

Rusne Jankunaite,

Dovile Baleviciene

PhD,

Art Management, Vilnius University

EUROPEAN CAPITAL OF CULTURE PROJECT SUCCESS EVALUATION WITH CRITICAL SUCCESS FACTORS

International cultural projects are widely used in organizations after the globalization process is becoming really important. This study explores the project success evaluation literature and produces project success model with critical success factors for international project. Practically international cultural project success is being evaluated with success criteria and critical success factors but it is not tested and analyzed scientifically enough which factors should be important to be taken into account. After previous literature analysis and findings an International Cultural Project Success Evaluation model was made up. This model was created after literature analysis about project success, critical success factors and project success models from different sectors. All critical success factors were combined, grouped and selected for international cultural project. The analysis of empirical research data are used to develop an International Cultural Project Success Evaluation Model. The aim of this study is to test International Cultural Project Success Evaluation Model with international projects – European Capital of Culture. An international cultural project success evaluation model previously defined and published will be empirically tested with four European Capital of Culture projects from different years.

Keywords: critical success factors, international cultural project, project success, European capital of Culture, Iron triangle.

У статті проведено аналіз наукових основ оцінки успішності проекту та розроблено модель оцінки успішності проекту з урахуванням критичних факторів успіху для міжнародного проекту. Дана модель розроблена на основі аналізу критичних факторів успіху та моделей успішності проектів з різних галузей. Всі критичні фактори успіху об'єднані, згруповані та відібрані для міжнародного культурного проекту. Модель оцінки успішності міжнародних культурних проектів буде емпірично перевірена за допомогою чотирьох проектів різних років.

Ключові слова: критичні фактори успіху, міжнародний культурний проект, успіх проекту, культурна столиця Європи, Залізний трикутник.

В статье проведен анализ научных основ оценки успешности проекта и разработана модель оценки успешности проекта с учетом критических факторов успеха для международного проекта. Данная модель разработана на основе анализа критических факторов успеха и моделей успешности проектов из разных отраслей. Все критические факторы успеха объединены, сгруппированы и отобраны для международного культурного проекта. Модель оценки успешности международных культурных проектов будет эмпирически проверена с помощью четырех проектов разных лет.

Ключевые слова: критические факторы успеха, международный культурный проект, успех проекта, культурная столица Европы, Железный треугольник.

Introduction. Cultural management as a science discipline is quite new, since research and training in this field was started only in the late 20th century (Brindge, DeVereaux 2011:4). As a result, this term and the management of cultural projects do not have a long history. In the field of cultural projects, the project success factors and their models are not so many, inaccurate and have lack of information. 15 articles were published on critical success factors between 1986–2004 and only 8 authors wrote about them in two project management magazines, Project Management Journal and International Journal of Project Management, mainly analyzing the success of construction project (Ika 2009:11–13). Aquilini et al. has investigated that most authors of scientific publications tried to create new critical success factors rather than group them and determine which ones are most suitable for success in different stages of the project (Aquilini et al 2017). Scientific literature has been used to evaluate success models in international projects (Binder, Gardiner, Ritchie 2010, Eberlein 2008) but there are no precise critical success factors and their models to evaluate the success of an international cultural project.

International cultural project became an important tool to stay competitive in cultural field. It includes not only international funding, international work team, wider networking but also challenges project managers with cross-cultural differences, cross-cultural communication difficulties and different languages (Varbanova 2013:50–52, Binder 2009:1). In this case it becomes even more complicated to fluently manage project to reach its success and to evaluate its complex results.

For this reason international cultural project success evaluation was analyzed, critical success factors were combined and selected for international cultural project success evaluation model. International cultural project success evaluation model includes 5 groups of critical success factors: project related factors, project coordinator related factors, used art forms related factors, international team factors, international collaboration tools factors, communication factors, external environment factors and includes Iron Triangle: time, cost and quality. To verify this model eligibility it is going to be checked with empirical research by using interviews and project document analysis.

The aim of this study is to test critical success factors of International Cultural Project Success Evaluation Model.

Literature review. Any project aimed to reach success and positive results must be coordinated or somehow managed. In the 1980's, organizations began to realize that project management and learning to manage them effectively achieved the goals and results of a project in a rather chaotic period (Frame 2003:15). **Project management** is a "control system used to achieve the required results or outcomes" (Young 2007:17). Project management consists of specific processes carried out by the organization, team and administration to implement the project: planning, monitoring and control, volume management, risk management (Nokes et al. 2003:17). Project management processes are distinguished and otherwise named: "Initiation, Planning, Implementation, Control and Completion" (PMI 2004:6).

Due to the project uniqueness and temporary activities, most organizations divide the project into project life cycles to improve its management. Project life cycles define what actions need to be undertaken in the project and who must participate and be involved in each cycle (PMI 2000:11–12). Also, the following project phases are distinguished: definition, design, prototype creation and testing, implementation and review (Nokes et al. 2003). The following main project phases are distinguished in cultural projects: (1) "the preparation phase: conceptualization and analysis; (2) the implementation phase: implementation, development and monitoring; (3) the evaluation phase: control and feedback, and undertaking of corrective measures" (Varbanova 2013:51).

