The power of the arts in business

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ABSTRACT

This paper aims to define the position of the role of the arts for management in today's business landscape. Therefore, it addresses why the arts are relevant in the new business age and how they can drive the management innovation. It discusses why the arts, from an instrumental and utilitarian point of view, matter in business and defines the conceptual background explaining how the arts can be adopted by organizations for management purposes. The focus is not on a specific art form, but on the arts, in general, considering the arts as a management resource and source for organizational development.

1. Introduction

What is the role of the arts in business? How can the adoption of art based perspective transform the management practice? How can the arts contribute to organizational value creation dynamics? Why should organizations integrate the arts into their business models? These are some of the crucial questions that, in the last years, have raised a growing attention from a number of scholars that have pointed out that the arts, in the form of arts based interventions or initiatives, hold a transformative value for organizations and can play an important role, especially in the current unpredictable economic scenario, for the sustainable development of organizations and the enhancement of organizational value creation capacity (Adler, 2006; Austin & Devin, 2003; Darsø, 2004; Nissley, 2010; Schiuma, 2011; Taylor & Ladkin, 2009). Indeed, the arts as a cornerstone of human life represent a source and a means that can inspire and advance the management discipline and practice.

The understanding of the value of the arts in business starts from the acknowledgment that the twenty-first-century business landscape presents characteristics and properties that require organizations to develop new competencies and value creation capacity. The new business age has been shaped by a number of macro-forces that have made the competitive environment unpredictable, ambiguous, uncertain, complex and ever changing, by challenging organizations to become adaptable, resilient, flexible to change and innovative. This involves that relying on efficient and consistent management systems, as traditionally postulated by the modern management, is no longer enough to sustain healthy, competitive and sustainable organizations. Indeed, organizations have to be able to meet changing market demands and

continuous competitive challenges as well as to deal with new waves of disruptive innovations. For this reasons, they need to develop and integrate technological and creative competencies as well as improve their management practices (Hamel, 2007, 2009; Mol & Birkinshaw, 2008). This poses several questions such as "What are the new management principles distinguishing twenty-first organizations? What are the organizational value drivers and management approaches for sustainable value creation? How can organizations foster the development of competencies that fit the challenges of the new business age? What can the arts offer to transform organizations and inspire managers to develop new managerial approaches and instruments?"

This paper addresses these questions, focusing on the changes required to the current management paradigm and discusses the role that the arts can play as a cornerstone for the (r)evolution of management mindsets and systems. It is argued that there is a need to shift from the traditional modern management paradigm to a postmodern management paradigm. In the new business age, the traditional management principles cannot alone support organizational value creation mechanisms and the management is forced to evolve and look for new knowledge domains in order to develop and/or embrace new approaches, models, and tools. The fundamental underlying idea is, that in the new millennium, the creation of value in the organization no longer depends on a mere rationalistic and linear design and functioning of organization's components and processes, but more and more is tied to people's experiences, emotions, and energy in carrying out activities and developing new ideas. This means to acknowledge the living nature of the organizational system and the centrality of humanity. Moving from this assumption, the paper discusses why the arts, from an instrumental and utilitarian point of view, matter in

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business and defines the conceptual background explaining how the arts can be adopted by organizations for management purposes. The focus is not on a specific art form, but on the arts, in general, considering the arts as a management resource and source for organizational development.

2. The new business age

Different and closely intertwined macro forces are transforming the twenty-first century economic and competitive environment (e.g. Friedman, 2005; Held et al., 1999; Mau & The Institute Without Boundaries, 2004; Meredith, 2007). The practical effects of these forces are challenging organizations to develop new behaviors and to adopt new management governance to drive organizational value creation dynamics. In particular, some of the macro-forces that have shaped the new business landscape's characteristics and have disrupted how organizations compete, grow and prosper, can be summarized as follows: 'globalization'; 'business social responsibility'; 'pace of change'; 'value networking'; 'new competitive players'; 'commoditization of technical knowledge'; 'exponential technology evolution and digital revolution'; and 'experienced-based economy'. These forces have generated waves of disruptive innovations with deep transformations of markets, organizations, and economies, resulting in the emergence of new features and properties that are nowadays characterizing the business landscape.

