

Managing heritage and coordinating others: assessing the State performance on culture preservation and enhancement

Abstract

The paper discusses performance management in state owned heritage management institutions in Italy (Soprintendenze). Traditionally focused on conservation issues at national as well as local level, these institutions are increasingly confronting with destination management and economic development issues; in some cases, they have been granted by the Ministry of Culture some degrees of freedom in resources allocation. Using the balanced scorecard model, the paper illustrates the challenges of these semi autonomous institutions in unfolding their multi stakeholders strategy and discusses the extent to which performance models can be applied in such a setting.