The project classification often is carried out according to the following categories: (1) domestic projects carried out internally; (2) projects abroad – projects carried out abroad to meet the needs of national organizations; (3) foreign projects – foreign projects with the clients from foreign companies; (4) global projects – projects with a team of representatives from different countries and solving global challenges (Neverauskas et al. 2010:125–126).

The use of technology has changed the perceptions of other countries' reach in the world, they have become more accessible, as a result business enterprises are seeking to expand their awareness and innovations through international projects (Steffey, Anantatmula 2011:1). **International projects** are "projects involve team members from various cultures and organizations, spread in locations across countries and time zones, and speaking different native languages" (Binder 2009:1). Compared to national projects, international projects are more complex, because they must include international sponsors and cultural differences (Kiznytė, Ciutiene, Dechange 2015:1). Separating an international project from a national one also contributes to the characteristics of an international project: management expectations, management involvement, the need for a wider range of employees, buyers and suppliers (Lientz, Rea 2012:12–13). An **international cultural project** is a unique activity within a defined period that involves at least one art form that shares ideas, values and attitudes from different countries in the same social environment. International cultural project has features: it is organized mostly in consortium when one of the project organizations is the main coordinator, it has distributed responsibilities and activities, high ambitions and motivation, mostly has funding from national and international

organizations or funds, has cultural differences which have to be considered (Varbanova 2013:50–52).

The difference between international project in any sector and international cultural project is that cultural project has to include and use art forms, generally focuses more on creativity, values and attitudes which are culture features (Sennara, Hartman 2002). When possibilities to communicate and interaction with organizations from other countries are growing up, the number of international cultural projects is also growing up. In this case the need to manage international cultural project successfully is becoming more important and should be better controlled. International cultural project faces cultural risks and challenges as networking, business culture, identifying the negotiation process and style, leadership, local agents which could affect the project objectives in scope of time, cost, quality and influence the final results for project success (Sennara, Hartman 2002).

In many years scientists are still discussing "what is project success" and how it should be evaluated. Each project has different objectives and that's already hard to define a unified model for project success. **Project success** is achieved when it meets certain participant's expectations (Alias et al. 2014:61). "Project success has four dimensions: (1) project efficiency, (2) impact on the customer, (3) the business impact on the organization, (4) opening new opportunities for the future" (Meredith, Mantel 2009:4). The accomplishment of project success criteria (which are measured in the end of project) could be influenced through critical success factors (Muller, Turner 2007). The need of critical success factors is particularly important for a longer duration projects because it is harder to control its management to achieve project objectives. The **project critical success factors** are "elements of a project that can be influenced to increase the likelihood of success; these are independent variables that make success more likely" (Muller, Turner 2007:299).

Morris and Hough (1987) discovered that success depends on the perception of a number of stakeholders involved in project activities, and the time when the success is measured. They argued that success is subjective and objective (Morris, Hough 1987). Pinto et al. (1987, 1990) discovered critical success factors that help to successfully implement the project by relevance.

From 1990's critical success factors were more oriented into people (project managers) and their competences and satisfaction which are more subjective and harder to evaluate than other critical success factors or criteria (Clarke 1999, Westerveld 2003, Chan 2004, Judgev, Muller 2012). Kealey et al. (2005) presented critical success factors for international project: cross-cultural skills and sensitivity, identification of cultural distance challenges, understanding of other cultures, harmonious interpersonal relationships among managers, defined governance structures, environmental management techniques, government support, adherence to project phases, discovery of project objectives, understanding, support of policy and stakeholders (Kealey et al. 2005:293,308). In the international projects Eberlein (2008) pick out critical success factors as methodological approach to project management, international team unity, control of cultural differences between participants, overcoming language barriers, understanding project activities and proper distribution of responsibilities (Eberlein 2008:34–36).

Binder, Gardiner, Ritchie (2010) grouped international project critical success factors into 6 groups: international teams, international communication, international organization, collaboration tools, collaboration techniques, international risk factors which all conclude into international project management model (Binder, Gardiner, Ritchie 2010:8). This model and project success could be affected by international project challenges but if they are controlled by presented model and PMBOK Guide knowledge areas, it could bring international project benefits (Binder, Gardiner, Ritchie 2010:8).

Combination of analyzed critical success factors, their models and cultural features is presented in international cultural project success evaluation model (Fig. 1):

Project related factors: type of project, value, size of project, clear goals, project related factors define the basic information about project, its implementation. Critical success factors in this group are necessary for success evaluation of any kind of project.

Project coordinator related factors: organizing skills, coordinating skills, leadership skills, motivating skills, flexibility/adaptability, effective conflict solving, distribution of responsibilities, creation of structure, trust, contract management, cross-cultural competence, control, experience and tolerance.

Used art forms related factors are distinguished by cultural project features, therefore, the model adapts the

knowledge about cultural projects and identifies new factors that are suitable for cultural projects.

International team factors were presented in every international project because they are requisite to properly select and manage cross-cultural features, define leadership and built one strong team from many teams in different countries.