The globalization has made the world 'flat' i.e. very interconnected and interdependent (Friedman, 2005; Mau & The Institute Without Boundaries, 2004), which means that it is very difficult, even impossible, to predict changes and their impacts since business and world vicissitudes tend to ripple across industries and countries. The business social responsibility has emerged as the acknowledgment that the stakeholder value-oriented perspectives have a central role in organizations' value creation dynamics and impacts. This equals to recognize the crucial role of organizations as co-creator of society (Adler, 2006) and to the relevance, for organizations to pay attention to their deep human-based nature. The pace of change is the realization that, in the new business age, change not only is continuous but most significantly it is accelerating and becoming increasingly disruptive. This requires that transformation as a continuous process of change has to become a 'mental status' for organizations that need to engage and nurture employees' ability to be imaginative, creative and open to embrace and promote new solutions. The value networking points out that nowadays the competitive success of organizations is strongly tied to the quality of organizational relationships. This challenges the organization to create a networking culture by paying attention to the factors affecting the quality of a relationship such as trust, closeness, bonding, cohesiveness, and mutuality. The emergence of new competitive players is the result of a mix of factors ranging from the exploitation of traditional economic factors (e.g. labor, energy, and resource costs) to the development of new business models based on the use of the web. This involves that organizations searching for competitive factors have to understand the distinguishing context-specific competitive dimensions on which they can count. Technical knowledge is nowadays gradually becoming a commodity. In fact, it is increasingly easier to procure technical knowledge on the market either because it can be acquired through smart machines and data mining systems, or since it can be transferred through acquisitions, mergers and partnerships, as well as by employing skilled people that assure the absorption of key competencies. This means that new form of knowledge will increase in importance and particular those distinguishing human being such as emotions, energy, intuition, and creativity. Technologies are developing at an exponential rate and their integration with the digital revolution has open to the development of cybernetic systems. This is already transforming industries towards what is labeled as a fourth industrial revolution with technologies and digitization occupying a central role within organizations. This is challenging organizations to understand what are the

dimensions of value added that smart machines cannot provide and rediscover the centrality of people particularly in relation to their creative abilities. The experience-based economy is more and more about the organizations' ability to create intangible value embedded into products and services so that customers' and stakeholders' wants, needs and expectations are fulfilled. These challenge organizations to understand how they can tackle experiential-based dimensions and how they can affect the antecedent factors of experiences such as people's emotions.

The above macro-forces have shaped the characteristics of the twenty-first-century business landscape in a way that can be summarized as complexity, turbulence, fluidity, dynamism, and unpredictability. These are the properties of the new business age that organization has to face. They challenge the traditional management principles focused merely on efficiency and consistency. These principles lose their soundness and need to be integrated with new management principles which would enable organizations to become adaptable and resilient and human centric so that they can encourage continuous evolution and innovation.

3. The new management principles of twenty-first-century organizations

In a business environment becoming more complex and unpredictable, organizations must become more and more dynamic, innovative, intuitive, imaginative, flexible and resilient (Hamel, 2007; Kim & Mauborgne, 2005). This requires the development of management systems that acknowledging the human-based nature of organizations are capable of promoting a high level of engagement and deployment of human capital capacity (Hamel, 2000). In fact, an organization's ability to be dynamic, innovative intuitive and imaginative, not so much depends on technologies and working methods based on technologies and rationalistic-based analysis/approaches but is tied to employees' attitude and power to exercise their creativity and imagination in daily work activities. For this reason, great attention has to be paid to organizational context and management practices. They influence employees' creativity and imagination. Indeed, if employees perceive a supportive and pleasant climate, valuing problem-solving behavior, tolerant of failure and valuing risk taking, they are more likely to be persistent, creative and helpful when faced with unexpected problems. Conversely, employees who perceive their work environments as being not supportive or unwelcoming, not open to experimentation, they are more likely to exhibit negative or counterproductive behaviors (Wolf, Dulmus, & Maguin, 2012).

The giant Google is a well-known example of organizational context and management practices fostering employees' innovative behaviors. It uses practices that give time and space to people to cultivate and express their creativity. Moreover, Google pays great attention to how to inspire and energize employees by combining the shaping of the aesthetic properties of the workplace and the creation of aesthetic experiences.

On the other hand, organizational flexibility and resilience are closely tied to employees' capacity to tackle stress, anxiety, difficulties, failures and more generally negative feelings. It is not random that the success of change management programs in the organization, greatly depends on employees' emotions and energy and their openness and compliance to change. Therefore, organizations aspiring to flourish in the current competitive environment have to make sure that flexibility, compliance to change and propensity to innovate are deeply embedded into employees' behaviors and skills.

