

A.K. Moldasheva<sup>1\*</sup>, N.R. Mussayeva<sup>1</sup>, A.Zh. Zhazylbek<sup>1</sup><sup>1</sup>Temirbek Zhurgenov Kazakh National Academy of Arts  
Almaty, 050000, Republic of Kazakhstan\*e-mail: [aing-oor@mail.ru](mailto:aing-oor@mail.ru)

## STRATEGIC PLANNING IN THE MANAGEMENT OF CULTURAL AND ART ORGANIZATIONS

### Abstract.

Strategic planning, originally designed for industrial enterprises to enhance business performance, has evolved into a widely adopted concept across various sectors, including cultural and art organizations. This study focuses on the processes of strategic planning in Kazakhstan, aiming to provide practical recommendations for implementing a strategic planning and management system in state cultural and art institutions.

The research holds significant scientific and practical importance, especially within the context of modern society and the cultural industry's development. Investigation into strategic planning for cultural and arts organizations contributes to the formulation of effective strategies, fostering growth in the cultural sector.

The authors conducted a comprehensive review, including an examination of scientific literature, content analysis, and a review of strategic documents, state programs, and reports from domestic and international organizations. The study evaluates the impact of Kazakhstan's new state strategic planning system developed in 2021 on the creation of strategic documents that facilitate the growth of culture and art in the country and the region.

An analysis of existing strategic documents at regional, local, and institutional levels revealed shortcomings in areas such as document structuring and information transparency. Notably, the study identified issues in the newly implemented state strategic planning system, shedding light on its influence on cultural and arts development.

The research's novelty lies in addressing the lack of similar studies on strategic management in cultural and arts organizations. The proposed sequence for forming strategic documents, emphasizing effective strategic management and planning in the cultural and arts sector, enhances the practical significance of this research.

**Key words:** cultural management of the region, cultural policy, program, concept, national project, development plan.

### Introduction.

Globalization has contributed to the transformation of many institutions, including culture, as the most important factor in accelerating social, economic, and political modernization. This trend has been implemented in public administration reform.

Currently, in Kazakhstan government strategic documents regarding the development of culture are based on a system of approaches and principles determined by the global vectors of long-term development by the Kazakhstan-2050 Strategy and the Concept for Kazakhstan's entry into the ranks of the 30 most developed countries in the world.

The key strategic documents such as the Concept of Cultural Policy, the Concept for the Development of Creative Industry, as well as Rukhani Zhangyru Program and the National Project adopted to develop culture and art, create a national code, and educate young people in national traditions, as well to develop patriotism, are now bringing their results.

The object of the study is the state institutions of culture and art. The subject of the study is the processes of strategic planning and management in these institutions.

The purpose of the research is to study the processes of strategic planning in Kazakhstan, and to offer practical recommendations on the formation of a system of strategic planning and management in state institutions of culture and art.

During the research, the authors conducted a review of scientific literature on building a system of strategic management and planning in cultural and arts organizations, content analysis, and a review of strategic documents, state programs, and reports from various domestic and international organizations.

It is important to emphasize that strategic management in the sphere of culture and arts in Kazakhstan is not only academically significant but also practically crucial for shaping long-term development strategies for the country as a whole. Culture and arts serve as vital tools for cultivating the intellectual potential of the nation. Exploring this topic opens new avenues for understanding the complexity and prospects of Kazakhstan in an era of rapidly changing global dynamics, helping identify the best ways to achieve cultural growth and the prosperity of the nation.

Strategic documents in the field of culture and the arts delineate the priorities and values of the state in this domain. Examining these documents helps to understand which aspects of culture and the arts are considered pivotal for national identity and development. Concurrently, conducting scientific research contributes to the formulation of strategies aimed at sustainable cultural development and the preservation of cultural heritage. Such research aids in addressing threats, such as the loss of traditions, alterations in cultural memory, and the erosion of identity, fostering enhanced trust in institutions and programs in the realm of arts and culture within society.

#### **Materials and methods of research.**

In the course of the research, a review of the scientific literature on the construction of a strategic management and planning system in cultural and art organizations, content analysis, review of strategic documents, government programs, and reports of various domestic and foreign organizations was conducted. Comparative analysis includes a comparison of the practice and results of strategic management of various cultural and art organizations, which is used to identify best practices, study differences in approaches, and results, and test hypotheses about the effectiveness of various strategies.

This document contributes to the literature on strategic management by providing a systematic overview of how the creative industries of Kazakhstan and some foreign countries are building a system of strategic management and planning.