International collaboration tools factors should be used throughout all project life cycles, especially implementation phase to improve and control communication, be updated to current situation, tasks and deadlines. The use of collaborative tools reduces the possibility of miscommunication and misunderstandings (Binder 2009:7).

Communication factors can ensure smooth communication between team members and stakeholders. It is important to have communication rules, templates to implement well workflow and information/advertising to the media and society.

External factors could make an affect to project success in any phase of project life. It is important to define these factors, to rank them by importance and affect to the project success and take them into account as risks during project.

This model proposes to evaluate all the critical success factors with the “Iron Triangle” (used in the success rates of all sectors projects from the earliest evaluations (Morris, Hough 1987, Parsanejad, Matsukawa, Teimoury

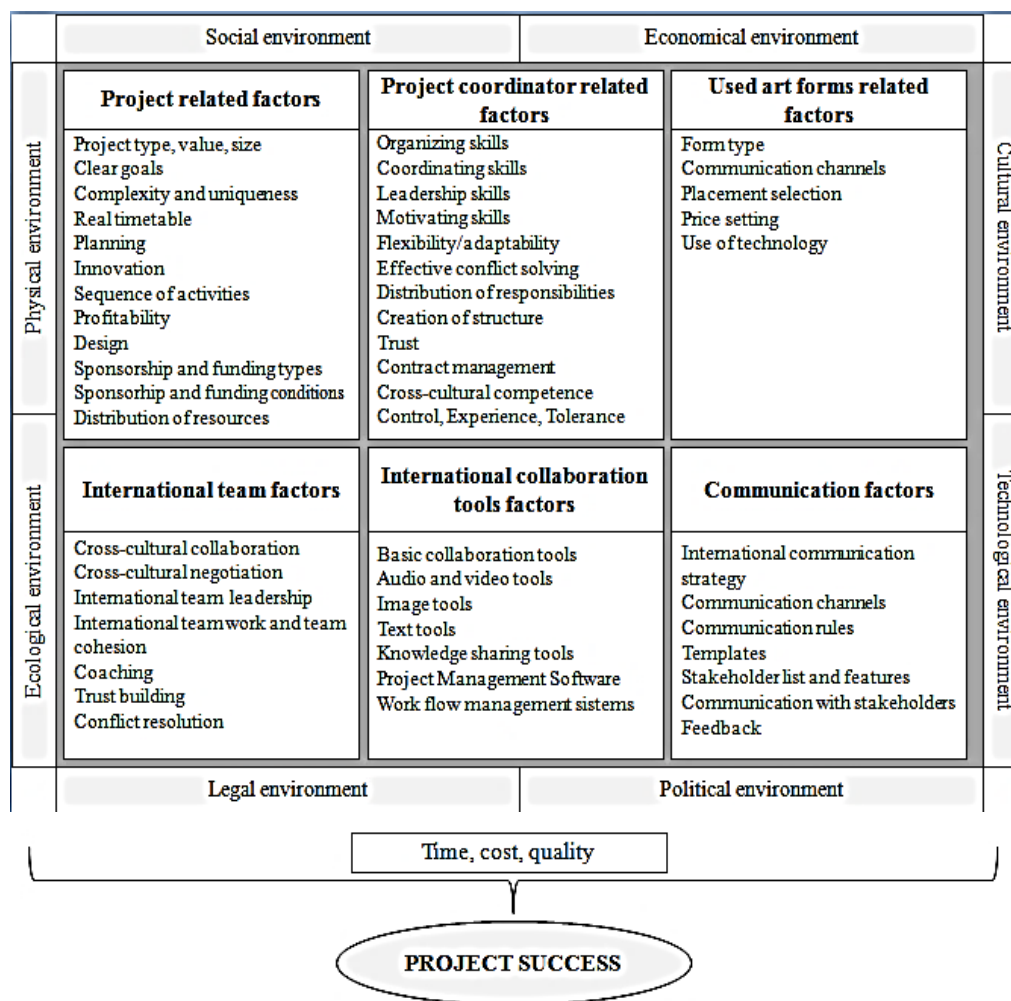


Fig. 1. International cultural project success evaluation model

2013: 8–10) on the basis of time, quality and cost required for implementation of factor. International cultural project success evaluation model is going to be empirically tested with four international cultural projects.

Description of European Capital of Culture projects

The “**European Capital of Culture**” project applications must include answers to seven topics: basic principles, structure of the programme for the event, organisation and financing of the event, city infrastructure, communication strategy, evaluation and monitoring of the event, additional information. As a result, applications for all approved European Capital of Culture projects have the same structure but represent different ideas, attitudes, programs and problems.

Aarhus European Capital of Culture 2017 (hereinafter referred to as Aarhus 2017)

This international cultural project distinguishes four stages of cultural and artistic sector development and the whole project: infrastructure 2010–2016, knowledge and competence development 2013–2016, project development 2013–2016, programme 2017 (Aarhus 2017 Foundation 2012:9). The idea behind the Aarhus 2017 project program is to rethink the meaning of urban and historical memory (Aarhus 2017 Foundation 2012:12). They seek to rethink the perception of the age-old society, the city’s links and openness, arts and creativity, raising challenges for cultural organizations and artistic communication, and valuing their views from a religious, cultural and national perspective (Aarhus 2017 Foundation 2012:12).

