Chapter 2
Cultural Product Management from Environment to Territorial Context: Configuration of the Main Relationships

Maria Antonella Ferri
Universitas Mercatorum, Italy

Gandolfo Dominici
University of Palermo, Italy

Gianpaolo Basile
University of Salerno, Italy

Lucia Aiello
Universitas Mercatorum, Italy

ABSTRACT
This chapter aims to represent the evolution of the cultural vocation of the territory with relation to the cultural product. The authors achieve this by adopting a holistic, viable-systemic approach. This approach proves useful to draw a better representation of the relationships existing among members of the territory - which is a prerequisite for the creation of any cultural product - and among them and the stakeholders to whom the cultural product itself is targeted. The authors consider the notion of relationship as a form of interactive connection determining - in causal fashion - a series of input-output effects among system members.

INTRODUCTION
The viable-systems approach provides a very different view compared to the structuralist and reductionist ones, which have been so far predominant in most studies regarding territorial governance.

The common definition of territory, in fact, used to focus on the notions of area, space or region and on their morphology, thus implying a structural and reductionist approach towards the issue in question. Such a view tends to bring out objective representations of the phenomenon, based on a strict definition of territory as a mere sum of the resources given, this way inevitably overlooking any perspective diversity and all the opportunities emerging from relational dynamic.

The systemic approach - on the other hand - takes into account the great number and variety of the stakeholders that are in constant relation with the territory, trying to lay out an interpreta-
tive methodology of relational dynamic in order
to support - both at decisional and at operational
level - the establishment of long-lasting relation-
ships (Gummesson, 2008) among the players
involved (Barile, 2011).
In the present work we shall therefore adopt
the systemic approach, as we feel it is the best
way to render the complexity of the scenario we
want to study.
Given a certain sets of resources, the growing
trend in territorial management studies is the cre-
ation and/or maintenance of partnerships/relationships between public and private stakeholders on
the one hand, and interlocutors/recipient on the
other, all of whom are becoming increasingly ac-
tive in their mutual interactions (Maturana, 1975).
Management targets, aimed at achieving com-
mon goals, do not represent homogeneous and
static forms of governance (Vernon et al., 2005;
Edwards et al., 2000).
That is mainly due to political dynamic, either
national or international, and to collaborative
relationships established with the reference supra-
systems - dealing with finance, consumption and
others - which require constant readjustments by
the parties involved (Bailey & Koney, 2000).
Such relationships also appear to be retroactive,
as described by cybernetic models according to
which the large number of correspondence phe-
nomena occurring between the states/conditions
of the system - in our case a territorial one - and
the configuration of relationships existing among
the different parts of the system, is called variety
The countless combinations of possible system
responses and relationships occurring among
their parts/members produce complexity, in turn
affected by the variety of inputs and outputs
constituting the retroactive loop. Control - and
governance - of dynamic, are therefore only pos-
sible if the ‘variety’ of the controller is at least
on a par with that of the dynamic to be controlled
(Beer, 1972, p. 41; Wiener, 1948).

Countless definitions of complexity can be
found by scholars from many different and un-
related disciplines. The previously mentioned
cybernetic scientist Ashby (1956) claimed for
example that the different types of behavior a
certain system can evoke express complexity;
the mathematicians Shannon and Weaver (1949)
argued that the amount of information and the
number of ‘feedback loops’ (Newell & Simon,
1972) occurring in a system are a measure of
complexity; finally, the sociologist Morin (1987)
argued that complexity depicts interconnected
phenomena that - in order to be properly synthe-
-sized - should then be described through a suitable
model and not simply decomposed by the observer,
whether a scholar or a governing body. Morin
(2007; 1986) argues that the neuro-cerebral system
first perceives the world analytically (through its
sensory detectors) then, through the application
of coding patterns and organizing rules, it builds
that fantastic synthetic picture - the representation
- whose details are in turn constantly analyzed.
The representation, which is at the same time the
emergence, the global outcome and the material
of cerebral mega-computation, can be regarded
as a ‘simulating’ construction that ‘presents’ and
‘makes present’ that part of the outside world which
is picked up by the senses. The goal of this work
is therefore to provide an actual view of the terri-

1. BACKGROUND: ENVIRONMENT
AND CONTEXT

As soon as we start discussing the notion of
cultural product, we are faced with the dilemma
of providing a clear definition of culture, with
relation to an equally elusive target.
One feels therefore the need to sort the con-
text - given by the perspective cultural vocation
of a territory - from the environment, that is the
Related Content

Rough Set Analysis and Short-Medium Term Tourist Services Demand Forecasting

Service Providers' Perspective about Destination Based Web-Marketing: An Empirical Investigation
[www.igi-global.com/chapter/service-providers-perspective-about-destination-based-web-marketing/130094?camid=4v1a](www.igi-global.com/chapter/service-providers-perspective-about-destination-based-web-marketing/130094?camid=4v1a)

Progressive Tourism: Integrating Social, Transportation, and Data Networks
[www.igi-global.com/chapter/progressive-tourism-integrating-social-transportation/37764?camid=4v1a](www.igi-global.com/chapter/progressive-tourism-integrating-social-transportation/37764?camid=4v1a)

Supporting and Promoting Tourism Network Systems through ICT Applications
[www.igi-global.com/chapter/supporting-promoting-tourism-network-systems/49623?camid=4v1a](www.igi-global.com/chapter/supporting-promoting-tourism-network-systems/49623?camid=4v1a)