Over time, strategic management has become a widely exploited tool in practice. Strategic management tools have become universal, that is, applicable both to the activities of individual businesses and of a whole state. Scientists and specialists have proved that competent strategic management allows for achieving the desired result in the process of development [1].

The creation of strategic documents is regulated by the relevant legislative acts, the planning process is fixed in the relevant documents. The initial factor of setting problems in state strategic management consists of the trends and quality of strategic planning processes [2].

Unfortunately, in Kazakhstan, a good deal of factors indicate this process of strategic planning and culture and art management at the meso-and micro level to be more spontaneous and fragmented than effectively managed. In this connection, there is a need for a more detailed study of this issue. The recommendations proposed in this study contribute to solving these problems.

#### **Literature review.**

The methodological basis for the scientific development of strategic planning and management is carried out in several areas.

Until recently, strategic management issues have been more related to manufacturing enterprises aimed at making a profit and reducing production costs. Strategic management for such companies is a kind of response to the challenges of economic instability. In this connection, most representatives of Strategic Management direction as R. Akoff, M. Albert, I. Ansoff, M. Meskon, D. Miller, G. Mintzberg, M. Porter, G. Simon, R. Simons, A. Strickland, A. Thompson, F. Hedouri, A. D. Chandler, J. Schumpeter, and many others have studied it from this regard.

In the works of former Soviet scientist Yu. Vasiliev, M. Kreisberg, A. Sterlin, A. Semenova in the field of strategic planning, strategic management is considered as a phenomenon peculiar to the companies functioning only in capitalist countries.

The issues of state strategic planning, covering also local level, are discussed in the works by Zh.Askarova, A.S.Akhmedueva, S.S.Berman, A.A.Vorobyov, I.N.Dauranova,

A.A.Dorogovtseva, A.S.Dulatbekov, N.A.Kamenskikh, A.Kenzhebaeva, M.F.Knyazeva, S.G.Kolenko, A.S.Kozhumova, Yu.V.Kuznetsova, O.P.Molchanova, A.A.Rabadanova, N.V.Yuvitsa, S.I.Yakovleva, while the topic relating to the field of culture and arts is studied in the work by T.N.Suminova.

### Results and its discussion.

Over time, strategic management has become a widely practiced tool. Strategic management tools have become universal, applicable both to individual enterprises and to the activities of entire states. Scholars and experts have proven that effective strategic management allows achieving desired results in their development process.

The presence of strategic development documents has now officially become a standard for the activities of cultural and artistic organizations in many foreign countries. Therefore, there is an urgent need for at least a general description of the situation concerning the preparation and structuring of such documents. As practice shows, the issue of creating strategic planning documents remains relevant for the domestic sphere of culture and the arts [3].

One way to address this challenge is by drawing upon modern international practices. In the formulation of strategic documents for foreign cultural and artistic organizations, several noteworthy aspects emerge. There is a clear trend towards simplification, condensing essential elements in the final text. Typically, these encompass the mission (and/or values), primary goals/objectives, tasks, and a vision for the future. Principles and an analysis of major challenges are less commonly integrated. The analytical component is usually not segregated into a distinct section; rather, it is often included as an appendix or incorporated as insets within relevant parts of the text. Considerable emphasis is placed on the presentation and visual appeal of strategic documents and their influence on both existing and potential stakeholders. Both the content and the design are primarily geared towards external audiences. Current practice demonstrates that the contemporary strategies of foreign cultural and artistic organizations have evolved into more than just tools for arts management; they have also become crucial instruments for public relations [4].

In Kazakhstan, there exists a diverse cultural scene, including theaters, museums, art galleries, musical and dance ensembles, literary organizations, and more. As of January 1, 2023, the Republic of Kazakhstan had 3917 public libraries, 3102 cultural and leisure organizations, 271 museums, 208 amusement and recreation parks, 105 cinemas, 73 theaters, 44 concert organizations, 13 zoos, and 3 circuses (table 1). [5].

