

DOI 10.46320/2077-7639-2025-8-141-51-59

# Economic analysis of cultural institutions in the Kaliningrad region and their specific features

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The article presents analytical data on cultural institutions of Kaliningrad region. The assessment of the quality of work of employees of cultural institutions is presented by means of sociological research. In the assessment the following criteria were used: the index of compliance of information about the institution's activity, placed on its information resources. The main elements of the innovation cluster are considered, through which it is supposed to create several cultural and educational complexes, which in fact represent a unique educational project in the region. Through them, introduction to art will be carried out, changing the quality of life of people in the region, as well as the to form points of growth in the Kaliningrad region. The aim of the article is to identify problems and directions of development of cultural institutions in Kaliningrad region.

**FOR CITATION**

Gasparyan G.Yu. Economic analysis of cultural institutions in the Kaliningrad region and their specific features. *Diskussiya [Discussion]*, 8(141), 51-59.

**APA**

**KEYWORDS**

*Cultural institutions, Kaliningrad region, sociological survey, innovation cluster.*

# Экономический анализ учреждений культуры Калининградской области и специфики их функционирования

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В статье приведены аналитические данные об учреждениях культуры Калининградской области. Представлена оценка качества работы сотрудников учреждений культуры сопровождает их работу посредством социологических исследований. В оценке использовались критерии: показатель соответствия информации о деятельности учреждения, размещённой на её информационных ресурсах. Рассмотрены основные элементы инновационного кластера, посредством которого предполагается создание нескольких культурно-образовательных комплексов, по сути, представляющих собой уникальный просветительский проект в регионе. Посредством их будет производиться приобщение к искусству, меняющее качество жизни людей на территории региона, а также формирование точек роста в Калининградской области. Цель статьи – определить проблемы и направления развития учреждений культуры Калининградской области.

## ДЛЯ ЦИТИРОВАНИЯ

## ГОСТ 7.1-2003

Гаспарян Г.Ю. Экономический анализ учреждений культуры Калининградской области и специфики их функционирования // Дискуссия. – 2025. – № 8(141). – С. 51-59.

## КЛЮЧЕВЫЕ СЛОВА

Учреждения культуры, Калининградская область, социологический опрос, инновационный кластер.

The sphere of culture and art plays a significant role in the Kaliningrad region. It has become especially relevant in recent years, when the region has joined the program for the development of domestic tourism in the country. There is a significant increase in the demand of the population to visit Kaliningrad, and accordingly the number of visitors to its cultural institutions is increasing [1]. Based on this, the need for the formation of competent personnel and specialists in ensuring cultural activities in the region is growing, simultaneously with an increase in the need to open new and develop existing cultural institutions.

In this regard, a cultural and information space is formed in the region, which includes data on all available objects of interest to tourists and residents of the city in the field of art. The presence of interesting history and the peculiarities

of Kaliningrad's geographical location increase interest to this region and strengthen tourist flows to it among Russian and foreign citizens [2].

In order to develop culture, many state programs are formed, which are aimed at the development of the cultural sector as a whole and its individual segments. An example is the Concept of State Policy of the Kaliningrad region, which was approved for the period up to 2030 [3].

This concept assumes the development of the system of financing of the cultural sphere for the period it is approved, as well as the participation of the region in the realization of the national project "Culture" [4].