Kaunas European Capital of Culture 2022 (hereinafter referred to as Kaunas 2022)

The aim of the Kaunas 2022 project is to make Kaunas residents more culturally accessible, so that cultural organizations reach a larger audience, reach the audience from districts without focusing solely on their internal processes. Also there are created 40 cultural points. The aim is to keep youth in Kaunas, to change the emotional climate, to create new job positions, to refresh the multicultural memory of the city and to build long-term cooperation between cultural organizations.

Kaunas 2022 program is divided into four stages of implementation:

1. Ignition (2017–2018) – developing skills, strengthening local and expanding international partnerships;
2. Agitation (2019–2020) – community engagement activities, introduction of major projects, launch of public events;
3. Explosion (2021–2022) – in cooperation with all partners and local communities implementation of the 2022 program;
4. Legacy (2023 and beyond) – ensure the continuity of cooperation and active participation principles and program results (Kaunas 2022 2017:25).

The idea behind this project is the transition from temporary capital to contemporary.

Leeuwarden European Capital of Culture 2018 (hereinafter referred to as the Leeuwarden 2018)

The Leeuwarden 2018 program consists of three themes:

1. Nature and culture – an open laboratory for ideas on culture and natural heritage.
2. City and country – exchange of urban and suburban values.
3. Community and diversity – international empathy to understand the cultures of other people by enrich-

ing their own cultures (Foundation Kulturele Haadsted 2018 2013:5).

The objectives of the Leeuwarden 2018 project are to transform the community’s feelings through a cultural prism, create a legacy in Europe, solve social problems (child poverty, encourage youth to stay and entrepreneurs to return to the city), raise awareness of the region in the Netherlands, and create new and innovative tourism ideas based on cultural values (Foundation Kulturele Haadsted 2018 2013:4).

Matera European Capital of Culture 2019 (hereinafter referred to as the Matera 2019)

The goals of the Matera 2019 project are to ensure that the urban tourists they call “temporary residents” would visit cultural activities and even so after the end of the project, the number of “temporary residents” would increase. Each project and activity aims to open, learn and share its knowledge, thus creating cultural cartography for artistic planning, teaching in schools and universities, marketing and communication strategies, and improving local economic development. Project objectives:

1. Strengthening citizenship of a broad, open and diverse culture;
2. Strengthen international relations by creating the most creative bureaucratic movement;
3. To transform the city of Matera into the most important open culture platform in southern Europe (Fondazione di partecipazione Matera-Basilicata 2019 2014:8).

The application for Matera 2019 identifies five programs: Ancient Future, Continuity and Disruption, Utopias and Dystopias, Roots and Routes, Reflections and Connections. The aim is to change the reach and insights on the effects of cultural events in Matera, the region and southern Italy (Fondazione di partecipazione Matera-Basilicata 2019 2014:6–7).

Methodology

The number of critical success factors plays an important role in projects which has a crucial influence on project continuity and utility (Banihashemi et al 2017:13). Rodriguez-Segura et al. raised the hypothesis and found that not all critical success factors have the same impact on the project success and created models with critical success factors should be the most appropriate predictors and evaluations of the project success or identifying preliminary problems and risks in the project (Rodriguez-Segura et al 2016:5424). However, there is a lack of scientific articles on the project success of the cultural sector. **The aim of the study** is to test critical success factors of International Cultural Project Success Evaluation Model.

A qualitative research often used in social and humanitarian research will be carried out to analyze the activities and international cultural project success. The content analysis strategy will be used as a text analysis will be carried out – grouping, calculating and describing of critical success factors. Content analysis is a “statistical analysis of text units, such as measuring the character of a text in a number of words” (Kardelis 2016:133). It is selected evaluation research strategy which aims to test the International Cultural Project Success Evaluation Model.

The study general set is international cultural projects. The sample is selected on a selective basis by criteria. The following criteria are emerging from the research: (1) international projects European Capital of Culture; (2) has to be carried out in 2017; (3) unfinished projects – the year of

the European Capital of Culture closes differently. These criteria are chosen because of the large number of international projects carried out, the international cultural project of Kaunas 2022 proclaimed and won in 2017, performing the international cultural project Matera 2019, doing the internship in Matera, Italy, and the personal aspirations of the researcher to create the basis for evaluating the international cultural project success for future use.

In the course of this study it is planned to interview two project coordinators who are familiar with the activities carried out in all areas of the project and programs from each of these international cultural projects: Kaunas 2022, Matera 2019, Leeuwarden 2018 and Aarhus 2017. Qualitative research data collection methods are used two: interview and document collection. Using methodologies for interview and document analysis data collection and analysis, methodological triangulation will be performed in order to establish and verify the validity of the research and to fully describe the subject.

The semi-structured, standardized type of interview is used, when the questions and the whole procedure are pre-determined, no significant changes are made during the interview, and a data collection tool is created – a questionnaire in Lithuanian and English containing a clear question form. All informants are asked the same questions in the same sequence.

