

OPEN SOCIETY FUND
CULTURE PROGRAMMES

FUNDING
THEATRE AND CONCERT ORGANIZATIONS
ANALYSIS AND REFORM

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Introduction

Motivation. During the last decade of the past century, through the efforts of Lithuanian society and its governing institutions, economic reforms were realized, resulting in the transformation of the country's economy – a market based economy replaced a centrally planned system. All attention is now focused on negotiations for membership in the European Union (EU). Both in the area of the country's internal policies as well as in foreign affairs, economic issues dominate, which is why the cultural needs of society have been left aside and the quest for material well being is often carried out at the expense of spiritual values, even though by appropriately coordinating the interaction mechanism of economic interests and spiritual values it would be possible to create a much higher quality of life for the people.

The economics of culture is not a well-developed economic area in Lithuania and the activities of its cultural institutions contain the greatest remnants of a centrally planned economy. Even after the restoration of independence, national theatre and concert organizations have continued to receive funds to cover their losses with the result that their activities do not match the needs of a new and open society.

With a decrease in the amount of spectators, the size of the subsidy per attendee conditionally increases, i.e. a paradoxical situation is created: the fewer spectators a theatre or concert organization has, the more aid it can demand from the state. Also, preliminary analysis results show that the state aid per spectator is unevenly distributed between theatre and concert organizations and that the criteria determining such aid is unclear. This method of the state aid appropriation does not encourage the creation of new performances or concert programs, the attraction of larger and more diverse audiences, or seeking out new forms of activity. A large segment of the people, whose tax money finances the activities of these institutions, lose the opportunity to acquaint themselves with cultural treasures.

Research subject. The subject of this research is the financing principles of Lithuania's theatre and concert organizations and the efficiency of the ways in which the institutions use these funds.

Objective of study. The objective of this study is to prepare new models of theatre and concert organizations financing in order to speed up the reform of theatre and concert organizations so that more funds be allocated towards the realization of new creative projects. The long-term objective of this project – based on the analysis that was done and

the experience of the other two Baltic Countries - is to establish a policy framework to theatre and concert organizations activities and make them more accountable through performance measurement and efficiency evaluation.

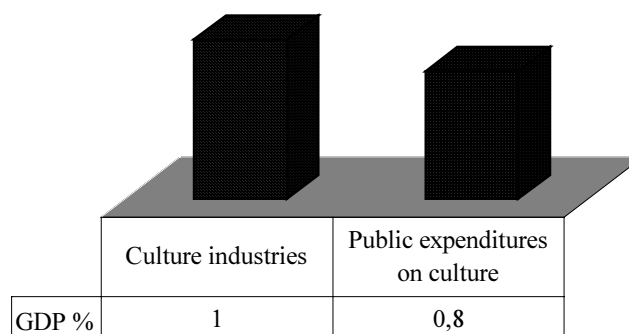
1. The Interaction of Economics and Culture and its Impact on the Country's Development

The nature of culture is dual; within it are combined both culture and commerce. According to empirical data, cultural industries in developed countries create a total of approximately 5% of a country's GDP. Statistics Department data shows that in the year 2000, culture's contribution to the GDP was 1% and that those employed in the area of culture made up 2.5% of all employees in Lithuania.

Compared to more developed countries, Lithuania's smaller cultural contribution to the GDP is witness to the fact that the country's cultural sector still has many possibilities for growth and in the future may determine a faster growing GDP for the country as well as the growth of national income. Already in 2000, the culture-based content industries were growing (5.2%) faster than other sectors and exceeded the real (3.9%) rate of growth in the country's economy. The preparation of an appropriate cultural economics policy should lead to an even greater cultural industries input.

Even though there are many who are prone to consider state aid for culture as a direct subsidy that is given to cultural institutions from Lithuania's state budget, in reality, private as well as state cultural institutions themselves also make money, which explains why state expenditures are less than the contribution of cultural economic activities to the GDP.

Figure 1. Culture Industries and Expenditures on Culture Share in GDP in 2000



Source: Department of Statistics. National Accounts. Culture, Press and Sports. Vilnius, 2001

As a share of GDP the same amount of money is allocated for culture in Lithuania as in the European Union countries. The government budgets become more constrained because in Lithuania, just as in other transition economies, a substantial amount of financial resources are necessary for the implementation of various economic reforms, carrying out social programs, providing health care services and fulfilling education system functions, i.e. basic services that are provided for society and that are also used by employees in the culture-based content industries. This is why the financing of culture is a very sore problem and it receives less and less funding. In the absence of sufficient financial resources, new ways have to be found for fostering the efficiency of expenditures on culture and stricter guidelines need to be established for prioritizing the financing of creative projects.