In addition, organizations should carefully consider and manage human emotive traits such as passion, hope, morality, imagination and aspirations as key organizational competitive factors affecting the quality of business and most importantly the development of new business solutions (Boyatzis, McKee, & Goleman, 2002; Bruch & Ghoshal, 2003; Gratton, 2007; Steers, Mowday, & Shapiro,

Table 1
An outline of the main managerial issues of the postmodern management agenda.

• The inadequacy of the shareholder value to explain organization's wealth creation and recognition of the interdependence of all stakeholders • Mobilization of human energies by creating engaging and empowering organizations • Catalyzing emotions within organizations • Development of an organizational culture reflecting the ethos of community and citizenship • Adoption of a managerial philosophy aligned with people's nature • Redistribution of power, overcoming hierarchical structures and fostering emergent coordination • Linking power to value performance and making authority linked to people's value contribution • Reduce anxiety and fear; and control of the negative feelings • Promote a risk taking culture and people's freedom to dissent and express themselves • Transform the command-and-control systems into commitment systems promoting trust • Encourage self-discipline and self-assessment • Engage employees to define the meaning driving organizational behaviors and visions, building a collective wisdom • Moving from a top-down supervision control to a peer review evaluation • Get over the traditional strategic planning and promote emergent and evolving strategies that make organizations more adaptable and resilient • Facilitate conversations and information flows	• Arousing 'hearts' by engaging employees' passions to be committed to giving the best of themselves • Spark and sustain people's creativity, and promote an internal market for the best ideas and projects • train people in competence for improving their life and for better thinking • Encourage experimentation and bottom-up initiatives, making innovation everyone's job • Making the business closer to people's wants and needs • Infuse, in the business, feelings such as honor, truth, love, justice, and beauty • Implementation of incentive systems encouraging long-term value creation • Spurring networking and the creation of fluid organizations able to reconfigure and dynamically develop their capabilities • Develop a forward looking approach and imagination, rather than being linked to the past, making sure that management processes do not prefer continuity to change • Building identity and sense of belonging • Developing social intelligence that values a participatory process of setting organizations' directions for the future • Create an organization which is genuinely human • Generation of variations within the organization by embracing diversity • Promoting people's freedom and prompt decision making

2004). In such a prospect, managers are challenged to look at their organizations not just through the analytical and rational thinking lens but also through emotive thinking lens. This means the adoption and implementation of management systems able to balance and integrate hard and soft components of business models in order to achieve higher resilience, flexibility, and efficiency.

The mere interpretation of an organization as a system made up of elements to be managed in order to be efficient, controllable, reliable, stable and optimal in terms of the use of resources, no longer seems adequate to build successful and excellent organizations. The challenges of the new business age undermine the solidity of companies and press for organizations to cultivate new capabilities and adopt new management principles. In particular, the complexity of today's business landscape makes the established linear and rationalistic management thinking, characterizing the modern management paradigm no longer sufficient for the governance of organizations. The Scientific Management approach postulated by Taylor is the basis of the modern management paradigm. The fundamental assumption of this paradigm is that business performance improvements and organizational value creation depend on a rational understanding, planning, and functioning of the structure, processes, and actions of an organization. Control, standardization, measurability, specialization, precision, predictability, stability, reliability, hierarchy, simplification and optimization are key principles of the modern management. Over the years, consistently with these principles, several management approaches and models have been developed and absorbed by organizations, such as total quality management, lean production, business process reengineering, supply chain management, six sigma, to name few. These management systems that postulate technical efficiency need to be enriched and integrated with approaches and models that pay particular attention to people's engagement and creativity development and management.