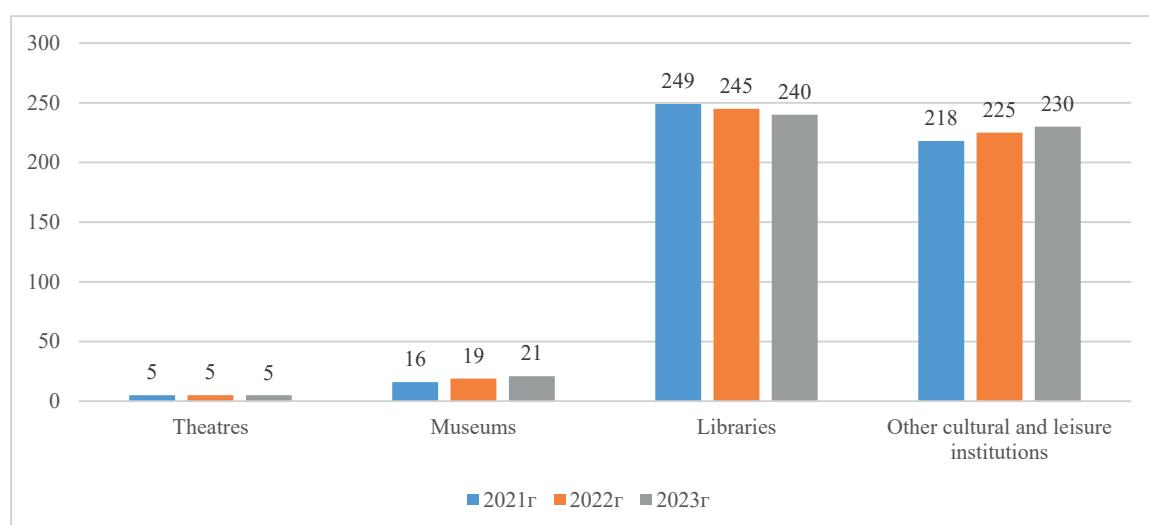
The policy of the Government of the Kaliningrad Region is aimed at developing the educational, cultural and cognitive sphere of the individual

by transforming the model of cultural policy, with the aim of integrating cultural educational institutions into this process. In order to understand the role of cultural policy in the Kaliningrad region, it is advisable to consider some statistical data on the work of cultural institutions in the region. Information on the dynamics of the number of cultural institutions in the Kaliningrad region is given in the figure.

The positive dynamics of increase in other cultural and leisure institutions and museums is noticeable. At the same time, the number of libraries is decreasing due to the decrease in the population's interest in reading books offline, since most of the people are switching to using books in digital format. The number of theaters remains unchanged, but work is underway to open new facilities that will also present theatrical performances.

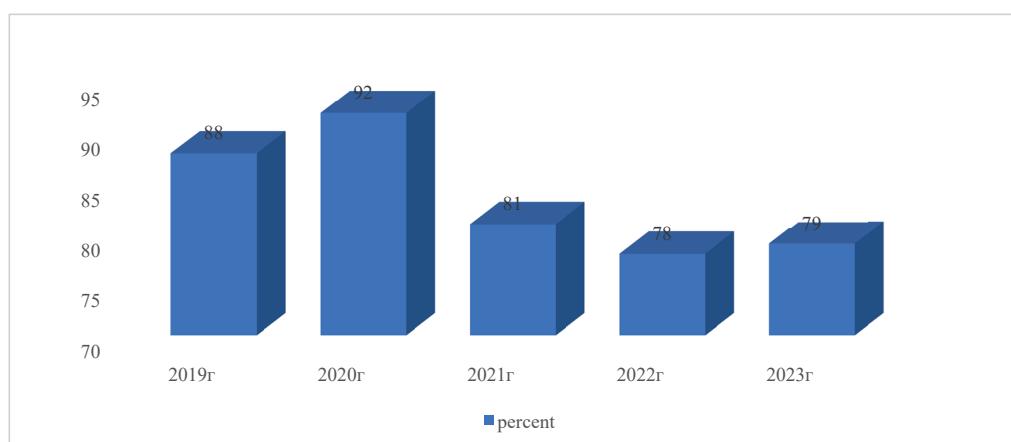
In general, the number of cultural institutions is sufficient for the region, which contributes to the mass development of individual consciousness in public environments. At the same time, the development of such institutions positively affects the processes of thinking and formation of the social image of citizens, which contributes to ensuring a stable social situation in the region and the country.

The development of cultural institutions is promoted by the government of the Kaliningrad region and the country as a whole. Projects are implemented to finance cultural institutions including their activities and individual cultural events. A number of them are involved in the National Program "Culture" and represent the national scale of cultural activities, others are financed at the regional level. To understand the role of the state in regulating the development



*Figure 1. Dynamics of the number of cultural institutions in Kaliningrad Oblast, units*

**Source:** compiled by the author according to Kaliningrad Oblast in Figures. 2023: Brief Statistical Collection / Kaliningradstat-Kaliningrad, 2023. – 142 p.