There has been a growing volume of empirical evidence that these factors have a great impact on the productivity of the state or international institutions investments and that regional development is closely tied to the activities of their cultural institutions. That is why cultural economics specialists recommend financial resources that are allocated for regional cultural programs be looked at not as budgetary expenditures, but as public investments. Poorer regions can generate incomes from tourism and trade services that are centered around one or another better known cultural object.

Cultural aid is not evenly distributed among Lithuania's different districts. Cultural life and its institutions are concentrated in large cities, even though state expenditure policy should seek to integrate the funds from various ministries, municipalities and support funds so that each region would be able to remain culturally active.

But cultural policy is a lot more than simply fiscal measures applied by the state. Every economic reform has also to introduce a certain system of cultural values that allows all of the country's citizens equal access to the results of the reform. If society starts to lose its cultural values, there will be more frequent occurrences of corruption, and a non-fulfillment of obligations becomes standard practice, which is why a high level of ethical standards in corporate governance is a necessary condition for a democratic society to flourish.

The corporate sector in Lithuania is prone to be passive towards possibilities presented by the arts – they attend theatre productions and symphonic concerts or book creative ensembles to perform at company holidays and events. Although acknowledging the importance of information technology in their activities, businessmen have a poor

understanding of how to make use of the creative potential of their employees. They are also not cognizant of the influence a high level of business culture standards has on a company's results.

One of the fundamental reasons for problems in the area of culture in Lithuania is that there is a lack of trustworthy statistical data and indicators that would assist in evaluating the impact of cultural politics on the development of the country and would help actively to realize it.

2. Demand and Access to Theatre and Concert Organization Services

As in other transition economies, Lithuania inherited many cultural institutions from its communist past – museums, libraries, theatres, and cultural centers. In a closed society, it was only through these institutions that society's cultural needs could be met. But an open society and modern technology allow those needs to be satisfied in more various ways, which is why a number of cultural centers have lost their importance.

Unfortunately, during the first decade of transition, the process of optimizing Lithuania's network of cultural institutions took place very slowly and with people re-evaluating the role of theatres and concert organizations in their lives, attendance dropped in many of them. There are many factors that determine demand for cultural services by people, but, conditionally, they can be defined using the following four main concepts:

- Economic situation
- Traditions and social activity
- New technology
- Globalization

Economic Situation. The complex and involved reforms of the transition period led to lower real income for people and a rise of structural unemployment. The purchasing power of people lessened because a rise in salaries fell behind a rise in costs paid for basic services (rent, utilities and maintenance, telecommunications). This is why, according to household survey data from the year 2000, average monthly cultural services made up a little more than 3 Lt¹ or less than 1% of all household expenditures. Of these, expenditures for theatre events were 0.10 Lt (0.03% of all expenses), for concerts – 0.13 Lt (0.04% of all expenses). This means that one family member could spend an average of 1.20 Lt for a ticket to the theatre and 1.56 Lt for a ticket to a concert per year.

¹ Average exchange rate EUR = LTL 3.6990 in 2000, EUR = LTL 3.5849 in 2001, since February 2002 fixed exchange rate EUR = LTL 3.4528

In Latvia and Estonia, expenditures for leisure and cultural services were greater than in Lithuania (3 Lt or 1%) and proportionately made up 6 Lt (1.4%) and 9 Lt. (1.73%) of all disposable income per household member.

According to data provided by Baltic Surveys (a Lithuanian and British market and public opinion research polling company) from a survey of Lithuania's people conducted November 6-10, 2001, society's demands for services provided by theatres and concert organizations is closely related to a family's level of income: with each rise in income per family member, theatre attendance also increases. Only 10% of families whose income per family member per month was up to 200 Lt attended the theatre and 7% of families – classical music concerts. On the other hand, of those families where an average monthly income per family member was over 400 Lt, theatre attendance jumped to 38% and classical music concert attendance to 18%.

Traditions and Level of Social Activity. As it can be seen from polling results of other countries, attendance at the theatre and concerts depends on long-standing traditions and life-style as well as how socially active the people are.

The analysis of polling results by age, sex and level of education in Lithuania shows the same tendencies in being socially active as in other countries. Theatres are attended more often by the better-educated, young people and women (Table 1).