The role and centrality of people have changed in the last century. Tracking the origins of modern management, the initial attention on employees' commitment was on how to develop semi-skilled employees to carry out work activities efficiently and in a controllable way (Mol & Birkinshaw, 2008). With the growth of the market and the development of enterprises along the twenty-century, the attention moved from making employees' work controllable to assuring that people are responsible for decision making having enough information for their tasks. Starting from the nineties there was a growing attention on knowledge management and how people, as knowledge workers, develop and apply their know how. In the new business age, with the

development of learning machine and the big data evolution, the key task for managers is how to engage and stimulate employees so that they can feel motivated and inspired in everyday working activities and to operate as innovation and transformational agents by deploying their creativity. In such a prospect, the traditional principles of the modern management show their limitations in activating and igniting human emotion and energy so that they can be turned into intuition, imagination, and creativity. This entails an enlargement of the view of the modern management paradigm, through what it is possible to name "a postmodern management view". It aims to denote another way in which managers need to approach the challenges and problems characterizing twenty-first-century organizations; and points out the importance of enriching the traditional understanding of organizations with a new interpretative perspective and management's set of ideas, models, and techniques. The fundamental assumption behind the postmodern notion is that the complexity of today's business realities undermines the idea of the effectiveness of a management fully inspired by rational thinking, predictability, determinism, simplification, control, and hierarchy (Axelrod & Cohen, 2000). Nowadays organizations to prosper need to understand how to catalyze and employ not only people's rational faculties but also their soft skills and emotive capabilities (Adler, 2006, 2010). This requires the development of organizational capabilities that combines and synergistically integrates the rational organizational dimensions with the emotive ones (Schiuma, 2011).

4. The post-modern management and the techno-human nature of organizations

Hamel (2009) investigating what he labels "Moon Shots for Management" argues that managers in the new business age will need to face a new set of problems, resulting from a volatile and unforgiving environment and this new competitive reality requires new management imperatives. So addressing the main great management challenges that will absorb the efforts of management innovators in the new millennium Hamel concludes that "what companies once regarded as merely a moral imperative—creating organizations that are genuinely human—has become an inescapable business imperative" (2009, p. 14). A number of managerial issues can be identified. Table 1 gathering the analysis of Hamel (2009) and Schiuma (2011) provides a summary outline of the key issues that characterize the postmodern management agenda and are affecting how organizations create value.

The listed issues corroborate the statement that the current business world requires adaptability and resilience, and the excellence of an organization depends on the integration of the rationalistic understanding of organization with a vision that conceives the organizations as human systems whose final goal is to generate wealth for people (Adler, 2010). Therefore, the acknowledgment of the centrality of people in organizational value creation is a fundamental facet characterizing the postmodern management paradigm.

This paradigm places renewed emphasis on the contribution of employees to the efficiency and excellence of organizational systems. Especially it highlights the relevance of taking into account people's emotions and energy as an integral component of the organizational knowledge domains affecting business performance.

High productivity and innovation can be more easily achieved when employees perform work activities in a passionate way (Hamel, 2000). Indeed, the prosperity of an organization depends on technical and rational faculties of its employees as well as on their energy and emotion. The notion of passion refers to the relevance that people are connected with what they do and feel good in performing their working activities. Therefore, being passionate about working activities means to discover what people like about what they do and to give an internal and intrinsic satisfactory motivation.

Taking into account the above context, there is a deep change of fundamental management question. The traditional modern management paradigm has focused the attention on how to make an organizational system efficient and controllable so that executives could define and drive the organization towards targeted objectives and along planned directions. Nowadays in a complex business landscape managers have to navigate organizational value creation dynamics differently. The new key issue of the postmodern management paradigm is how to set up organizational systems that recognize the relevance of human nature and utilize people's emotions and energies as key value drivers to steer the capacity of organizational value (Schiuma, 2011). Acknowledging the pivotal role of human beings in business activities means conceiving the management of aesthetic and emotive dimensions as an explaining factor in the success and excellence of organizations (Taylor & Hansen, 2005).

Emotions explain and contribute to the quality of the organizational value creation mechanisms, by acting as enablers or as barriers having the capacity to moralize and demoralize, mobilize and immobilize organizational energies (Frank, 1988). In fact, emotions affect the engagement of people. They act as catalysts of factors affecting organizational behavior and the business performance, such as satisfaction, enthusiasm, flexibility, loyalty, creativity, change and innovation propensity, identity, diversity, culture, risk taking, and so on (Flam, 1993). They influence the outcomes of organizational business activities and help to explain both the failure and the success of an organization's ability to adapt to external environmental changes or to proactively create changes. Emotions, such as respect, diffidence, fear, or faith can build or break organizational structure as forces that mobilize conflict or determine a sense of belonging (Collins, 1990; Fineman, 1985). Stress, as underlined by Newton and Fineman (1995) is a pervasive emotion that needs to be controlled in order to avoid it invalidating employees' efforts and performance. The sense of attachment, tedium, gloom, enthusiasm, excitement, and flow (Sandelands, 1988) influence the ways of doing work activities. While relationships among employees are greatly affected by how people think others, see and judge them, as well as by moral conduct and ethical behaviors (Callahan, 1988; Scheff, 1988).

