest of multinational companies for the cultural life of the city; attracting funding;
- Developing a strategy for lifelong learning;
- Cultural exchanges with other institutions in the country and abroad;
- Possibilities for organizing courses and retraining of the workforce;
- Increased interest of parents to raise children's culture through their involvement in extracurricular activities, enrollment in circles organized within the institution;
- Opportunities for developing national and international cultural exchanges;
- Increased opportunities to promote cultural and artistic identity of local and national following Romania's accession to the European Union;
- The possibility to access and use of EU funds available to support the development of the cultural sector;
- Availability of local public authorities for projects to fund atregerii -artistic cultural segment;
- Concluding international partnerships (twin municipalities, institutional partnerships, etc.) resulting in dynamic and diversifying cultural and artistic events.

Threats:

- Overlay other cultural institutions (House of Culture, Art Museum, etc.) over the Culture House image Ploiesti, due to lack of proper space properly conduct cultural activities;
- Competition in the same space of time and such activities with other cultural or TV programs;
- Economic recession may decrease the potential material to attend classes and circles;
- Low frequency to cultural programs - educational;
- Migration of professionals with higher education institution outside the county culture / country;
- Lack of research and development initiatives in the cultural-artistic culture that determine an offer outdated, obsolete;
- Delaying the case for the investments in cultural projects, particularly in obtaining EU funds for the purchase of a special area designed Founded a large cultural center that would bear the name of the House of Culture ILCaragiale.
- The decrease in cultural and artistic activities, resulting staff shortages
- Lack of proper space, adequate training halls, rehearsal rooms and performances, etc.
- Improper operation rooms, with poor material base, are matters that lead to decreased quality cultural productions -artistic.

6. PEST analysis - analyze the political / legal and regulatory framework, in the economic, social and technological

Politico-legal factors

- House of Culture ILCaragiale subordinated to City Hall so that any change in a politically unstable environment from this point of view, can influence the management of the organization through change management and policy director. New leadership can agree or not continuing the projects.

Economic Factors

- The presence of foreign investors in Ploiesti in large numbers gives it an advantage in terms of economic contributions to the local budget. From the viewpoint of the project there is an opportunity to enjoy material support from their information.

Social Factors

- Modification of values, cultural options and leisure, the desire for involvement in educating the young generation from both parents and teachers, all influence the implementation of projects.

Technological factors

- The organization has access to the Internet, each employee working on computer, no license for desktop publishing (Adobe Photoshop, Corel), transmission of data is made by fax and e-mail, allowing to access, fast processing and transmitting information and without any additional expenses.

7. Conclusions

Diagnostic analysis is the starting point in designing and improving managerial practice, penetrates deeply specific phenomena and processes, thereby paving the way for intervention managers and contractors.

This paper aimed to achieve a diagnostic activity of the IL Culture caragiale Ploiesti.

Conclusions from the analysis of diagnostic

- The organization defines specific values and vision through a major set of attributes "Culture, Professionalism, Commitment, Performance Competence" aspects that characterize the real entire activity of the organization.
- The analysis of programs / projects institution is observed that they are on the rise both quantitatively and qualitatively. Because the activity of the institution is varied programs can be diversified in the future as themes, target audiences, partners and improved in terms of quality.

Measures / recommendations:

- formulating a strategic plan for achieving the objectives;
- the importance of a development program of the institution, finding the best solutions, empowering all staff in carrying out programs;
- a fair assessment of the institution by monitoring and measuring its results;
- attract the public, audience development, retention public;
- developing brand reputation building.
- concentration of cultural offer in the city center;
- organization needs their own space to assure the possibility of diversification of activities;
- approaches for the acquisition of own building, accessing EU funds for this purpose;
- attracting material resources (sponsorship), human resources (public) and collaborative partnerships;
- training for cultural operators in developing techniques to the public;
- a program of data collection and annual surveys on cultural needs.

In a world of economic globalization, information and culture in a company in constant change, in a competitive market where there is information readily available means and leisure, but not cultural consistency, in a social environment where interest in culture of people is declining, the situation of the population is impaired, the remuneration of staff working in the field of cultural education is de-motivating, the funds allocated to culture have not increased in recent years, effectively lead a cultural institution is a challenge. Cultural manager must act, not react, to find solutions have ideas can with the resources available to make things work, to bring more value.

Mission cultural manager is to assign management, creativity and culture in the sustainable development of a community.

8. References

- [1] Corbeanu Aura, *Managementul proiectului cultural. Noțiuni și instrumente*, Ed. Centrului pentru Formare, Educație Permanentă și Management în Domeniul Culturii, București, 2005 Ionescu Gh. Gh., Dimensiunile culturale ale managementului, Ed. Economică, Buc., 1996
- [2] Franc V.J., *Managementul culturii*, Ed. Expert, București, 2000
- [3] Niculescu, Maria, *Diagnostic global strategic, vol.1*, Ed. Economică, București, 2003
- [4] Păunescu Loredana-Maria, *The development of Economic Competitiveness Based on Knowledge*, The International Conference Education and Creativity for a Knowledge-based Society-Section 2- Economic Sciences, 7-th edition, November 21-23, 2013/Titu Maiorescu Bucuresti University Publishing House
- [5] Păunescu Loredana-Maria, *The Economic Progress in The Sustainable Human Resources Development*, The International Conference Education and Creativity for a Knowledge-based Society-Section 2- Economic Sciences, 7-th edition, November 21-23, 2013/Titu Maiorescu Bucuresti University Publishing House
- [6] Păunescu Loredana-Maria, *Romanian higher education – base in the training of the young generation for the labour market*, The 23rd International Scientific Conference NAV-MAR-EDU 2013, section economics, may 30th-june 1st 2013, p.127- 130, ISSN 1454-864X (Scientific Bulletin) “Mircea cel Bătrân” Naval Academy Publishing House, Constanta.
- [7] <http://www.casadecultura.ro>, site-ul Casei de Cultură I.L. Caragiale a Municipiului Ploiești