Table 1. Going to Theatre (%)

Indicator	Belgium 2000	Italy 2000	Netherlands 1999	Finland 1999/2000	Sweden 2000	Lithuania 2000/2001
Pop	52	15	29	39	47	22
Age						
15–24	59	17	26	31	52	32
25–34	57	17	31	35	41	21
35–44	55	17	27	42		28
45–54	59	18	30	42	53	21
55–64	54	14	31	45		10
65–74	35	9	26	37	39	10
Sex						
male	51	13	25	29	40	19
female	54	16	33	47	53	23
Education level						
low	34	8	17	30	35	12
mid	55	22	28	34	43	15
high	73	40	46	58	61	49

Table 2. Going to Classical Music Concert (%)

Indicator	Belgium 2000	Italy 2000	Netherlands 1999	Finland 1999/2000 all concerts	Sweden 2000	Lithuania 2000/2001
Pop	39	7	14	38	57	11
Age						
15–24	39	6	7	52	67	14
25–34	46	6	9	45	59	9
35–44	43	7	11	39		10
45–54	40	8	19	38	57	11
55–64	36	8	24	33		10
65–74	28	6	24	23	47	9
Sex						
male	38	6	13	33	59	11
female	39	7	16	42	59	10
Education level						
low	20	4	7	26	45	7
mid	39	10	13	39	57	7
high	67	20	30	55	71	23

Source:: *Eurostat*, national surveys

Compared to the EU countries, the difference in indicators is greatest between those with a higher school education and older people – respectively 15% in Lithuania and 20%-50% in the EU and 10% in Lithuania and 15%-40% in the EU. These numbers witness the fact that the polarization of Lithuania’s society is greater than that in other countries. It is rarer still for pensioners (8%) and the unemployed (9%) to enjoy performances of the theatre.

Just as with the theatre, classical music concerts in Lithuania and in other countries are more often attended by those with a higher education and higher level of income (Table 2). However, financial means are not the only factors that determine demand for classical music concerts – there is a great influence from the level of social activism and cultural priorities that have evolved in the country over a period of time. According to the polling data, priorities in Lithuania for cultural and social activism (attendance at cultural events), breaks down as follows:

1. Cinema 29%
2. Museum, exhibit 23%
3. Theatre 22%
4. Pop music, rock, and jazz concert 20%
5. Classical music concert 11%

There is a big difference in theatre and classical music concert attendance between rural and urban areas. According to the polling data, during the past 12 months, attendance was three times less by rural residents (9% and 5%) than by urban residents (27% and 14%).

A general conclusion can be reached from the polling results that at present, the larger part of public funds allocated for financing theatre and concert organization activities benefits those citizens with a higher income and a higher education and only a small number of poor people and those requiring social support can make use of state aid to satisfy their cultural needs.

The fact that, at this point in time, a large number of people cannot make use of the country's cultural values may be a determining factor in the lessening of demand for cultural services and the dying out of the creative potential in the future. A new generation that has been raised in an environment that satisfies only its minimal material needs and one that has not been able to acquire long-standing spiritual values will not have the ability to make use of the advantages provided by modern technology.

Influence of New Technology in Fulfilling Society's Cultural Needs. Even though the more affluent segments of society can spend more for attending performances and concerts, a greater income also opens new possibilities for satisfying cultural needs by making use of information technology. It is particularly significant, that the computer itself can be used as a means to create and it provides the opportunity to develop a person's creative potential. By using various programs, one can create his or her musical piece or present a performance in virtual reality and so on.

Computers have an especially large influence on the activities of libraries because their work principles need to be changed in essence. Through the use of computers, the treasures of the world's greatest libraries become accessible in every home.

Influence of Globalization on Cultural Services. The role of theatres and concerts in society is changing as a result of globalization as well. Globalization allows to compare different lifestyles and become actively involved in cultural exchanges that enrich people with new ideas, artistic values and new forms of creative expression.

On the other hand, globalization, by encouraging contacts among individuals and exchanges of opinions, also facilitates the development of a national culture, since national art then has the opportunity to achieve recognition on the international scene.

Therefore, as a result of the influence of globalization, competition is increasing in the cultural sector. Works of art and various creative projects that earlier competed only among themselves in one country are now forced to compete with the creative works and projects of other countries. Just as in other sectors of economic activity, more intense competition in the cultural industries has forced cultural institutions to cut their expenditures, increase the efficiency of their activities and to encourage their consolidation process, especially when publishing and distributing art and creative projects on the international market.