Table 1 – Statistics of cultural and art organizations in Kazakhstan

Indicators	2018	2019	2020	2021	2022	Comparison with the pre-pandemic period of 2019 (absolute value)
Number of museums, units	245	250	253	264	271	+21
Number of visits, thousand people.	6 716,0	6 829,3	2 351,3	5 104,9	6 097,3	– 732,0
Number of theaters, units.	68	65	65	65	73	+8
Number of viewers, thousand people	2 833,6	2 942,1	894,0	1 172,7	2 695,6	– 246,5
Number of libraries, units.	4 054	3 962	3 925	3 920	3 917	– 45

Number of library visits, thousand people	53 360, 6	52 396, 7	34 109,6	49 744,9	51 239,3	– 1157,4
The number of cinemas, units.	96	101	99	104	105	+4
The number of visits to film screenings, thousand people.	17 840,7	19 880,5	4 781,2	8 453,2	17 047,5	– 2833,0
Note: Compiled by the author based on statistical data						

The analysis of the indicators showed that attendance at museums, libraries, theaters, and cinemas is still below the pre-pandemic level. In this regard, cultural organizations need to direct their actions towards strategic management.

To gain a comprehensive understanding, an in-depth analysis of foreign strategies for the development of culture and the arts was conducted. It is essential to recognize that these strategies operate at three levels:

Regional, encompassing national strategies for the development of culture and the arts;

Local or sectoral, including regional strategies for the development of culture and the arts (at the state or city level, etc.);

Institutional, covering the development strategies of cultural and artistic organizations themselves. [6]

In Kazakhstan, strategic management is extensively utilized at both the state and local levels, leading to the establishment of new ambitious goals for the state to achieve. The year 2021 marked significant transformations in the foundational framework of state strategic management, with the implementation of tasks outlined in Strategy-2050 becoming the cornerstone of the state's strategic planning system (pic.1).



Figure 1 – The hierarchy of strategic documents of the sphere of culture and art of Kazakhstan

Note: Compiled by the authors

Medium-term strategies are adopted to implement the long-term strategy, and one of them is the National Development Plan, drawn up for 10 years.

To imply a National Plan with clear priorities, the President signed a corresponding decree outlining 10 national priorities.

The country's territorial development plan is a document representing the vision, principles, and approaches for the rational territorial arrangement of the country, forecasts of the demographic situation taking into account migration processes, as well as the main parameters of the country's development, which is designed for the relevant period on behalf of the President of the Republic of Kazakhstan.

National projects are being adopted for the development of the National Plan. A major change was that the implementation of the portfolio of national projects would be based on the principles of project management [7].

The development concept of industries is a document defining the vision for the development of a specific sphere /industry for 5-10 years, as well as the basic principles and approaches to the implementation of relevant policies aimed at achieving the goals and objectives, approaches defined in the superior documents of the state planning system and the Sustainable Development Goals of the United Nations and an Action Plan for its implementation, is mandatory for the Concept.

The development plans for Central State Bodies are developed every 3 years for 5 years based on the National Plan, Territorial Development Plan, National Security Strategy, concepts, national projects, as well as the forecast of socio-economic development.

The Development Plans for regions, cities of republican significance, and the capital are being developed for 5 years. At the same time, an Action Plan is being designed for the entire period of its implementation.

Plans for the development of quasi-governmental organizations are also being developed for 5 years with an Action Plan.

State programs (ideological policies), doctrines, roadmaps, and comprehensive plans are generally not included in the strategic planning system, e.g. 100 Concrete Steps to Implement 5 Institutional Reforms National Plan, Addresses of the President of the Republic of Kazakhstan, and the article entitled Modernization of Public Consciousness and other ones.

The way how the strategic planning system affects the development of culture and art in Kazakhstan is confirmed by the approval of strategic documents aimed at preserving national and cultural identity and realizing the artistic and creative potential of every citizen of Kazakhstan by stimulating, improving the quality and diversity of cultural products, as well as the formation of spiritual and moral values among the younger generation.

The approval of the Concept of Cultural Policy of Kazakhstan in 2014 became a guide to action since such a long-term strategic document was adopted for the first time in the history of independent Kazakhstan in the field of culture, thus, it was considered as historical one both in terms of the very fact of its adoption and in terms of choosing the system of priorities in the country's cultural policy.

In 2017 the Spiritual Revival Program (Rukhani Zhangyru) was developed based on the statements of the article entitled Looking into the future: modernization of public consciousness. It outlined the main national goal of preserving and increasing spiritual and cultural values, as well as entering the top 30 developed countries of the world for a new historical period. The program included several projects aimed at achieving these goals. Since the four-year time of its realization, the program has not been fixed as a state one as it was adopted spontaneously in response to the President's article.

As noted earlier, the President Decree identified 10 national priorities of the Republic of Kazakhstan until 2025, one of which is cultivating the values of patriotism. Programs for the

implementation of this priority are expected to provide for an annual increase in the level of satisfaction of the population with the policies implemented in the country, which determine a sense of pride in their country and a desire to promote its prosperity (historical heritage, cultural development, achievements in sports, international prestige, etc.).