The data will be analyzed using the content analysis method since this method allows to select critical success factors and assign them to critical success factor groups. For content analysis a selected concept subset in the paragraphs will be sorted out by the categories (project related factors, project coordinator related factors, used art forms factors, international team factors, international collaboration tools factors, communication factors, international external environment factors, measurable factors) to subcategories.

Results

After the analysis of data collected during interview and document analysis, critical success factors used in the projects were indicated in the tables (Appendix 1), also the reasons why they are important in the project and why they affect the project success. Differences in responses may depend on various factors because projects have different programs, objectives and years when they are implemented.

Evaluation of international cultural project success

All international cultural projects that are under the study do not have yet a model for assessing the success or success of a project, but the projects have been scheduled to collaborate with the city university in the last year to evaluate an international cultural project according to a personally selected model and criteria at the end of the project. All investigated international cultural projects have set indicators for project success as it was requested by the “European Capital of Culture” application. The most important indicator of the international cultural project is to achieve the project success and to create value and future inheritance focusing on cooperation.

The Aarhus 2017 team collaborates with the Aarhus University, which together with the project team seeks to create a new model for project success and adapt it to future use. The model for evaluating their success will include the following areas: cultural impact, image and identity, economic impact, social impact, organizational and political impact, governance and funding impact (Aarhus 2017 Foun-

ation 2015:49). Aarhus 2017 has established 11 **Key Performance Indicators** that help them monitor the entire project, whether they are performing well and ensure that the six strategic objectives of the project are attained. The objectives of this project are to influence policy co-operation on socio-cultural development through cultural investment, to enhance excellence development, to develop strategic thinking in many events and new evaluation models, to create new co-operation between different organizations and institutions, to leave cultural heritage to cultural policy, to develop a new tourism strategy, to create a new sponsorship model and to cooperate between the business and the cultural sector (Aarhus 2017 Foundation 2015:50).

The Aarhus 2017 team is planning to implement the project's success evaluation by topics at three levels:

1. Macro level – creativity, innovation, cultural products and events, cultural dynamism, participation in cultural life, urban development and cultural differences, identity, sustainable environment, motives, urban communities, investment and activity levels, financial impact.

2. Mezzo level – the study of selected local communities, it is a case with high investment and innovative strategies.

3. Micro level – evaluation of individual projects by external analysts (Aarhus 2017 Foundation 2012:117).

The application of **Kaunas 2022** describes the risks and their management which are critical success factors: **financial** (budget management, budget use), **political** (political support), **media** (media communication), **management** (managerial changes, qualified specialists), **cultural relations** (involvement and cooperation of cultural representatives, volunteering, active participation) (Kaunas 2022 2017). This proves the importance of these areas in the project and their influence on project success. Also, the necessary competencies of the director and the **artistic director** are emphasized: the international experience in long-term cultural projects, the management of action complexity, knowledge in cultural documents and strategies, communication, support and marketing skills, reputation, complex human resource management skills. **Art director's competencies**: experience in international art and culture projects management, community engagement skills, program implementation strategy skills, local knowledge and experience in managing a skill enhancement program (Kaunas 2022 2017:91). These competences are detailed and described in more detail, but can be summarized in the competencies of the model for assessing the success of an international cultural project: experience, organization and coordination skills, leadership skills, trust, contract management, intercultural knowledge and control.

Kaunas 2022 seeks to create a platform for evaluation and control of the program which would be open to all and would be useful in developing cultural policies for cultural organizations. This project distinguishes **four evaluation steps**: preparatory periods on 2018 and on 2020, title year on 2022, the end of the program on 2024. An independent public opinion research agency has gathered the quality of the implementation of the program, the effectiveness of management models, the effectiveness of work methods, the economic impact of the program, and the effectiveness of impact strategies (Kaunas 2022 2017:14). The chosen indicators for the Kaunas 2022 project success are related to the objectives of the project and their fulfillment, expected impact and critical success factors are divided and described in three areas: cultural, social and economic.

Matera 2019 project application addresses innovative solutions and aims to be innovative which should bring success to the international cultural project. The aim is to measure the degree of satisfaction with the artistic programs and the interest in various cultural activities as well as the impact on the skills of cultural managers and city authorities staff. Their ambition is also to assess long-term effects and financial management. The **Matera 2019** team will present control and evaluation results and data in an open format to provide information for all researchers in the world and encourage sharing among recipients (Fondazione di partecipazione **Matera-Basilicata 2019** 2014:108–109). As stated their greatest evaluation will focus on the opinions of external factors and visitors as information about visitors' characteristics, age, job, gender, place of residence will be collected. **Matera 2019** has agreed on evaluation of the project, its control and the allocation of activities with the Head of Research at Institute of Cultural Capitals (Fondazione di partecipazione **Matera-Basilicata 2019** 2014:108).

Leeuwarden 2017 team collaborates with several universities and municipalities on project success evaluation. The evaluation is also carried out in four phases:

1. Inception.
2. Baseline and pre-European Capital of Culture interim evaluation.
3. Post-European Capital of Culture initial evaluation.
4. Longer-term evaluation of the impact and legacy of the European Capital of Culture (Foundation **Kulturele Haadsted 2018** 2013:113).

