

Estonian Academy of
Music and Theatre

Changed Legal Status of Estonian Public Cultural Organizations: a Key to Changed Institutional Field

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Questions

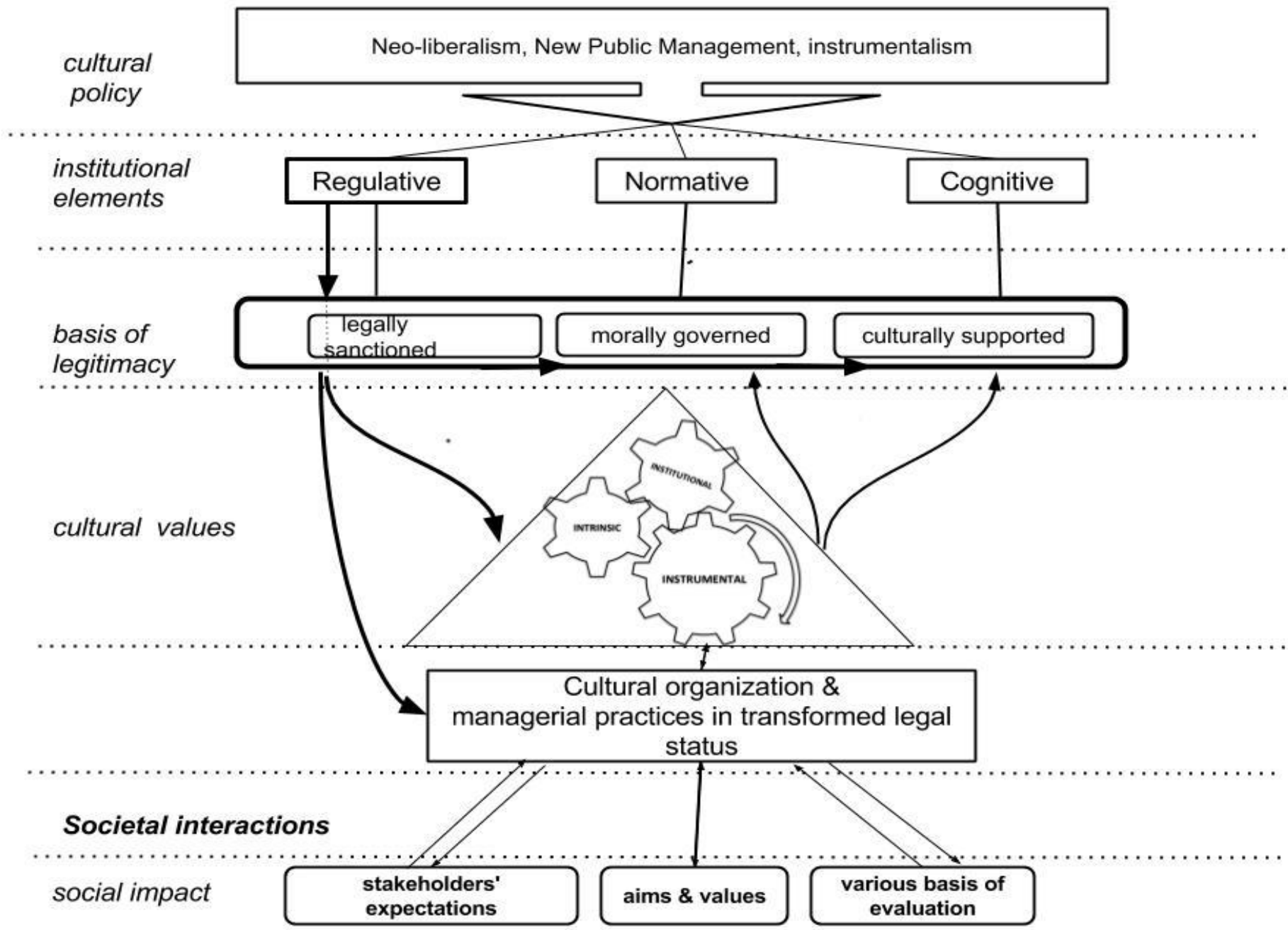
- Role of changed legal status of public cultural organizations in institutional setting?
 - Key changes in the institutional setting?
 - Public ownership, government intervention, supervisory boards and perceived autonomy?



Tools of analysis

- Institutional setting; values, norms
- Management practices
- Policy perspectives





Research design

- Qualitative embedded single case study
- Units of analysis: 19 organisations in total
 - 8 theatres, 8 museums, 3 concert organisations
- Data collection: multi-method
 - 30 in-depth interviews, media, documents
- Data analysis: cross- sectional



Key changes in the institutional setting?

- Not properly settled yet
- Changed logics for justification of values; change of discourse
- Deepened institutional pluralism: autonomous, but dependent
- Changed setting urges to be more entrepreneurial
- Changed setting has led to seeking and maintaining cognitive and normative legitimacy



Government intervention, supervisory boards and perceived autonomy ?

- Paradox: high artistic autonomy, but half-way solution of administrative development of the semi-autonomous agencies
- Dual perceptions: vague directions / political games on local level
- Potential of the new legal status not commonly understood
- Potential not fully used (e.g. boards)



Results

- The change of legal status is done to raise the autonomy
 - Public discourse, academic literature, empirical evidence controversial
- The transformed organization dependent on different agents
- No significant evidence on strong business-mindset, yet the discourse and reasoning have changed



Conclusions

Dream of autonomy led to managing different stakeholders and pressures - other kinds of limitations for autonomy

Changes in discourse, but practices and underlying values change slowly



Thank you!

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