3. Analysis of the Results of Theatre Activity

The experience of EU countries bears witness to the fact that even a comparatively high standard of living and a substantial spending by the households for culture do not guarantee appropriate financing for theatre and concert organizations and that the state aid remains one of the main conditions for these institutions' activities. The discussion that follows concerns only the size of this assistance, the form in which it is given and the criteria as well as priorities for the distribution of such aid.

Through its determination of the amount of assistance to be provided to any particular domain of culture, the state indicates its cultural priorities and in this manner delineates its cultural policy.

By comparing that share of expenditure for culture that went to theatre and concert organizations to that part given for the same use in other countries, we can see that Lithuania's cultural financing priorities were somewhat different. Priorities for cultural programs in Latvia and Estonia were theatre and musical ensemble activities.

Table 3. Priorities of state funding in culture by domains

	Lithuania	Latvia	Estonia
1.	Libraries	Theatre and music ensembles, Opera	Theatre and music ensembles
2.	Theatre and music ensembles	Museums	Museums and their historic heritage
3.	Museums and exhibit halls	Libraries	Libraries

Source: Ministries of Culture of Lithuania, Latvia and Estonia

In Lithuania, the largest share of funding is allotted to maintaining the library network, theatres as well as musical ensembles (based on the amount of state funding

provided) remain in the second place. In the meantime, in EU countries (bearing in mind that in the future most homes will have computers), the role of libraries is changing and therefore, they receive only a small allotment from cultural programs.

Lithuania's theatres and musical ensembles receive comparatively two times less state financial aid than those in Austria and Germany. Although recently, these countries have been paying more attention and providing more financial aid towards mixed cultural programs that encompass the activities of various cultural institutions. It is through programs of this type that a country's regional ethnic uniqueness is maintained and presented to the public at large.

3.1. Income Structure of Lithuanian Theatres and other Baltic Countries' Theatres Analysis

State funding is provided for the theatres of all three Baltic countries from three sources:

- National budget;
- Municipal budgets;
- Special funds for cultural support, made up from gambling taxes and tobacco excise taxes;

Creative ensembles receive their largest amount of funding as state subsidies from the national budget. Some theatres receive this subsidy through the Ministry of Culture, others – the Lithuanian National Drama Theatre, the National Opera and Ballet Theatre and Latvia's National Opera Theatre – directly from the national budget.

In Estonia, the state subsidy is allotted per spectator, which is why the government procure a certain number of spectators and the amount of funding a theatre receives depends on the amount of procurement. A somewhat larger subsidy per individual spectator goes to touring groups and children's performances. Taking into account the quality of the repertoire, the number of spectators to be ordered is determined by a special commission of Ministry of Culture experts, which is made up of representatives of directors' and actors' guilds as well as specialists from the Ministry.

In Lithuania and Latvia, state subsidies are granted based on applications from theatres (in various forms) and the state's financial abilities. The state funding is not tied to a clear criteria.

The funding by Cultural Support Funds of theatres is greater in Latvia, where the financial activities of the Cultural Capital Fund are organized similarly to that of the Ministry of Culture, which is why it is sometimes hard to determine which of these two institutions has a greater influence in the formation of the country's cultural policy.

In Latvia, 8 repertory theatres are maintained from the national budget (one of them, Liepaja Theatre, belongs to the municipality), in Estonia – 6 repertory theatres (2 theatres in the cities of Tallinn and Kuresare, belong to the municipality), Lithuania has 13 national repertory theatres.

In 2000, Lithuania’s theatres had 2,178 employees, Estonia’s theatres – 1,800, Latvia’s – 1,566 permanent staff. Non-governmental, private theatres exist in all three Baltic countries. In Lithuania, private theatres are legally registered as non-profit organizations.

State theatres have two sources of funding available to them: state subsidies and own income that is made up of ticket sales revenues and other revenue.

Size and Source of State Subsidies. The size of a state subsidy for theatres depends on the state’s financial capabilities and from setting financial priorities in various cultural domains.

The analysis of the income structure of all three Baltic countries allows us to draw the conclusion that Lithuania’s theatres receive more state aid than those in neighboring countries (Table 4).