Thus, on behalf of Kassym-Jomart Tokayev, the Head of the State, the Project of National Spiritual Revival (Ulttyk Rukhani Zhangyru) for 2021-2025 was developed and approved in 2021, aimed at improving the level of culture, education, and national spirit of the Kazakh society. This project is the next stage of promoting the values of the Spiritual Revival Program (Rukhani Zhangyru) mentioned in the program article of the First President of Kazakhstan.

Also, last year the Concept of Development of Creative Industries for 2021-2025 was approved to implement the National Development Plan of the Republic of Kazakhstan until 2025, which is directly related to the development of culture and art. So, we see a clear orientation of the state towards the progressive and systematic development of creative industries in Kazakhstan as a new and promising source of growth.

The development of these strategic documents entails defining their place within subordinate documents, specifically those issued by central government bodies, cities, and regions, as well as cities of national significance and the capital. This is because territorial strategic planning extends across all levels of the regional management system. When viewed as a stage within the management cycle, as is the case in Russia, planning is segmented into conceptualization, strategizing, and programming phases for regional development [8].

The analysis of the current state of the regions in Kazakhstan shows that many of them have developed programs and plans designed based on the Methodology of development, monitoring, implementation, evaluation, and control of the National Development Plan of the Republic of Kazakhstan, the Territorial Development Plan of the country, concepts, development plans of state bodies, development plans for regions, cities of republican significance and the capital [9].

Also, it has been found out, that the titles for the documents vary, as somewhere they are called Territorial Development Program, somewhere Territorial Development Plan, or just Development Plan. In many regional development plans, very little attention is paid to the development of culture and art, while some of them lack the culture and art list of tasks at all.

As soon as the Concept of Cultural Policy, the Concept for the development of creative industries, and the National Spiritual Revival Project are higher than the Development Plans of regions in the hierarchy of strategic documents, then it is advisable to place indicators in these plans that will contribute to the implementation of higher documents and state goals, objectives, and indicators.

The current situation in the regions regarding their strategic development is featured by the fact that the strategic planning provisions have not been fully employed in documents and practice.

Not all regions publish information on the implementation of these plans, completion or non-completion of goals, objectives, or indicators. Moreover, regional Departments of Culture do not post work plans and reports on their execution at all.

We believe that the problems in the regions of Kazakhstan that impede the process of strategic planning can be associated with:

- lack of organizational support for the strategic planning process;
- uncertainty in the methodological approach to elaboration and control of strategic documents of the regions;
- indeterminacy in strategic planning at lower hierarchy level;
- lack of creativity;
- non-acceptance of negative facts.

We consider that the strategic planning system needs to be clarified in terms of titles for documents at different levels. So, for regions, cities of republican significance, or the capital, it is

necessary to devise not a Development Plan, but a Development Strategy and Action Plan for the implementation of the Strategy.

For state and quasi-governmental organizations, the same Development Strategy (not a Development Plan) and Action Plan for the implementation of the strategy as an independent object of strategic planning should also be worked out.

This proposal is justified not only by the fact of wordiness in the titles of programs, e.g.: the Action Plan for the implementation of the Development Plan, but also, as stated by the author of the article, by the fact that the Development Strategy is a system, describing long-term prospects, while Development Plan, which should be a mandatory annex to the Development Strategy, is a set of planned indicators and sequence of activities, actions and concrete steps towards the goal.

Ordering of the above-mentioned documents is surely to affect the strategic management of cultural and art institutions in terms of their validity.

An analysis of the websites and main documents of cultural and art institutions of Kazakhstan showed that none of these institutions has a Development Strategy or does not place it in the public domain.

Of course, it should be noted that there are no certain clear and universal standards for the management of cultural and art institutions, as well as criteria for successful management elaborated in world practice. Each organization has the right to determine a set of tasks and management tools, taking into account the peculiarities of the country's cultural policy, its characteristics and capabilities, and the vision of strategic prospects.

An analysis of the strategic documents of cultural and art organizations has shown that they have their form in each organization. Many of them do not have a mission, vision, or values. The reason for this is the absence of a standard, rules, or recommendations for drafting such a document. Each cultural and arts organization does it in its way, spontaneously.