They seek to establish an independent evaluation team, which stakeholders and a group of experts will monitor their data collection and quality (Foundation **Kulturele Haadsted 2018**. 2013:113). **Leeuwarden 2017** has set and described 32 key performance indicators that will evaluate the project's results and impacts in various areas: economy and tourism, political and social environment, cultural access and participation, cultural vibrancy and sustainability, image and perception, governance and delivery process, etc. (Foundation **Kulturele Haadsted 2018** 2015:113–116).

Each international cultural project under the study provides indicators that are measured and evaluated in order to find out the success of the project. In each project indicators are different and the amount of them also differs. However, all projects used either success indicators or key performance indicators that are measurable in numbers and indicate which legacy will remain after the completion of project. Projects do not disclose other areas of evaluation such as the project itself, activities, teamwork but officially seek to investigate only the project results. To achieve the success indicators and results outlined in the projects there is a need to complete the necessary activities and successfully ensure their implementation and control, therefore, it would be useful to follow the critical success factors and the model for evaluation of the international cultural project success in order to achieve the desired results and to carry out the project activities smoothly and successfully. **Kaunas 2022** set up success factors/expected impact (**Kaunas 2022** 2017:12–13) but they are not similar to the critical success factors considered in the theory and are oriented towards the project impact on other organizations and groups and the results achieved by the project.

Finance, sponsorship and financial allocation were clearly described in all applications. Big attention and

importance is focused on the financial aspects which is why it is an important critical success factor. Also, each application often referred to communication and described the communication strategy in detail and communication rules. Although the evaluation documents did not mention critical success factors in the evaluation section but from the collected data in other sections and interviews it can be stated that the investigated international cultural projects use critical success factors, know their importance but they do not evaluate them.

Use of the International Cultural Project Success Evaluation Model

Project-related factors, international collaboration, project coordinator competencies, communication and external factors have the biggest influence on the international cultural project success. Used art forms and international cooperation tools critical success factors as critical success factors of management and control software systems are more adaptable to an individual project because they are strongly dependent on the project objectives and use of it, the importance depends on the project type and the sought results. The smallest influence have these critical success factors: **the international team leadership, price setting** (if the project activities are for free and it is not commercial), **used art forms' communication channels** because it could be used ordinary communication channels, **project management software and work flow management systems** because it could be done during meetings, using reports and these systems and software are used mostly on big scale project with a lot of activities at a time. The results are usually assessed using success criteria, not critical success factors, which can be used to integrate critical success factors with other success factors and evaluate the project's performance and results.

International Cultural Project Success Evaluation Model or part of its critical success factors can be used to evaluate project's individual activities from the programme, individual performances and events that create a complex and long-term project. Also, this model can be used for short-term projects as well, because even in the methodologies of long-term international cultural project success evaluation there are suggestions to make evaluation several stages and individual events.

The evaluation of international cultural project success is **measured at the stages of the project activity** in order to ensure that the activities are carried out to achieve the desired goals and evaluate the areas that need further improvement. However, the team of each international cultural project has to choose its own critical success factors for the project activity and evaluation from the completed model in accordance with its defined goals, ideas and ongoing programme. Success indicators are **individually selected** by each international cultural project team as they depend on the defined project goals. There is a possibility to use common success indicators: **time, quality and costs** that are needed and implemented in each international cultural project with priorities for the two selected indicators of the three. It is possible to pre-determine possible problems and avoid them by using the critical success factors of International Cultural Project Success Evaluation Model.

Conclusions

European Capital of Culture projects are planning to evaluate the project success after the completion of the project in cooperation with the selected university com-

munity or by setting up an independent evaluation team. European Capital of Culture projects have not been created or chosen the model for project success evaluation but have set success indicators or key performance indicators that will be used to evaluate project outcomes and long-term impact on the economic, political, social and cultural dimensions. The project success will be evaluated at several levels or stages. Great focus is on finance and communication. European Capital of Culture projects have not set up critical success factors in project success evaluation but they understand their importance.

All of the critical success factors identified in the International Cultural Project Success Evaluation Model have been identified as affecting the project success at least by one of the European Capital of Culture project. Project-related factors, international collaboration, project coordinator competencies, communication and external factors have the biggest impact on international cultural project success. Factors of the same groups influence time, quality and costs. Time, quality and costs remain one of the most important criteria for project success evaluation. The importance of other groups (used art forms, international collaboration tools) depends individually on the project and on its objectives.

Recommendations

All international cultural projects should identify critical success factors or other success indicators in the first phase of the project so that project team members know from the project start the desired results and achieve the required methods and activities. In this case the whole team will work purposefully and coordinated to ensure the project success.

For Aarhus 2017 project team together with the selected university is recommended to add critical success factors or

the information provided in this work in creation of a new international cultural project success evaluation model. It should be included in purpose to evaluate not only the results achieved during the project and the legacy created after it but also the activities carried out during the project. Then it will be clearer for other researchers or international cultural project coordinators on what activities they should focus on in order to achieve the established core performance indicators.

It is recommended for Kaunas 2022 project team to select two of the three time, cost and quality criteria that would be the priority criteria for the project implementation before the start of project programme. Also, project management software or a workflow management program, mandatory regular reports would help to better coordinate internal communication while team members are still working in different jobs on purpose to know about all the areas in the project.