Table 4. Theatre Incomes Structure in the Baltic Countries in 2000

Income	Lithuania	Latvia ²	Estonia
State subsidy	80	45	69
Municipal subsidy	0,06	3	2
Ticket sales revenue	14	33	19
Other income	5	15	7
Sponsors	1	4	3

Source: Financial reports of the Ministry of Culture of Estonia, the Ministry of Culture of Latvia, the Latvian National Opera Theatre and Lithuanian theatres

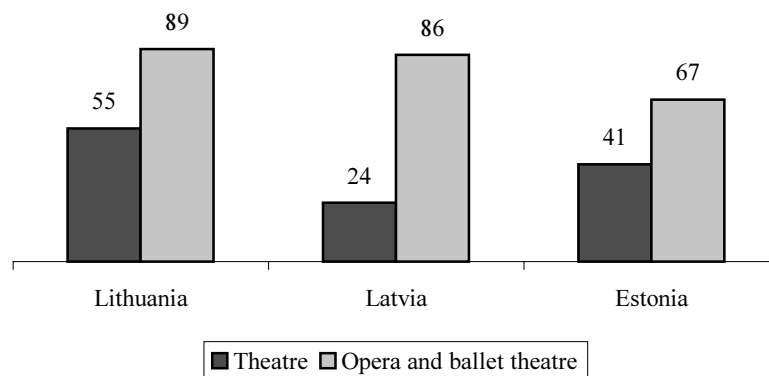
Even though the principles of theatre financing in Estonia differ markedly from the rules governing the financing of Lithuanian theatres, the income structure of the institutions of both countries are very similar, whereas the income structure of Latvia’s theatres is different. The larger part of this country’s theatre budget is made up from ticket sales revenue – almost 33 %, or two times more than in Lithuania.

² Funding provided by the Ministry of Culture and national cultural institutions are valued aggregately

In the other two Baltic countries, theatres are supported by state as well as municipal funding (2%-3% of all income). In Lithuania, the municipal subsidy does not have a big influence on the financial activities of theatres. Municipal subsidies contribute more markedly towards income (approx. 2%-30%) in Latvia's regional theatres (Liepaja, Daugavpils). In Lithuania, because of the poor coordination of activities between municipal institutions and the Ministry of Culture, municipal funds are usually used to support small-scale amateur projects.

State subsidy per spectator in Lithuania's theatres is markedly greater than that of neighboring Baltic countries. The largest subsidy is given to spectators at the opera and ballet theatres. In Latvia in the year 2000, the state subsidy per attendee was 86.08 Lt. (including building maintenance costs), and in Lithuania – 88.61 Lt., or almost 3% more than in a neighboring country (See Figure 2)

Figure 2. State Subsidy per Spectator in the Baltic Countries in 2000 (Lt)³



Source: Ministry of Culture of Estonia, Ministry of Culture of Latvia, financial reports of the Latvian National Opera Theatre and Lithuanian theatres

In Lithuania, the state subsidy per theatre attendee made up an average of 55 Lt. It was two times greater than in Latvia and 34% more than in Estonia. However, if one takes into account the types of theatre groups that received support, the size of state subsidies was substantially different. In Latvia and Estonia, spectators of regional and children's plays received a larger subsidy. In Lithuania, these types of performances do not receive any special kind of state support.

Ticket Sales Revenues. A comparative analysis of ticket sales revenues in the Baltic countries shows that in Lithuania they account the smallest share of all income (14%) (Table 4). One reason behind this fact is the low average ticket price in Lithuanian

³ Funding provided by the Ministry of Culture and Culture capital Fund in are valued aggregately for Latvia

theatres, which in the year 2000 was 10 L, whereas in Latvia it was 13.9 Lt and in Estonia – 11.8 Lt. Even though there appear to be some tendencies to the contrary in some Lithuanian theatres, the average ticket price for the Lithuanian National Opera and Ballet Theatre was 15.3 Lt, whereas that of the Latvian National Opera Theatre was 33.2 Lt.

3.2. Theatre Income Structure and Possible Rationale

Funding for national theatres is used for property maintenance, employee salaries and the realization of creative projects. It is often stated that the larger part of state funding for theatres is used for property maintenance, however, an analysis of data shows that even when property maintenance costs for Lithuania's theatres are deducted, theatres are still left with a 65% state subsidy, even though its size differs according to theatre type.

The largest part of the theatre's building structure – 75% - is taken up by the foyer and auxiliary areas – in some theatres they take up more than 80% of all available area. It is precisely this building structure that determines that a part of the state funding that could be used for the staging of new productions is spent on the maintenance of seldomly used facilities.