At present, the government must devise measures not only to enhance the efficiency of individual organizations within the cultural and arts sector, aligning with priority objectives in the industry but also to implement management decisions that foster the overall advancement of culture and the arts. The primary aim is to provide cultural goods and services to the public, intending to elevate the nation's cultural standards. Therefore, there is a pressing need for a comprehensive approach to effectively manage the strategic development of the cultural and arts sector. This holistic approach should focus on enhancing collaboration among government bodies, regional authorities, and local self-governing entities with economic entities in the cultural and arts sector. Additionally, integrating information and communication technologies into the realization of strategic development goals in culture and the arts is crucial. Transparency in government activities, especially in refining the management mechanisms within the cultural and arts sector, is vital. It is also essential to grant public access to government information resources and establish conducive conditions for efficient interaction between government bodies and the public, leveraging information and communication technologies to enhance the socio-economic effectiveness of the cultural and arts sector's development.

We propose the following hierarchy of documents for the strategic management of the field of culture and the arts. (pic.2)

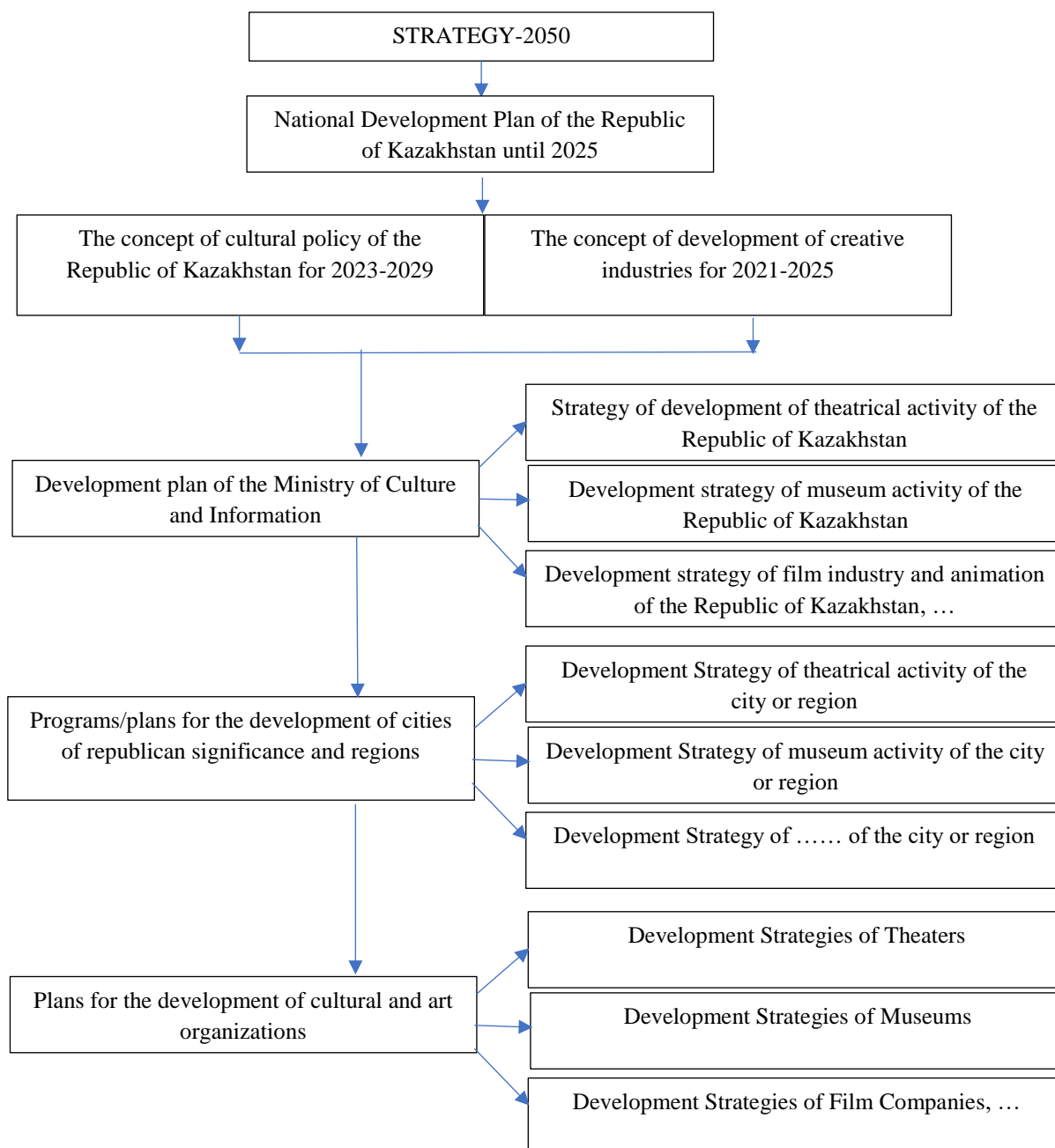


Figure 2 – The proposed sequence of strategic documents for effective strategic management of the sphere of culture and art

Note: Compiled by the authors

To apply strategic management, cultural and art institutions should craft a Development Strategy based on programs approved following the established procedure and decisions taken by authorized bodies in this sphere.