*Figure 2. Share of budget funds in financing of cultural institutions in Kaliningrad region, %*

**Source:** compiled by the author according to: [Electronic resource]. – Access mode: <https://culture-tourism.gov59.ru/>

of culture, let us present dynamics of the share of budget financing of cultural institutions in Figure 2.

The figure shows that many cultural institutions are shifting from predominantly state funding to the “state – non-budgetary activities” format. As a result, from 90% of budget expenditures, the share of financing of key cultural institutions in the region decreased to 79%. This proves the importance of budgetary funds, but at the same time it shows that with increasing growth on cultural infrastructure, increasing interest to it from the population of the country and other states, the institutions of this sphere will develop significantly, attracting investment and increasing the volume of own funds, reducing the share of budgetary funding in the revenue budget.

In addition, these facts testify the level of development of the cultural sphere and the dynamics of the indicator of accessibility of culture in Kaliningrad region, which is presented in Figure 3. Such analysis is carried out among population through regular surveys conducted by the regional government. The average indicator is revealed, which shows the level of accessibility of cultural institutions, both in financial and other factors in 100% assessment.

The figure shows that at present the accessibility of cultural institutions is estimated at 100%, which indicates an improvement in the quality of their infrastructure, financial stabilization, and, accordingly, the growth of accessibility among the population of the country. All this proves the importance of cultural institutions in the development of this sphere and the role of the state in this process.

The regional government is serious about the field of culture and conducts monitoring activities on the quality of these services. For example, within the framework of the competition for the best cultural institution in the region, held in 2023, the first places were taken by the by the May branch, Recreation Center of Gusev;

Center for Culture, Museum and Library Services of Krasnoznamensk; Recreation Center “Mashinostroitel” in Kaliningrad; and the Center for Culture and Leisure “Parus” of Sovetsk. The institution in Gusev was recognized as the best among museums [5].

Assessment of the quality of work of employees of cultural institutions accompanies their work by means of sociological research. According to results of the research for the purpose of independent assessment of the quality of conditions of service provision by cultural organizations of the Kaliningrad region, conducted in 2022, an analytical report was compiled [6]. Based on the overall rating, the first place was awarded to the State Budgetary Institution of Culture “Kaliningrad Regional Youth Library named after V. Mayakovsky.

In the course of the research a survey was conducted among the population of the region, which resulted in determining the main assessments of accessibility and quality of services provided by cultural institutions. Thus, the level of satisfaction of Kaliningrad region residents with the quality of services provided in the cultural sphere is shown in Figure 4.

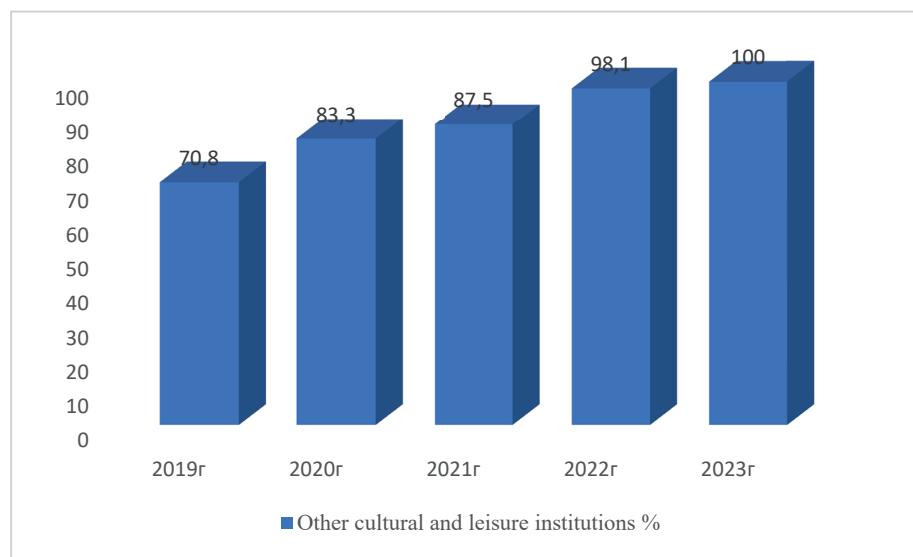


Figure 3. Dynamics of accessibility of cultural institutions in Kaliningrad region for the population, %

