

Summary

Organization Strategy, Vision and Mission

Aurimas M. Juozaitis, Consultant of OVC Consulting

The article presents a simple and practical attitude to strategic planning. Four cornerstones of the strategy are presented: a) the goal (prospect); b) recourses; c) personal motivation; d) the way of working. Every point discussed and explained as it happens in reality.

Besides, the author of the article tries to present his personal explanation of how the strategic planning is used in our everyday life and how it can be useful when concerning personal and organizational efficiency.

From Theory to Practice: Lithuanian Sea Museum Case

Olga Žalienė, Lithuanian Sea Museum

The article tends to overview Lithuanian Sea Museum's independent efforts to prepare its own strategic plan. Several attempts did fail because of the lack of the methodological knowledge on strategic planning. Nevertheless, the problem was solved in 2006 when Lithuanian Sea Museum along with nine other Lithuanian museums applied to the EU structural funds and got sponsored through the project called "Training the Expertise and Abilities of the 21st Century's Museologists". In Lithuanian Sea Museum along with training foreign language, management and speciality skills a special attention was paid to strategic planning subjects consisting of the theoretical and practical sides and a particular plan of its implementation. All the thirteen members of museum's leadership successfully completed all the stages of strategic planning course organized by JSC Organizacijų vystymo centras. During the training course Lithuanian Sea Museum has prepared a draft version of its own strategy and also has framed its mission, vision and long term objectives, a plan for their implementation and a list of values. Besides, a "live description" of the museum was created.

Marketing in Museum Activities: Analysis of Museums' Situation in the Context of Cultural Facilities Market

Darius Dulskis, Gintaras Umbrasas, Partners of JSC EKT Group

The Authors of the article proffer applying the principles of classic marketing in museum work as one of possible management principles. Despite the fact that museum workers usually deny the existence of the competition fact concerning museums and other organizations when meeting the cultural needs of consumers, in most of cases principles of classical marketing theory such as market segmentation and positioning can be successfully applied in museums' activity planning. When applying ordinary marketing theory it is necessary to identify existing strategic challenges of museums' activity. Particularly they are connected with a rapidly changing role and identity of the museum itself and its

audiences. Museums' funding is not of the last importance. The article is supplemented with some auditorial questions that should be answered by specialists responsible for museum's marketing development.

What Are the Motivation Tools Available to Manager

Diana Palivonienė, Partner of UAB OVC Consulting

Interest in motivation has recently grown up because of the wish of the companies to work more effectively. Two key elements determining the success of the final result are employees' knowledge and skills and their motivation level. The latter can be compared with an engine driving an employee forward. If it works properly, people spend less time idling about and are more concerned about the new ways of fulfilling their tasks.

One can find in the article the evolution of motivational theory presented and the most famous researchers of the subject, like A. Maslow, Clayton or Alderfer, discussed. Their motivational theories are presented and the most common tools used in organizational motivation like employee selection and introduction, evaluation of work, training, work organization and payment are being discussed.

Effectiveness of Motivational System in Lithuanian Sea Museum

Antanas Mažonas, Lithuanian Sea Museum

During the EU funded training course project "Training the Expertise and Abilities of the 21st Century's Museologists" a training session called "Effectiveness of the motivational system" was organized in Lithuanian Sea Museum. During this project material concerning applying of the motivational system was introduced and widely presented. However, when theoretical knowledge meets reality, some Lithuanian facts such as legal regulation of museum activities, payment accounting system and other ones can become serious obstacles for its clockwork implementation. Nevertheless, despite the difficulties, especially those concerning the money, Lithuanian Sea Museum is using knowledge it acquainted and is trying to implement its motivational system, though the activity is quite bitty. It is believed that the results are going to improve as fast as knowledge is deepened. Besides, a complexity of legal regulation is encouraging some responsible workers to look for alternative motivational tools.