It is evident that Development Strategy has already become a necessary tool for any activity, especially for government organizations. But for a clear understanding of the expediency of Development Strategy at the institutional level, it is necessary to have strategies for the development of a certain sphere of culture and art at the regional or local level, as is customary in foreign practice, e.g.: at the sector level, a Strategy for the development of theatrical activity in Kazakhstan is needed, but at the regional level it should be a Strategy for the development of



theatrical activity in a certain region, and at the local level it can be a Strategy for the development of a certain theater.

Since cultural and art organizations are not industrial enterprises to make a profit, the issue of the relevancy of strategy for them is often being raised. The strategy of organizing culture and art is not just impressing words but a full-fledged tool that is designed to bring this institution closer to a big goal. Also, it is a complex document, where each goal and objectives are fixed by designed measures for the future.

The strategy of an organization of culture and art is determined by its strategic position in various areas of development: production, investment, finance, management, personnel, and innovation.

We propose to streamline this process by developing a document for the preparation of Development Strategies. Planning horizons should be limited to a range of three to five years. The structure of the Development Strategy can be individual, but in most cases, it should include some mandatory elements:

- Mission, vision, values;
- Strategic development directions;
- Goals and objectives.

An analysis of foreign strategic documents of cultural and art organizations has shown that 7 out of 10 documents officially indicate the mission and vision, and in most cases, the very items are to set a Development Strategy or strategic plan.

Here are some examples of the mission of the theaters of the post-Soviet countries that we found as most attractive ones:

The mission of the Shalom Moscow Jewish Theater is to fill the deficit. Provide people with what they lack: Love in the highest sense, justice, and humanity, faith in oneself and goodness, in an idea, in high ideals [10].

The mission of the Novosibirsk Opera and Ballet Theatre today is to be an open space and a center of attraction for all creative forces [11].

The mission of the National Academic Drama Theater named after L.Ukrainka is short and clear: to awaken a person's conscience [12].

But as the Chairman of the Council of the Association of National Theaters of Russia V. Fokin noted, the most important mission of theater is the construction of a person. The theater in challenging times of modernity can and should be one of the main tools for consolidating people [13].

Kazakhstan cultural and art organizations should design such a Development Strategy of a comprehensive and systematic nature, which can not only cover events or phenomena, but also prepare the public in advance for perception of them. Well-organized work on marketing, advertising, sales, and PR can play an important role in this process. Also, a systematic approach and non-standard solutions ensure cultural and art organizations improve their economic results and attract new art connoisseurs.

Evidently, it is difficult to achieve such results without strategic planning in the state itself. In this regard, we believe that the competent strategic planning system for the sphere of culture and art will lead not only to the effectiveness of the activities of the organizations of culture and art themselves, but also to the development of this sphere in the country as a whole, as well cultural and spiritual enrichment of the nation, and the revival of cultural values.

### **Conclusion.**

Thus, it can be concluded that Kazakhstan is evolving in terms of state strategic planning and management, but, currently, there are shortcomings imposing misunderstanding of the hierarchy and coherence of strategic documents among themselves by the lower-level bodies. For regions, it is necessary to pay closer attention to the formation of plans for their development,

taking into account higher-level strategic documents, especially concerning the development of culture and art.

Clear structuring of strategic management in culture and the arts is a key factor for the successful development and maintenance of the cultural sphere in society. Scientific research indicates that organizations and governmental institutions with clearly defined strategies in cultural management are more successful in achieving their goals. This includes more efficient resource allocation, prioritization in the development of cultural studies, and the establishment of sustainable mechanisms to support and contribute to cultural and creative projects.

Scientific data also confirms that clarity in strategic management contributes to more effective adaptation to changes in society, technological innovations, and global trends. Flexible and adaptive strategies enable cultural organizations to successfully engage with diverse audiences, meet their needs, and dynamically adapt to new challenges. Thus, clear structuring of strategic management in culture and the arts lays the foundation for the sustainable development and flourishing of cultural heritage and creative industries.

