

Stakeholder Salience Model in the Practices of Public Museum Management

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ABSTRACT

Stakeholder theory is extensively explored. On the one hand, previously pointed issues are deepened and reconsidered; on the second, new research contexts emerge. When it comes to museums, due to the changing environmental situation, they have to modify their way of functioning by combining traditional museum duties with managerial perspective and necessity to be effective. Although discussions about museum management include stakeholders, yet such exploration is quite general. Hence, the aim of this article is to look at the stakeholder salience model in the context of the specificity and the practice of public museums' functioning. Through qualitative research with in-depth interviews, content analysis, and observations, stakeholder attributes were specified, with reference to connected activities and associated entities. The findings present what attributes are characteristics of a particular stakeholders' group, including how their diversity and overlapping look like. Moreover, findings showed that perceived stakeholder salience depends on the particular project and that not always salient stakeholders have been identified with all three attributes. Although stakeholders are noticed as a crucial element for the effective museums' functioning, their analysis remains at the general level. Hence, by taking one of the theoretical perspectives for the analysis, the study aims to fill in the existing gap. It is also important to consider the challenges standing in front of the museums, including the difficult situations that arise from the pandemic restrictions. Although in practice it is hard to omit the unpredictability, the recognition of stakeholders' characteristics might minimize the risk and uncertainty, even if a new stakeholder is not considered.

KEY WORDS

Management, museum, salience, stakeholders

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