Source: compiled by the author according to: [Electronic resource]. – Access mode: <https://culture-tourism.gov39.ru/>

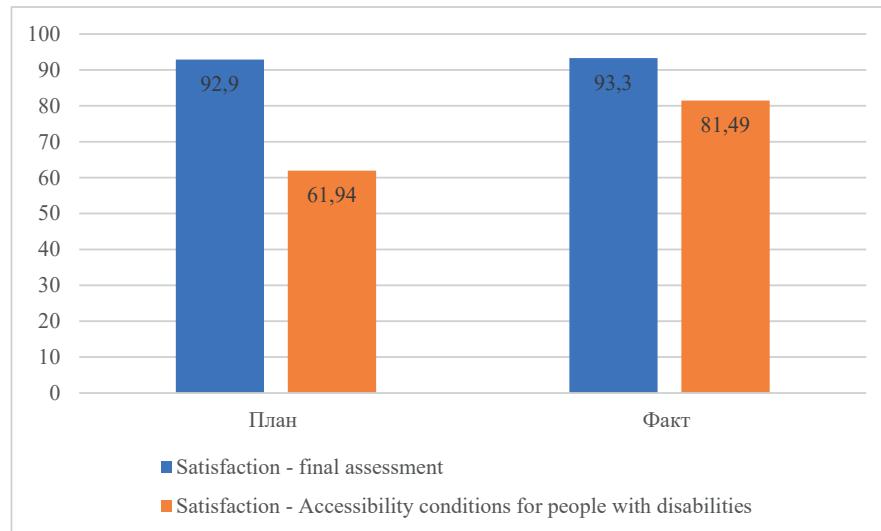
The survey showed a slight deviation of actual indicators from planned ones. In addition, there is a rather significant deviation of the quality of services provided for people with disabilities in comparison with the planned indicators (actual 62%, plan – 84.5%).

The evaluation used the following criteria: the indicator of compliance of information about the activities of the institutions posted on their information resources with the actual ones.

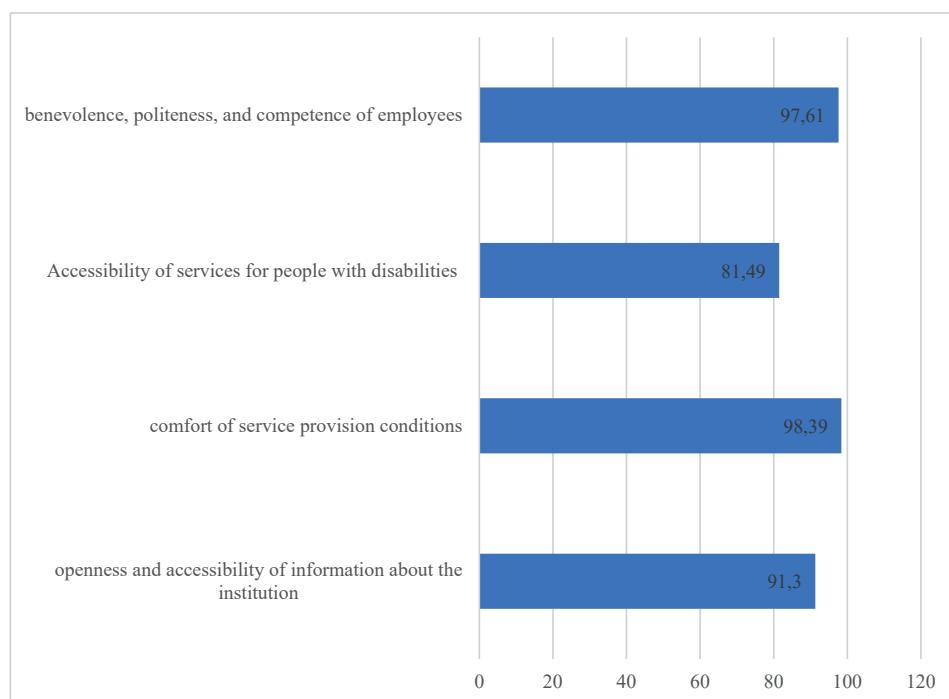
In addition, the factors of availability on the official website of the cultural institution of ways of feedback, interaction with the recipient of services were investigated. The share of service recipients who are fully satisfied with the openness and accessibility of information about the activities of the institution was also studied.