First and foremost, it is crucial to streamline the system of strategic management at the regional, sectoral, and institutional levels. Secondly, develop regulations that govern the creation of strategic documents in cultural and artistic organizations and oversee their implementation. Thirdly, enhance the transparency and openness of strategic documents at all levels of cultural and artistic management in the country.

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## МӘДЕНИЕТ ЖӘНЕ ӨНЕР ҰЙЫМДАРЫН БАСҚАРУДАҒЫ СТРАТЕГИЯЛЫҚ ЖОСПАРЛАУ

### Андатпа.

Стратегиялық жоспарлау бастапқыда өнеркәсіптік кәсіпорындар үшін бизнестің тиімділігі мен кірістілігін арттыру тәсілі ретінде жасалды. Алайда, уақыт өте келе стратегиялық жоспарлау тұжырымдамасы басқа секторлардағы ұйымдарда, соның ішінде мәдениет пен өнер ұйымдарында кең таралды. Мәдениет және өнер ұйымдары стратегиялық жоспарлауды әртүрлі жолдармен пайдалана алады.

Зерттеудің мақсаты – Қазақстандағы стратегиялық жоспарлау процестерін зерделеу, мемлекеттік мәдениет және өнер мекемелерінде стратегиялық жоспарлау мен басқару жүйесін қалыптастыру бойынша практикалық ұсынымдар ұсыну болып табылады.

Зерттеудің ғылыми және практикалық маңыздылығы, әсіресе қазіргі қоғам мен мәдени индустрияның дамуы тұрғысынан өте жоғары. Мәдениет және өнер ұйымдарын басқарудағы стратегиялық жоспарлау саласындағы зерттеулер тиімді стратегияларды әзірлеуге және сәйкесінше мәдени индустрияның өсуі мен дамуына ықпал етеді.

Зерттеу барысында авторлар мәдениет және өнер ұйымдарында стратегиялық басқару және жоспарлау жүйесін құру бойынша ғылыми әдебиеттерге шолу, контент-талдау, стратегиялық құжаттарға, мемлекеттік бағдарламаларға және әртүрлі отандық және шетелдік ұйымдардың есептеріне шолу жасады.

Қазақстанда 2021 жылы әзірленген мемлекеттік стратегиялық жоспарлаудың жаңа жүйесі қаралды. Оның елде және аймақта мәдениет пен өнердің дамуына ықпал ететін стратегиялық құжаттарды қалыптастыруға әсері анықталды. Өңірлік, жергілікті және институционалдық деңгейлерде мәдениет пен өнердің дамуын реттейтін қолданыстағы стратегиялық құжаттарға талдау жүргізілді. Талдау стратегиялық жоспарлауда, атап айтқанда, стратегиялық құжаттарды құрылымдауда, ақпараттың ашықтығында және т. б. проблемалар бар екенін көрсетті.

Мәдениет және өнер ұйымдарында стратегиялық басқару және жоспарлау бойынша мұндай зерттеулердің болмауы осы зерттеудің құндылығын растайды.

Жүргізілген зерттеудің практикалық маңыздылығы мәдениет пен өнер саласындағы тиімді стратегиялық басқару және жоспарлау мақсатында стратегиялық құжаттарды қалыптастырудың ұсынылған дәйектілігінде жатыр.

**Негізгі сөздер:** аймақтың мәдениетін басқару, мәдени саясат, бағдарлама, тұжырымдама, ұлттық жоба, даму жоспары.

## СТРАТЕГИЧЕСКОЕ ПЛАНИРОВАНИЕ В УПРАВЛЕНИИ ОРГАНИЗАЦИЯМИ КУЛЬТУРЫ И ИСКУССТВА

### Аннотация.

Стратегическое планирование изначально разрабатывалось для промышленных предприятий как способ повышения эффективности бизнеса и прибыльности. Однако со временем концепция стратегического планирования получила широкое распространение в организациях других секторов, включая организации культуры и искусства. Организации культуры и искусства могут извлечь выгоду из стратегического планирования различными способами.

Целью исследования является изучение процессов стратегического планирования в Казахстане, предложение практических рекомендаций по формированию системы стратегического планирования и управления в государственных учреждениях культуры и искусства.

Научная и практическая значимость исследования весьма высока, особенно в контексте развития современного общества и культурной индустрии. Исследования в области стратегического планирования в управлении организациями культуры и искусства способствуют разработке эффективных стратегий и соответственно росту и развитию культурной индустрии.

В ходе исследования авторами был проведен обзор научной литературы по построению системы стратегического управления и планирования в организациях культуры и искусства, контент-анализ, обзор стратегических документов, государственных программ и отчетов различных отечественных и зарубежных организаций.