There are two main reasons why theatres pay little attention to the efficiency of their activities: first, the manner in which state aid is distributed does not encourage the theatres to save money because the size of the subsidy does not depend on the effectiveness of a theatre's management of its funding; second, theatre directors lack entrepreneurship skills that would enable them better management of funds.

Theatres spend most of their money on salaries (including social security payments) – 75% of all expenditures. A comparison of data for 1999, 2000 and 2001 shows that the number of actors hired as outside contractors is increasing. Therefore, a conclusion can be drawn that Lithuania's theatres are truly rejecting the system of having permanent theatre troupes as more and more creators are hired on a contractual basis (with the exception of musical theatres and the National Opera and Ballet Theatre).

In 2000, the average monthly wage of a person on staff at the Lithuanian theatre was 847 Lt., which was larger than that in neighboring Latvia – 434 Lt., but lower than that in Estonia – 1,182 Lt.

Theatre Repertoire. In 2000, Lithuanian national theatres showed 2,566 plays, Latvia's theatres – 2,435. During the last three years, Lithuania's theatres have opened their doors to spectators less and less frequently. The usual reason stated for the decrease in number of attendees is the low income level of people, but in neighboring Latvia, the

standard of living is not much higher and yet the number of theatre productions shown has not changed as rapidly as in Lithuania. Therefore, the reason that there are fewer productions in Lithuania is determined by somewhat other factors, such as the desire of theatres to save money (the size of the state subsidy does not depend on the number of performances) or their desire to get rid of plays that had a cold reception by the audiences.

Even though the repertoire of Lithuania's theatres is rather large, some productions are shown only one or two times per year – this means that the funds used in mounting the production take a long time to give a return and are used inefficiently.

4. Analysis of the Activities of Concert Organizations

During the Soviet occupation, the national centralized concert organizations of all three Baltic countries in their capital cities or their affiliates in smaller cities fulfilled the following three functions:

- Maintained concert halls and organized concert seasons;
- Provided space for the most important musical ensembles in the country;
- Acting as agents, invited touring groups to the country and organized tours for own their performers or for performance ensembles.

Almost all concert activities were done centrally through local philharmonic networks. In this way, it was possible to have tight control over the performer and the activities of the concert agencies and organize concerts throughout the entire country. With the restoration of independence, centralized concert organizations were faced with new challenges: decreasing financial aid, a falling number of spectators, competition from other types of leisure activities, initiatives of non-governmental agencies. These state concert organizations were forced to adapt to new market economy as well as social conditions and attempt to maintain their leading place in music business.

The transformation of the Latvian Philharmonic entailed perhaps the most radical steps taken in the Baltic countries. In 1997, the Philharmonic was split into three non-profit state limited financial liability companies: The Latvian National Symphony Orchestra, the State Academic Choir “Latvia” and the Latvian Concert Board. These institutions receive continuous financial support for the maintenance of their infrastructure as well as for creative programs. Once the Philharmonic was reorganized, the Latvian Ministry of Culture established a special program for the support and development of chamber music that is administered by the Latvian Concert Board.

Today, there are conflicting opinions about the de-monopolization of the former Philharmonic in Latvia. On the one hand, several competing concert agencies, as well as more independent initiatives, create a variety of choice for the public. On the other hand, there is no single concert organization, including the Latvian Concert Board, that is able from a financial and administrative point of view to independently organize performances by famous world class artists in Latvia and to participate in international projects.

In reorganizing the activities of its concert institutions, Estonia did not take such radical steps as Latvia. Until now, the National Philharmonic fulfills all three functions: it maintains two concert halls – in Tallinn (“Estonia”) and Tartu (“Vainemune”), two musical ensembles – the Estonian National Mens’ Choir and the ancient music ensemble “Hortus Musicus” and acts as a concert booking agency. However, the main musical ensembles, Estonia’s National Symphony Orchestra and Estonia’s Philharmonic Chamber Orchestra, broke off from Estonia’s Philharmonic (Eesti Kontsert), became independent and are guaranteed a certain freedom and diversity in the creative process. In the meantime, with its current scale of activities, Eesti Kontsert was able to establish itself in Estonia’s concert life without its main music ensembles. The Concert Institute tries to maintain and strengthen two other areas of activity:

- To maintain a monopoly for organizing concerts in all of Estonia
- To maintain and appropriately use both concert halls and in the future to expand their network into smaller Estonian cities.