The distribution of the obtained results is shown in Figure 5.

Practically all the scores received do not satisfy the maximum value. This is due to the fact



*Figure 4. Level of satisfaction of Kaliningrad residents with the quality of services provided in the cultural sphere, %*  
**Source:** compiled by the author according to: [Electronic resource]. – Access mode: <https://culture-tourism.gov39.ru/>



*Figure 5. Distribution of obtained results by quality of services in the cultural sphere, %*  
**Source:** compiled by the author according to: [Electronic resource]. – Access mode: <https://culture-tourism.gov39.ru/>

that there are problems in the property provision of cultural institutions and financing, but mostly due to the lack of qualified personnel in this sphere. Currently, cultural institutions are experiencing an acute shortage of employees, which does not allow providing the population with interesting theatrical performances. In addition, there is a shortage of personnel who manage stage craftsmanship, directing, making competent managerial decisions in this sphere.

The deficit of personnel in the field of culture is related to the lack of educational institutions operating in the region.

Thus, in 2023 there were 10 art institutions in general education in the territory of Kaliningrad region.

However, art institutions contribute to the development of students' creative abilities by helping them discover their potential in such art fields as music, painting, theater and dance, among others [7].

Educational institutions in the Kaliningrad region of art provide cultural enrichment for children by introducing them to different art movements and styles, which shapes their aesthetic taste and critical thinking.

They also play an important role in training future professionals in the field of culture and art, contributing to the development of the region's cultural infrastructure. Art institutions organize concerts, exhibitions, theatrical performances that enrich the cultural life of the region and attract public attention.

Interacting with theaters, museums and libraries, experience and resources are exchanged between cultural institutions, as well as opportunities for high-quality and interesting training of students are expanded [8].

Thus, art institutions in the field of general education in the Kaliningrad region are a serious component of the cultural potential of the region's infrastructure, contributing not only to the development of artistic skills and talents of children, but also have a certain significance in the cultural life of society. Support and development of such institutions should continue to be in the center of attention both at the regional and federal levels.

At the same time, special attention should be paid to the development of higher education in the region, which provides personnel in the sphere of culture and art.

Currently in Kaliningrad, Immanuel Kant Russian State University graduates specialists in the specialty

51.03.01 Cultural Studies, Kaliningrad branch of the Russian State University of Tourism and Service – in the direction 54.03.02 Decorative and Applied Arts and Folk Crafts [9].

At the same time, until recently there were no areas of training in stage art and theater skills. Since 2024, a branch of RGISI – "Baltic Higher School of Musical and Theatrical Art" has been opened in the city [10]. In this university began training in following specialties:

"Acting."

"Directing Theater" and "Scenography."

Technology of Artistic Design of the Performance and – Theatrical Studies.