The challenge for managers is how to harness people's emotions and other soft-based skills distinguishing human beings with the scope of positively impacting on the organizational capacity for business performance improvements. For this reason, executives can resort to the management of organizational aesthetic dimensions. The management of aesthetic dimensions can address organizational aesthetic experiences and/or properties. Organizational aesthetic experiences refer to the quality of employees' experiences within the organization, including their well-being, the quality of their daily work activities and the engagement level in what they do. Organizational aesthetic properties characterize the aesthetic qualities of the organization's tangible and intangible infrastructure (from equipment and interior design to workplace culture and climate) to affect people's experiences. By managing aesthetic dimensions, organizations can affect people's emotions and energy both externally and internally with a positive impact on organizational value creation. Externally, for example, the aesthetic dimensions can affect how an organization communicates with, and are perceived by, external stakeholders, which in turn, determines how organizations' value propositions are perceived and valued. Several companies, such as for example Coca Cola; Ferrari, Starbucks, just to name a few, use the management of aesthetic experiences as a key competitive lever to build and support customer relationships and as an instrument to create intangible value. On the other hand, internally, aesthetic experiences can influence the well-being of employees and how they are engaged to give the best of themselves to support the organization to achieve success and business excellence. Companies such as Pixar or Google, have traditionally paid great attention to the creation of a pleasant organizational climate in which employees can feel happy and inspired, by investing in the artistic, creative and playfulness design of workplaces and the development of recreational activities.

5. The arts in business

The power of the arts in business is fundamentally related to their role as aesthetic technologies. In this context, an aesthetic technology is defined as art forms and/or artistry process that are instrumentally used in order to deal with or solve a business/organizational issue. This equals to consider artistic projects and practices as practical means to manage organizational aesthetic dimensions of an organization. Indeed, through the arts, it is possible to foster people's aesthetic experiences and manipulate the aesthetic properties of an organization's infrastructure. This, in turn, as discussed in the previous section, supports managers in handling the organization's emotive, energetic, ethical, and experiential features and to integrate these dimensions with the organizations' working mechanisms of business processes. Supporting this view, a number of scholars have pointed out that the arts occupy a privileged position as a resource and source of human aesthetic experiences. (Green, 2001; Klamer, 1996; Strati, 2000). The arts have the power of activating and developing aesthetic experiences by stimulating human senses that arouse and catalyze people's emotions and energy. Referring to an organizational context, experiencing arts can make employees able and free to express themselves and to give space to them for their own creative processes. Individuals through arts based experiences can feel better, somewhat inspired and more passionate, and motivated. Arts based experiences force people to modify their comfort zone, stimulate new ways of seeing and feeling personal and business issues, enlarge and enhance individual perspectives, improve intuition and emotional responses, inject passion. This can affect employees' engagement in everyday work activities, drive individual change and improve their ability to take better actions. This is particularly important in those organizational contexts where the organizational infrastructures, i.e. the overall intangible and tangible assets founding the working mechanisms of an organization's business model, tend to remain unchanged against a competitive unstable landscape. In addition, the arts can be used by an organization to generate arts based networking experiences that overcome the organizational boundaries and create intangible value for all the stakeholders. These experiences engaging external stakeholders can boost the relationships and have a positive impact on organizational reputation and brand recognition.

Drawing on the notion of the arts as a resource and source of human aesthetic experiences, two main interpretative perspectives can explain the importance of arts in business.

The first perspective recognizes the arts as a learning platform. The arts are a body of knowledge from where managers can draw inspiration to identify new organizational and business models that value the aesthetic, emotive and energetic dynamics of organizational life and activities (e.g. Boyle & Ottensmeyer, 2005; Gallos, 2009; Nissley, 2010). Managers by using and interacting with artistic products and processes can identify the organizational components, features, and relationships grounded in aesthetic experiences that can be exploited as analogical models to be imitated and/or from which to learn and spur creative thinking (Schiuma, 2011). In particular, artistic products and processes can be used as a powerful analogical model for exploring and understanding how to combine and integrate rationality and technical traits with intuition and emotions.