At this time, about 68% of Eesti Kontsert income is made up of state subsidies (with capital investments), 8% of income is sponsor support, 7% - ticket sales revenues, 5% of income is collected through sales of concerts to other areas of Estonia, municipalities etc., approximately 2% is made up of income from the Estonian Cultural Capital Fund, about 10% of income comes from hall rental fees.

In Lithuania, the public finances the activities of five concert organizations – the State Wind Instrument Orchestra “Trinitas”, the Siauliai State Chamber Choir “Polifonija”, the State Folk Song and Dance Company “Lietuva”, the Lithuanian State Symphony Orchestra (conductor G. Rinkevicius) and the Lithuanian National Philharmonic.

The National Philharmonic, whose functions were not reformed over the past decade, has three affiliates in the larger cities of Kaunas, Klaipeda and Siauliai and three well known musical ensembles work for them: The Lithuanian National Symphony Orchestra (conductor J. Domarkas), the Lithuanian Chamber Orchestra (conductor S.

Sondeckis), the Kaunas State Choir (director P. Bingelis), the M.K. Ciurlionis Quartet, the National Vilnius Quartet, the Musical Ensemble “Muzika Humana”.

Income of Concert Organizations. Latvia and Estonia do not rely upon any special criteria for state funding of concert organizations. State concert agencies are financed as users of halls as well as concert producers; musical ensembles receive state subsidies to cover their costs, i.e. the size of the state subsidy does not depend on the quality and scope of the activities of these organizations. Just as in the case of theatres, concert organizations are financed by state from three sources:

- National budget
- Municipal budget
- Special cultural support funds, made up of income from taxes on gambling, alcohol and tobacco excise taxes

The Lithuanian National Philharmonic and its ensembles receive state subsidies directly from the national budget. Other concert organizations receive funding that is distributed from the national budget according to programs prepared by the Ministry of Culture. Municipal financial assistance for concert organizations was small – 0.2% of all state aid. A comparison with indicators for the theatre shows that the average state subsidy for concert organizations per attendee (77 Lt.) was 40% greater than for theatre-goers (55 Lt.)

A comparison of the income structure of Lithuania’s concert organizations with indicators of analogous institutions in other countries shows that they are very similar (Table 5)

Table 5. Income of Concert Organizations in the Baltic Countries in 2000

Income	Lithuanian National Philharmonic Head Office ⁴	Lithuanian State Symphony Orchestra	Eesti Kontsert
State subsidy	70	77	68
Ticket sales revenue	9	11	7
Sponsors	5	7	8
Other income	16	5	17

Source: Financial reports of concert organizations

⁴ Excluding Kaunas, Klaipeda, Siauliai affiliates

Income received by the Estonian Philharmonic (Eesti Kontsert) for ticket sales is somewhat lower than that received by the Lithuanian National Philharmonic's central sales office, however, Estonian managers are able to raise supplemental money from sponsors and by offering additional services (rentals, organizing of events).

All of Lithuania's concert organizations have an average annual ticket sales revenue of almost 2 million Lt. Half of this sum goes to the Lithuanian National Philharmonic central office that organizes tours not only for its own performers but also for visiting musicians' tours. The average ticket price in 2000 was 9 Lt.

Expenditure of Concert Organizations. Although it is usually stated that a considerable amount of money is required for property maintenance, in 2000 the expenditures of the Lithuanian concert organizations for this purpose were not significant (without depreciation costs), and a recalculation of them per concert attendee shows that on average they made up 74% of all expenditures. The average monthly wage including bonus in concert organizations (1,134 Lt) was somewhat greater than the average wages in national economy.

Organization of Concert Seasons. The concert season in Lithuania is not evenly divided – many concerts take place during summer festivals, which is why occupancy of concert halls is very small – even the occupancy rate of the Philharmonic hall in Vilnius is only 53%, approximately 30% of tickets are sold to touring ensembles. A perusal of concert advertisements shows that the most famous performers are invited to the Vilnius and Pazaislis festivals.

There are several main reasons why classical music concert seasons cannot be organized and distributed proportionately in Lithuania's regions and why local ensembles cannot make plans for long-term concert activities.

The size of the state subsidy is not tied to the efficiency of concert organization activities. When organizing short-term and better advertised festivals it is easier to attract spectators and the attention of sponsors and receive additional state support. When creating programs at the Ministry of Culture and apportioning state subsidies to various regional areas, the interests of classical music lovers are seldom taken into account.