Project Management: How to Prepare for Success

Diana Palivonienė, Partner of OVC Consulting

The Project is a chain of strictly defined in time, planned in advance and coherently controlled working tasks, which ends with a clearly measurable evaluative results and creates some particular changes inside the organization. One of the most essential tasks to do before starting the project managing process is to prepare a working plan of the project. This plan has several functions. Firstly, it helps to evaluate alternative action plans and to predict and prevent possible difficulties. Secondly, it serves as a tool for recourse planning and further project control. Besides, a project plan is a valuable tool for communication with project related people or relevant groups, in such way securing

Kurkime ateities muziejų drauge!

their support during decisive moments.

One can find in the article the proceeding of the project planning described. Firstly, the clarifying of planning objectives closely connected with strategic aims of an organization has to be introduced. Then, a creation of the list of to do tasks using the method of brainstorming is explained. Later, some popular methods of schedule making are presented.

Dealing with Conflict Situations

Mirolanda Trakumaitė, Consultant of OVC Consulting

A conflict is a comprehensible confrontation of objectives and ideas. In order to deal with the situation in a positive way one must understand its causes and choose an appropriate manner of actions.

This article is devoted to describe contemporary conflict stimulating factors. Five action styles in a way of conflict are being described. Among them are: competition, conformance, compromise, avoidance and cooperation. The importance of positive attitude concerning conflicts and some particular skill training are being emphasized.

Conversation for Annual Activity Assessment

Diana Palivonienė, Consultant of OVC Consulting

Employees' work assessment along with setting up the objectives, planning and information transferring is one of several essential job functions of a manager.

A Conversation for an annual activity assessment is the most important part of the activity management system, the meeting of a manager and its employee during which the work of the latter is being assessed according to the clear and defined in advance criteria, the level of achievement of the past period goals and employee's working behavior, the goals for the forthcoming period and possibilities for improving employees' work are being defined.

The article describes the aims of conversation for annual activity assessment. Some recommendations are provided for conversation flow. Criteria for measuring its quality can be found.

Information Technologies and Museology

Klementina Maciulevičiūtė, Baltic Computer Academy

The aim of this article is to familiarize museum's staff with essential products of information technologies and its application in order to achieve a better result of implementing objectives, defined in national museum strategies like making museum activities more public, sharing its collections and involving itself in an active process of creation of knowledge-based society.

Lithuania as the other part of the world successfully discovers and develops new ways for IT application in museums facilities in order to promote its activities and to approach its purposive groups. Applying information technologies in museology, however, can not be understood and limited only in creating convenient purposeful leisure tools. Among the most essential museum functions are heritage preservation and education.

Storing Digital Data in the Museum

Dr. Rimvydas Laužikas, Vilnius University, Faculty of Communication

The Author tries to analyze how presence and development of digital technologies influence the way of cultural heritage collecting, preservation, accounting, research and information dissemination. He is also interested in changing nature of heritage institutions' activities and role (museums, archives, libraries and other centers of heritage documentation, research, conservation, restoration and information dissemination governmental and nongovernmental organizations). Changes in social opinion concerning cultural heritage and related institutions are being examined on the article.

Digital documents are treated, inventoried, accounted and described the in the same way as other exhibits, because digitalization only changes the medium, but not the essence of the document. The Article provides practical advice for museologists willing to accept digital collections for storing and digitalize their own. Besides, copyright protection of digital documents in memory saving institutions is discussed.

Draft of Collection Management

Žygyntas Būčys, Lithuanian National Museum

Changes proceeding in society's demand for cultural commodities in the middle of the 20th century enforce some radical changes in museum's practice and priorities, particularly in the politics of management and funding. Most of the countries have introduced various methodologies of museum registration, certification and accreditation that were aimed to create a standard museum evaluation system making museums' work in a more consistent and effective way. Besides, that also was a tool to encourage society's trust. It was shown that a museum is an institution, which has its clear administrative and professional framework. The institution itself is encouraged to become a socially oriented and active partner able to meet society's needs.

Lithuanian museologists are familiar with widely known principles of museum management practice used around the world. Few methodologies are being applied in the country at the moment; however, it is not adequately reflected in museum regulation documents. There are some differences between foreign and Lithuanian style of regulations on collection management. The latter, usually called "Instructions for preserving, accounting and storing of museum collections" did retain some principles of strict central planning and managing from the Soviet period. These are miles away from the contemporary management practices. It is believed that the application of the world wide known collection management policy in Lithuania can bring some positive changes and solve long-lasting museum problems.