The second perspective considers "the use of artistic products and processes as a management device to create aesthetic experiences within organizations, as well as to embed aesthetic properties into tangible and intangible organizational infrastructure and products so that they are able to stimulate people's aesthetic sensibilities affecting emotional and energetic dynamics" (Schiuma, 2011, p. 40). In accordance with this perspective, the arts can be deployed as a means to incorporate aesthetic value into organizations' products and/or processes, to insert the arts in workplace components, equipment and working facilities, to improve organizational identity, to develop brand reputation, and to create organizational symbols able to build and represent the identity and image of an organization.

The two above perspectives provide a useful lens through which to understand the role of arts for organizational value creation from both a dynamic and a static standpoint. The dynamic perspective considers the factors influencing the organizational value flow. The focus is on the issue 'how do organizations create value?' Instead, the static based-view concerns the assessment of the factors defining the organizational value stock at a specific time. The central question related to the static viewpoint is: 'what is the generated organizational value?'

Therefore, the arts can play a strategic management role to support organizational value creation mechanisms. As "a learning platform" the arts have the power to spark and sustain learning dynamics that involve a transformation of human and organizational capital (Darsø, 2004). They can be employed to drive and facilitate, through metaphors and analogies, the learning processes of employees at individual and group level and, thus, to develop human and organizational capital. As "learning platform" the arts can be exploited to steer and strengthen the internal and external organizational relationships. Art forms can shape aesthetic contexts in which social boundaries may collapse and people can feel connected, involved and co-inspired. In fact, they can facilitate the creation of bonds among and between people with a high-quality interaction and can help individuals to overcome relational barriers related to age, gender, race/ethnicity, and hierarchical status, thus contributing to create high morale and a positive sense of identity. This contributes to an increase of people's sense of belonging to an organization, supports the formation of a team building culture and can encourage intergroup cooperation and partnerships.

The arts can be also deployed as a device to create aesthetic experiences within organizations and to embed aesthetic properties into organizational infrastructure and products. In this case, in line with the static based-view, the arts can be deployed as a means to increase the value of an organization and of its components in the market. In particular, the arts can act as a value generator to be embedded in the organizational components and products able to increase their value. From a business perspective, the idea is not to create artworks but to instill the artful energy which distinguishes the arts forms and experiences into products/services. The aesthetic dimensions embedded in products and services communicate, therefore, emotional states which appeal to end users. A huge number of companies from different industries from Ferrari to Unilever, pursue this use of arts and pay great attention to artistic components of their products/services from design to color-and-materials and to any other components. The arts are also a device or vector to embed aesthetic properties into organizational infrastructure.

In summary, the arts can be exploited as 'value creation catalyst' that contribute to organization's value construction both by activating the learning mechanisms that develop people's emotive traits, and incorporating them into tangible and intangible organizational infrastructure so that they echo and valorize emotions and energy inside and outside the organization. As value creation catalyst the arts can be exploited by managers in the design and implementation of new organizational processes and management practices able to fully exploit the human potential as well as to define business models that valorize emerging coordination, spread knowledge and full engagement of employees.

6. Conclusions

In the current business landscape the arts in business can be viewed as a cornerstone for the evolution of management mindsets and systems. Indeed, the arts constitute a privileged terrain where the rational principles of scientific management can be integrated with the emotional traits of human nature. The arts have the power of affecting organizational aesthetic experiences and properties. They can speak directly to a person's emotive mind. Their integration in management systems allows to handle and value emotional and energetic dynamics in organizations and to drive people's development and engagement.

Through arts, it is possible to manage those organizational human specific dimensions, such as passion, emotions, hope, moral, imagination, aspirations, and creativity, both at individual and organization level, that in today's complex business landscape can build new differentiating competitive factors. In the new business age organizations need to be agile, intuitive, imaginative, flexible to change, and innovative to meet the complexity and turbulence of today's complex competitive arena. For this reason, employees need to be engaged, energized and inspired so that they can exercise their feelings in everyday working activities and operate as innovation and transformational agents. Additionally, the arts can support the creation of the intangible value embedded in organizational products and processes and, therefore, it represents an instrument to better satisfy the experiential-based wants and needs of stakeholders. Therefore, it seems clear the management use of the arts can be acknowledged as a crucial means to develop new management models and systems and to elaborate fresh management tools more suited to facing the numerous and different challenges of the twenty-first-century business landscape.

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