The Leeuwarden 2018 project is proposed to identify critical success factors on the last year of the project when will be carried out a great number of programs and events, to help achieve the desired project results and to strengthen the team knowledge of orientation. Well-coordinated and planned teamwork is required to achieve the 32 key performance indicators.

Matera 2019 team is recommended to evaluate the project success in several stages and different activities. In this case there will be identified activities that will bring success to the project and which should be further improved. The Matera 2019 project could review and evaluate all external risk factors that could have a positive and negative impact on project performance. At the same time it is worth to evaluate existing stakeholders and use them for planning and to shorten the timing of delays.

1. Aarhus 2017 Foundation. 2012. Aarhus 2017 Candidate European Capital of Culture 2017. Prieiga: <http://www.aarhus2017.dk/en/about-us/publications/>, [Žiūr. 2017–05–19].
2. Aarhus 2017 Foundation. 2015. European Capital of Culture Aarhus 2017 / Strategic Business Plan. Prieiga: <http://www.aarhus2017.dk/en/about-us/publications/>, [Žiūr. 2017–05–19].
3. Alias, Z. et al. 2014. „Determining Critical Success Factors of Project Management Practice: A conceptual framework“, *Procedia Social and Behavioral Sciences*, 153:61–69.
4. Aquilani, B. et al. 2017. „A systematic literature review on total quality management critical success factors and the identification of new avenues of reasearch“, *TQM Journal*, 29(1):184–213.
5. Banihashemi et al. 2017. „Critical success factors (CSFs) for integration of sustainability into construction project management practices in developing countries“, *International Journal of Project Management*.
6. Binder, J. 2009. „The Global Project Mangement Framework: Communication, Collaboration and Management Across Borders“, *Strategic Direction*, 25(9):1–7.
7. Binder, J., Gardiner, P.D., Ritchie, J.M. 2010. „A model of success factors for Global Project Management“, *Project Perspectives (eds. International Project Management Association)*, 32:4–11. *The Project Management Association Finland*.
8. Brindge, M., DeVereaux, C. 2011. *The Arts Management Handbook*. New York: M.E. Shape.
9. Chan, A. P. C., Scott, D., Chan, A. P. L. 2004. „Factors affecting the success of a construction project“, *Journal of Construction Engineering Management*, 130(1):153–155.
10. Clarke, A. 1999. „A practical use of key success factors to improve the effectiveness of project management“, *International Journal of Project Management*, 17(3):139–145.
11. Eberlein, M. 2008. „Culture as a Critical Success Factor for Successful Global Project Management in Multi-national IT Service Projects“, *Journal of Information Technology Management*, 19(3):27–42.
12. Fondazione di partecipazione Matera-Basilicata 2019. 2014. Matera candidate city european capital of culture 2019. Prieiga: <http://www.matera-basilicata2019.it/en/mt2019/matera-2019-book.html>, [Žiūr. 2017–05–19].
13. Foundation Kulturele Haadsted 2018. 2013. Leeuwarden-Ljouwert's application for European Capital of Culture 2018. Prieiga: <http://www.2018.nl/en/downloads>, [Žiūr. 2017–05–19].
14. Frame, D. J. 2003. *Managing Projects in Organizations*. San Francisco: Jossey-Bass.
15. Ika, L. A. 2009. „Project Success as a Topic in Project Management Journals“, *Project Management Journal*, 40(4):6–19.
16. Young, T. L. 2007. *The Handbook of Project Management*. London: Kogan Page.

17. Judgev, K., Muller, R. 2005. „A Retrospective Look at Our Evolving Understanding of Project Success“, *Project management journal*, 36:23–24.

18. Kardelis, K. 2016. *Mokslinių tyrimų metodologija ir metodai*. Vilnius: Mokslo ir enciklopedijų leidybos centras.

19. Kaunas 2022. 2017. *Kaunas Šiuolaikinė Sostinė. Miestas kandidatas Europos kultūros sostinė*. Prieiga: <http://kaunas2022.eu/apie-europos-kulturos-sostine/>, [Žiūr. 2017–05–19].

20. Kealey, D. J. et al. 2005. „Re-examining the role of training in contributing to international project success: A literature review and an outline of a new model training program“, *International Journal of Intercultural Relations*, 29:289–316.

21. Kiznytė, J., Čiutienė, R., Dechange, A. 2015. „Applying Cultural Intelligence in International Project Management“, *PM World Journal*, 4(6):1–16.

22. Lientz, B., Rea, K. 2012. *International Project Management*. California: Academic Press.

23. Meredith, J. R., Mantel, S.J. 2009. *Project Management A Managerial Approach*. Hoboken: John Wiley & Sons.

24. Morris, P. W. G. and Hough, G. H. 1987. *The Anatomy of Major Projects: A Study of the Reality of Project Management*. John Wiley & Sons Ltd., Chichester.

25. Muller, R., Turner, R. 2007. „The Influence of Project Managers on Project Success Criteria and

26. Neverauskas, B. et al. 2010. *Projektų valdymas*. Vilnius: Technologija.

27. *Project Success by Type of Project*“, *European Management Journal*, 25(4):298–309.