Some basic principles of collection management are presented in the article.

Installation of Expositions: Technical Dimensions

Vilius J. Lunevičius, Director of UAB „Ekspozicijų sistemos“

The article intends to familiarize museum's staff with some details

exposition installation technologies and techniques. The author claims, that it is not a piece of complex technology that creates valuable exhibitions. It is, however, the idea and the ability of the exposition to convey the main message. In order to design a memorable exposition in frames of limited term and realistic budget one should remember the set of basic prerequisites.

- a motivated team of professionals
- the application of basic principles of project management
- a technical project of an exposition must be finished before the beginning of reconstructions

Education through Museums: history, concept, practice

Nideta Jarockienė, Lithuanian Art Museum's Centre for Cognition of Art

It is stated in Lithuanian regulatory documents on cultural policy that the activity of modern museum is closely related to the functions of culture, education and the dissemination of information. An implementation of this statement is being accelerated by the changing society with a set of rapidly developing needs to be served by the museum. Museums are expected to provide us with modern and contextual temporary exhibitions and permanent exhibitions, educational environment consisting of active educational programs and other communication policies implemented. Traditional museums, however, focusing mainly on preservation and collecting activities, usually find it really difficult to implement any elements of educational policy. In most cases, they lack a modern vision and are focusing their activities in a narrow field only.

This article aims to define museum's educational activities on the basis of its historical and contemporary dimensions. Some guidelines for the future activities are also overviewed.

Public Relations in Creation of Museum's Image

Rita Mikailienė, Consultant of Public relations

Organizational image is a widely popular topic among the world's business management professionals. Public relations contain a set of management tools helping organizations to create positive relations with various groups of society. Public relations often are interpreted as a dialogue between the organization and society. One of the most essential activities in public relations is creating a positive and effective organizational image. A Positive image within society helps to create and maintain favorable relations with it, to sustain the reputation and positive society's attitude towards organization's activities. A positive image is not spontaneous – it requires a period of time to be created and tools to be managed.

Image contains information about organization's finances, history and traditions, its staff etc. An organizational image has a structure of several components such as: commodity, consumer, internal, manager, stuff, visual, activity and social images.

The article tries to explain the peculiarities of public relation activities in museums and to clarify the abilities of the organizational image creation using the means provided by the mass media.

Increasing Museum's Attendance without Changing its Physical Characteristics

Rasa Bartkutė, Vilnius University, Faculty of Humanities in Kaunas

The author analyses a changing definition of cultural organization. A new definition also conditions a new type of consumer needs and expectations. A museum is an institution to cope with the situation. Essential elements of cultural organization defining the social perception of cultural commodities are widely discussed in the article. The article focuses mainly on presenting the results of museum visitors' research. The author describes the process of research and reveals some of the methods of information gathering.

Visitor Service Culture in Lithuanian Museums

Rasa Bartkutė, Vilnius University, Faculty of Humanities in Kaunas

The author of the article analyzes essential trends in museum's visitor service culture. Some component parts of visitor service culture are being discussed and the so called Map of visitor service is proposed. One can find the "Ladder of visitor service" and some advice of how to improve it.

Ambitious, High Quality, Timely. Several Thoughts on Project "Training the Expertise and Abilities of the 21st Century's Museologists"

Viktoras Liutkus, Vilnius Academy of Arts, External training expert of the Project

The article describes the implementation and the results of the project called "Training the Expertise and Abilities of the 21st Century's Museologists". 10 Lithuanian museum organizations participated in the Project; the total number of participants was 906. The structure of the Project's programme consisted of four blocks: "Improvement of Administration Skills", "Use of Information Technologies", "Foreign Language Course", and "Professional training". More than 20 professional lecturers and museum specialists from Lithuania and foreign countries were invited to provide different topics on museum management, marketing, public relations, educational program, etc.

Translated by Ieva Uleckaitė