## CONTENTS

Lis	t of figures	xi
Lis	t of tables	xiii
Lis	t of contributors	xiv
Int	roduction to The Routledge Companion to Arts Management	xix
	erview of The Routledge Companion to Arts Management	xxi
PAI	RT I	
Th	e evolving field of arts management and the expanding	
rol	es of arts managers	1
1	Arts management and its contradictions	3
	Justin Macdonnell and Ruth Bereson	
2	Arts management: reflections on role, purpose, and	
	the complications of existence	15
	Constance De Vereaux	
3	The desire of the artist and the dharma of the artist manager	26
	Anmol Vellani	
4	Contemporary arts in adaptable quality management:	
	questioning entrepreneurialism as a panacea in Europe	39
	Milena Dragićević Šešić	
5	By not for: engagement strategies in a digital age	54
	Oonagh Murphy	

vii

	Contents	
6	Artist management in the age of big data Guy Morrow	66
PAF	RT II	
Ent	trepreneurship, leadership, and transformational change	83
7	The "artpreneur": between traditional and cultural entrepreneurship. A historical perspective <i>Marilena Vecco</i>	85
8	More than the sum of its parts: dance, creative management and enterprise in collaboration <i>Farooq Chaudhry</i>	104
9	Managing change and the implications for leadership <i>Ben Walmsley</i>	121
10	Leading change: two executive leadership transitions through the lens of cognitive restructuring <i>Rachel Parker</i>	138
11	Getting on the balcony: deploying adaptive leadership in the arts William J. Byrnes	155
	RT III veloping communities and evolving cultural policy	171
12	Roles of cultural networks in the times of quantum reality Aleksandar Brkić	173
13	Rules of engagement in the global arts city: the case of The Substation in Singapore Audrey Wong	187
14	Cultural facility development in Japan and its impact on cultural policy, community, theatre and arts management <i>Mio Yachita</i>	203
15	The arts funding divide: would 'cultural rights' produce a fairer approach? Josephine Caust	220
16	Managing cultural activism: a case study of Buku Jalanan of Malaysia Sunitha Janamohanan	234
	viii	

0					
C	01	10 1	-0	4.1	<del>1</del> 0
$\sim$	$_{OI}$	11	ĸ	ΓL	LЭ

17 The role of volunteers in fostering social inclusion in a UK City of Culture: expressing new narratives of the visual arts in the city Nigel D Morpeth	249
18 Postmodern approaches in curating and managing arts festivals in global cities Benny Lim	263
19 New organisms in the cultural 'ecosystems' of cities: the rooting and sustainability of arts and culture organizations Marcin Poprawski	276
20 Theorizing creative capital in China: a multi-level framework Yong Xiang and Boyi Li	294
PART IV	
Arts organizations: strategic management, marketing, and fundraising	311
21 Tracing the evolution of marketing in arts organizations: from 'third wheel' to protagonist of the arts scene Marta Massi and Chiara Piancatelli	313
22 Alignment: the nexus of effective strategic planning Rebekah Lambert	330
23 Diversity, equity, and inclusion in the arts in America: strategies and practices Jean E. Brody	348
24 Strategic staffing in the arts Brea M. Heidelberg	363
25 Artistic interventions for organizational development: case studies from Italy <i>Chiara Paolino and Daniela Aliberti</i>	378
26 Exploring international fundraising for the arts – cross-border philanthropy for cultural organizations <i>Renate Buijze</i>	395
27 Turning crowds into patrons: democratizing fundraising in the arts and culture Marta Massi, Piergiacomo Mion Dalle Carbonare, and Alex Turrini	409
iv	

eurship.

## Contents

Meggy Cheng, Rebecca Wai In Chou, and Benny Lim
Funding forward: stable funding for museums in an unstable world Fulianne Amendola, Kaywin Feldman, and Matthew Welch
· organisms in the cultural 's septema' of curve the souther
an Prairie and Dariely elibertices are an error principle of the order of