Рассмотрена новая система государственного стратегического планирования в Казахстане, разработанная в 2021 году. Определено ее влияние на формирование стратегических документов, которые будут способствовать развитию культуры и искусства в стране и в регионе. Проведен анализ действовавших и действующих стратегических документов, регулирующих развитие культуры и искусства на региональном, локальном и институциональном уровнях. Анализ показал, что существуют проблемы в стратегическом планировании, в частности, в структурировании стратегических документов, открытости информации и т. п.

Отсутствие подобных исследований по стратегическому управлению и планированию в организациях культуры и искусства подтверждает ценность данного исследования.

Практическое значение проведенного исследования заключается в предложенной последовательности формирования стратегических документов с целью эффективного стратегического управления и планирования в сфере культуры и искусства.

**Ключевые слова:** управление культурой региона, культурная политика, программа, концепция, национальный проект, план развития.

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### Information about authors:

Anar Moldasheva – **corresponding author**, candidate of economic sciences, professor, Head of the “Art management and producing” educational department, Temirbek Zhurgenov Kazakh National Academy of Arts, Almaty, Republic of Kazakhstan

E-mail: [aing-oor@mail.ru](mailto:aing-oor@mail.ru)

ORCID: <https://orcid.org/0000-0002-7211-140X>

Nargiz Mussayeva – master’s student of the “Art management and producing” educational department, Temirbek Zhurgenov Kazakh National Academy of Arts, Almaty, Republic of Kazakhstan

E-mail: [98id@bk.ru](mailto:98id@bk.ru)

ORCID: <https://orcid.org/0000-0002-1063-2314>

Ainur Zhazylbek – master’s student of the “Art management and producing” educational department, Temirbek Zhurgenov Kazakh National Academy of Arts, Almaty, Republic of Kazakhstan

E-mail: [zhazylbek.ainuurraa@mail.ru](mailto:zhazylbek.ainuurraa@mail.ru)

ORCID: <https://orcid.org/0000-0003-0650-9388>

### Информация об авторах:

Анар Молдашева – **основной автор**, кандидат экономических наук, профессор, заведующий кафедрой «Арт-менеджмент и продюсирование», Казахская национальная академия искусств имени Темирбека Жургенова, г.Алматы, Республика Казахстан

E-mail: [aing-oor@mail.ru](mailto:aing-oor@mail.ru)

ORCID: <https://orcid.org/0000-0002-7211-140X>

Наргиз Мусаева – магистрант кафедры «Арт-менеджмент и продюсирование», Казахская национальная академия искусств имени Темирбека Жургенова, г.Алматы, Республика Казахстан

E-mail: [98id@bk.ru](mailto:98id@bk.ru)

ORCID: <https://orcid.org/0000-0002-1063-2314>

Айнур Жазылбек – магистрант кафедры «Арт-менеджмент и продюсирование», Казахская национальная академия искусств имени Темирбека Жургенова, г.Алматы, Республика Казахстан

E-mail: [zhazylbek.ainuurraa@mail.ru](mailto:zhazylbek.ainuurraa@mail.ru)

ORCID: <https://orcid.org/0000-0003-0650-9388>

### Авторлар туралы ақпарат:

Анар Молдашева – **негізгі автор**, экономика ғылымдарының кандидаты, профессор, «Арт-менеджмент және продюсерлеу» кафедрасының меңгерушісі, Темірбек Жүргенов атындағы Қазақ ұлттық өнер академиясы, Алматы қ., Қазақстан Республикасы

E-mail: [aing-oor@mail.ru](mailto:aing-oor@mail.ru)

ORCID: <https://orcid.org/0000-0002-7211-140X>

Наргиз Мусаева – «Арт-менеджмент және продюсерлеу» кафедрасының магистранты, Темірбек Жүргенов атындағы Қазақ ұлттық өнер академиясы, Алматы қ., Қазақстан Республикасы

E-mail: [98id@bk.ru](mailto:98id@bk.ru)

ORCID: <https://orcid.org/0000-0002-1063-2314>

Айнұр Жазылбек – «Арт-менеджмент және продюсерлеу» кафедрасының магистранты, Темірбек Жүргенов атындағы Қазақ ұлттық өнер академиясы, Алматы қ., Қазақстан Республикасы

E-mail: [zhazylbek.ainuurraa@mail.ru](mailto:zhazylbek.ainuurraa@mail.ru)

ORCID: <https://orcid.org/0000-0003-0650-9388>