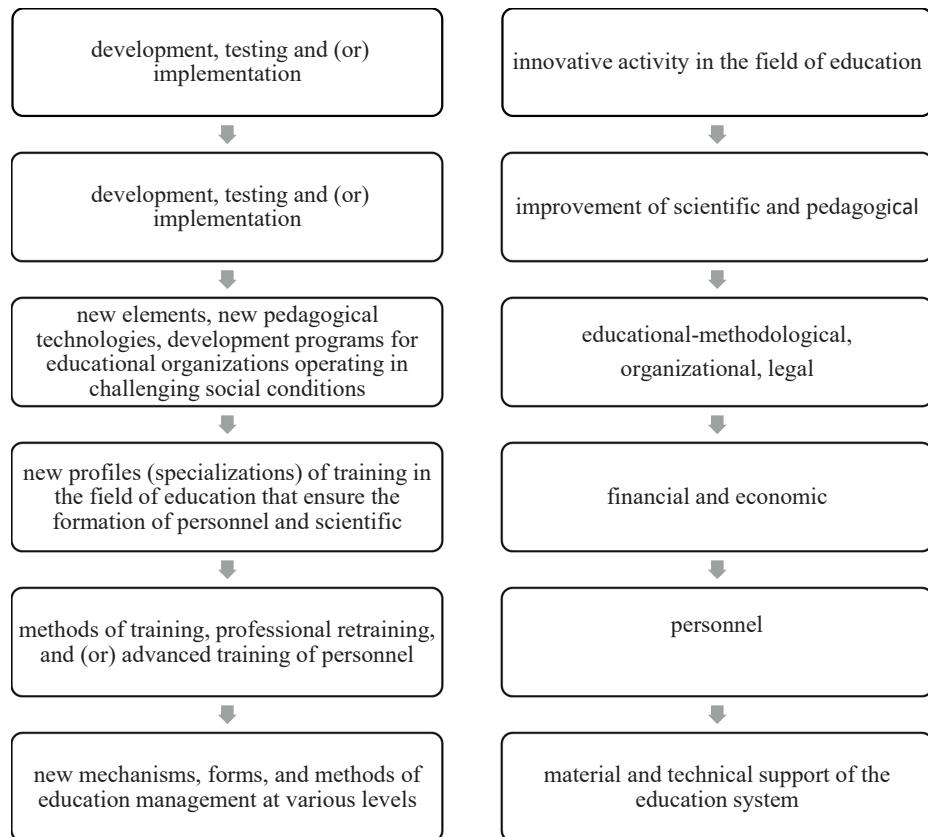
Training in these specialties will increase the provision of cultural institutions with personnel, new actors, directors and scriptwriters will be produced, which will contribute to the development of theaters and cinematography in the region, and thus to the development of culture as a whole.

To this end, realizing the need for the growth of educational institutions of culture, the Government of the Russian Federation has formed an innovative infrastructure in the field of education, aimed at a serious transformation of the educational environment in the field of culture with an emphasis on the development of innovation.

In accordance with Part 4 of Article 20 of Federal Law № 273-FZ of December 29, 2012 "On Education in the Russian Federation" [11], innovative platforms are organizations engaged in educational activities and other organizations operating in the field of education, as well as their associations implementing innovative projects and programs that are essential to ensure the development of the education system.

The main directions of activity of innovative platforms in the sphere of culture and art in Kaliningrad region are new methods of training cultural profiles, creation of innovative educational programs and other directions, the description of which is given in Figure 6.

The implementation of these solutions fits into the overall innovation strategy of the region's cultural development, within the framework of which innovation platforms are developed. Innovation platforms realize different projects in the sphere of culture within each of which plans are drawn up with the involvement of scientific consultants, as well as monitoring of results. In addition, at the level of educational organizations of the cultural sphere information support of the project (program) implementation is developed by informing



*Figure 6. Innovative directions of education development in the sphere of culture and art in Kaliningrad region*

**Source:** compiled by the author.

their participants about the goals, objectives, implementation mechanisms, project results.

As one of the projects, a new cultural cluster was planned the territory of the Kaliningrad region, initiated by the National Cultural Heritage Foundation [12].

The cluster is being built on Oktyabrsky Island, with two platforms open: the eastern and western ones. They are located on both sides of the stadium "Kalininograd", which was built for the World Cup 2018. The total area of the development is about 120 thousand square meters. meters.

The cluster focuses on preserving the unique cultural and historical heritage of the Kaliningrad region, expanding and increasing the number of architectural monuments, museums, theaters and traditions of the region. It aims not only to preserve the history of the region, but also to increase the accessibility of culture and art related to it for a wide audience.