28. Nokes, M. et al. 2003. *The definitive Guide to Project Management*. London: Pearson Education.

29. Parsanejad, M., Matsukawa, H., Teimoury, E. 2013. „A Comparative Framework for Measuring Project Success“, *Innovation and Supply Chain Management*, 7(1):6–18.

30. Pinto, J. K., Mantel, S. 1990. „The Cause of Project Failure“, *IEEE Transactions on Engineering Management*, 37:269–276.

31. Pinto, J. K., Slevin, D. P. 1987. „Critical Factors in Successful Project Implementation“, *IEEE Transactions of Engineering Management*, 34(1):22–28.

32. *Project Management Institute*. 2004. *Project Management Body of Knowledge (PMBOK Guide)*. Pennsylvania: Project Management Institute.

33. Rodriguez-Segura, E. et al. 2016. „Critical success factors in large projects in areospace and defence sector“, *Journal of Business Research*, 69:5419–5425.

34. Sennara, M., Hartman, F. 2002. *Managing Cultural Risks on International Projects*. San Antonio: Project Management Institute.

35. Steffey, R. W., Anantmula, V.S. 2011. „International Project Proposal Analysis: Risk Assessment Using Radial Maps“, *Project Management Journal*, 42(3):62–74.

36. Varbanova, L. 2013. *Strategic Management in the Arts*. New York: Routledge.

37. Westerveld, E. 2003. „The Project Excellence Model: linking success criteria and critical success factors“, *International Journal of Project Management*, 21:411–418.

E-mail: rusne.jankunaite@gmail.com
 E-mail: jankauskaitedovile9@gmail.com

Appendix 1.

Use of project related factors

Project related factors	Project type	Value	Size	Clear goals	Complexity	Uniqueness	Real timetable	Planning	Innovation	Sequence of activities	Profitability	Design	Sponsorship and funding types	Distribution of resources
Aarhus 2017	+	+	+	+	+	+	+	+	+	+	+	+	+	+
Kaunas 2022	+	+	+	+	+	+	+	+	+	+	+	+	+	+
Leeuwarden 2018	+	+	+	+	+	+	+	+	+	+	+	+	+	+
Matera 2019	+	+	0	+	+	+	0	+	+	+	0	+	+	+

Use of project coordinator related factors

Project coordinator related factors	Organizing skills	Coordinating skills	Leadership skills	Motivating skills	Flexibility and adaptability	Effective conflict solving	Distribution of responsibilities	Creation of structure	Trust	Contract management	Cross-cultural competence	Control	Experience	Tolerance
Aarhus 2017	+	+	+	+	+	+	+	+	+	0	+	+	+	+
Kaunas 2022	+	+	+	+	+	+	+	+	+	+	+	+	+	0
Leeuwarden 2018	+	+	0	0	+	+	+	+	0	+	+	+	+	+
Matera 2019	+	+	+	+	+	+	+	+	+	0	+	+	+	+

Use of used art forms related factors

Used art forms related factors	Fform type	Communication channels	Placement selection	Price setting	Use of technology
Aarhus 2017	+	+	+	+	+
KEKS 2022	+	o	+	+	+
Leeuwarden 2018	+	o	+	o	+
Matera 2019	+	+	+	o	o

Use of communication factors

Communication factors	International communication strategy	Communication channels	Communication rules	Templates	Stakeholder list and features	Communication with stakeholders	Feedback
Aarhus 2017	+	+	+	o	+	+	+
KEKS 2022	+	+	+	+	+	+	+
Leeuwarden 2018	+	+	+	+	+	+	+
Matera 2019	o	+	+	+	+	+	+

Use of international team factors

International team factors	Cross-cultural collaboration	Cross-cultural negotiation	International team leadership	International team work and team cohesion	Coaching	Trust building	Conflict resolution
Aarhus 2017	+	+	+	+	+	+	+
KEKS 2022	+	+	o	+	+	+	+
Leeuwarden 2018	+	+	o	+	o	+	+
Matera 2019	+	+	o	+	+	+	o

Use of external factors

External factors	Social environment	Economical environment	Cultural environment	Technological environment	Political environment	Legal environment	Ecological environment	Physical environment
Aarhus 2017	+	+	+	+	+	+	o	+
KEKS 2022	+	+	+	+	+	+	+	+
Leeuwarden 2018	+	+	+	+	+	+	+	+
Matera 2019	+	+	+	o	+	+	o	o

Use of international collaboration tools factors

International collaboration tools factors	Basic collaboration tools	Audio and video tools	Image tools	Text tools	Knowledge sharing tools	Project management software	Work flow management systems
Aarhus 2017	+	+	+	+	+	+	+
KEKS 2022	+	+	+	+	+	o	o
Leeuwarden 2018	+	+	+	+	+	o	+
Matera 2019	+	+	o	+	+	+	o

Use of time, quality and cost

	Time	Cost	Quality
„Aarhus 2017“	+	+	+
„Kaunas 2022“	o	o	+
„Leeuwarden 2018“	+	+	+
„Matera 2019“	+	+	+