Measuring innovations in cultural sector

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In today’s hyper competitive environment cultural sector needs to address the issues of measurement of innovations in order they can be optimally managed.

Previous studies have shown that being more aesthetic than technological in nature innovative activities in cultural sector are often hidden from traditional innovation metrics used by policymakers. At the same time cultural organizations underestimate their innovative activities because of lack of adequate measurement tools.

To create a portfolio of measures covering important innovation drivers for cultural organizations, our framework for innovation evaluation is developed in the scale ‘input-processes-output-outcome-impact’ using five types of metrics with the following characteristics.

Input metrics focus on the assessment of human and financial resources not excluding from consideration material and informational ones.

Processes metrics link innovations to business processes including main cultural activities (creation, production, dissemination, preservation, education and management) and take into account the role of communications and leadership.

Output metrics assess product and service innovations and address special attention to intangible outputs.

Outcome and impact metrics are aimed to value both economic and social benefits of innovations using multi-level approach.

Each set of metrics include measures of two different types – qualitative metrics, in the form of questions or linguistic variables, and quantitative metrics. Cause and effect linkages between the elements described above are formalized using mapping.

Developed metrics are not meant to be exhaustive but rather provide a set of options to develop innovation evaluation within organizations in accordance with their cultural domain specifics.

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The work supposed to be completed with special toolkits to help cultural organizations to overcome barriers to the implementation of proposed measurement system.

Developed metrics can be important levers of innovation in culture sector, both for driving behavior and evaluating results of innovation activities, providing organizations with significant performance improvement, new capability and sustainability.

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