In addition, within the cluster, a large number of new tourist routes are created, many cultural events, festivals and exhibitions are held, attracting tourists to the region as a tourist destination.

However, the main objective of the cluster is to develop educational initiatives in the field of arts through master classes, lectures and seminars that improve the quality of cultural personnel among the local population [13].

Within the framework of the cluster, active cooperation is carried out between museums, libraries, educational institutions, travel companies and authorities.

A set of modern technologies and innovative approaches in the field of culture are used, including virtual tours, digital technologies for training and other initiatives.

In general, the innovative cultural cluster in the Kaliningrad region performs several functions, the composition of which is shown in Figure 7:

The cluster also includes training theaters, which are necessary for rehearsals and performances of students. Each of them adjusts high-quality and new stage lighting, and sound systems that reproduce conditions as close as possible to on stage performances.

The complex provides many areas for relaxation and socializing, where lectures, workshops and

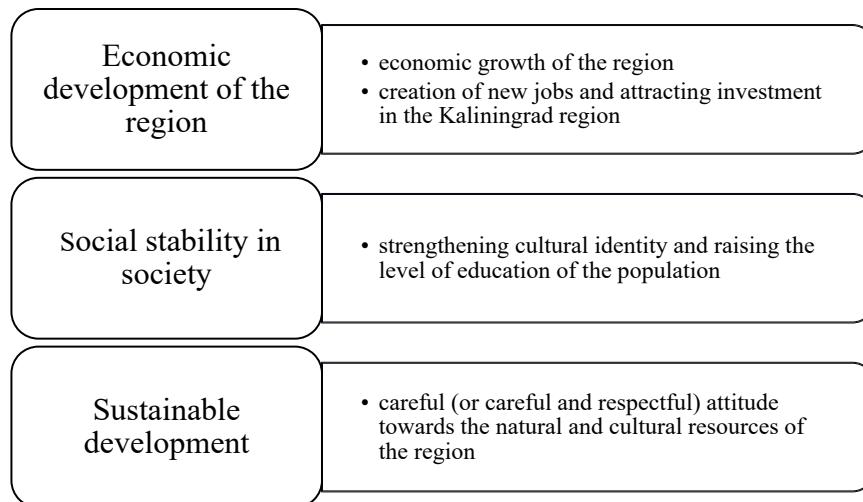


Figure 7. Functions of the innovative cultural cluster of the Kaliningrad region

**Source:** compiled by the author.

meetings can be held. The grand staircases and outdoor amphitheaters create an atmosphere conducive to cultural exchange and interaction between students and teachers. During the warm season, outdoor classes are possible, giving students the opportunity to learn in a more comfortable environment. And the outdoor sports field and amphitheater provide a place for training, rehearsals and cultural events.

All facilities of the complex are equipped with advanced technologies, including acoustic systems, musical instruments, projection equipment and others, which will ensure the highest possible level of learning and creative activity, corresponding to modern standards and nowadays realities.

This project is one of the most significant in the development of educational cultural institutions of the Kaliningrad region, taking into account the specifics of the region, as well as the directions of cultural development in it.

Thus, within the framework of the innovation cluster it is envisaged to create several cultural and educational complexes, which in fact represent a unique educational project. They will be used to introduce people to art, changing the quality

of life of people in the region, as well as to form points of growth in the Kaliningrad region.

Directly educational institutions on the territory of the cluster will make it possible to realize all the conditions for high-quality vocational training of talented specialists who form the new cultural and creative potential of the region and the country.

Museum halls and theater stages equipped with the latest technology will also contribute to the formation of a vast cultural space and bring regional institutions up to the level of world standards.

All this is aimed at increasing the attractiveness of the arts in Kaliningrad and the quality of education in the cultural sphere. Kaliningrad in this context becomes a cultural outpost of the country, attracting tourists and developing cultural cooperation by providing it with highly professional staff.

In these conditions it is necessary to work out a new model of staffing of cultural institutions of the Kaliningrad region, which will take into account the new specifics of functioning. In particular, not only professionals with knowledge and skills in art and culture are required, but also those endowed with competences of professional training of personnel.

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