Legal and administrative responsibility between the Ministry of Culture, the Lithuanian National Philharmonic and its regional affiliates for carrying out policies for the propagation of classical music is not clearly defined.

5. Criteria for Evaluating the Activities of Cultural organizations

There are usually two criteria applied to the evaluation of creative projects – economic (quantitative) and artistic (qualitative) indicators. In this way there is an attempt to reconcile the economic and spiritual interests of society that are reflected in every cultural activity. The economic, also known as quantitative, criteria for creative projects are set taking into account comparative financial indicators and can be calculated:

- Based on expenditures per theatre spectator
- Based on expenditures for the staging and performing of one play

These criteria are set by specialists in cultural economics. Economic calculations are presented based on an analysis of the activities of theatres and concert organizations that can be used as a point of reference for accountability in determining the economic criteria for the activities of these institutions. (See Attachments)

Artistic criteria are set by groups of artistic experts and, because they are subjective, there is a danger that one or another creative project will not be suitably evaluated. Culture specialists in other countries note the shortcomings of these types of groups of experts⁵:

1. The experts who make the decisions have their own professional interests in cultural activities.
2. Groups of professionals tend to follow objectives that serve their own and not the spectators' interests; an important criteria becomes the good reputation of a cultural organization in its own professional environment.
3. There is a desire to try to make state subsidies accorded directly to the implementation of cultural projects without taking into account quantitative or economic criteria, such as the number of spectators.
4. When disagreements arise about the allocation of funds, instead of searching for a way to make more appropriate use of them, lobbying begins so that more money can be gleaned from public sources.

Conclusions

Having reviewed the recommendations of cultural economic experts and using them as a basis for an analysis of the activities of theatre and concert organizations, the following conclusions have been reached:

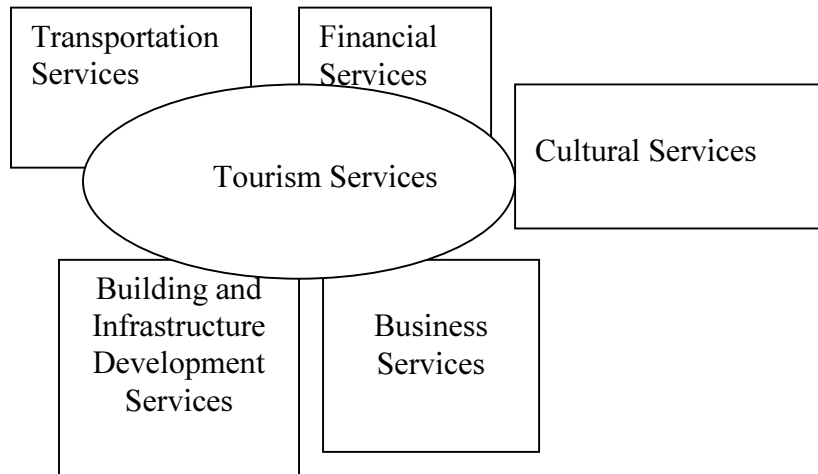
⁵ Peacock A. and Rizzo I (eds.). *Cultural Economics and Cultural Policies*. Netherlands: Kluwer Academic Publishers, 1994, p. 167–184.

1. Based on empirical studies, it can be stated that one of the main reasons for the economic problems of the country is a decrease of innovative and creative potential. A contemporary cultural policy that meets today's demands can ensure a sustainable long-term economic growth.
2. National budgets constraints have forced the leaders of various countries to lessen state aid for the arts and to make decisions that have created opportunities for artists to raise funds privately.
3. A general conclusion can be reached based on the results of sociological surveys that at this particular point in time, the better part of the Lithuanian state funding that is allotted for the financing of theatre and concert organization activities goes to those who have higher incomes, higher education and live in large cities. Very few rural residents, elderly individuals, the poor and those requiring social protection have access to these funds and culture.
4. There are two main reasons why theatres and concert organizations pay so little attention to the rationalization of their activities: first, the methods by which state funds are allocated does not encourage theatres to save money because the amount of the subsidy does not depend on the effective management of a theatre's funds; secondly, those running the theatres lack entrepreneurship in general that would lead to better money management.
5. An analysis of state and concert activities revealed that their role and influence in society is lessening and that their management is not very effective. Unclear regulations that govern their legal status as well as faulty principles of financial accounting and accountability do not encourage innovation.
6. In order to evaluate creative projects and to increase the efficiency of theatre and concert organization activities, state aid should be allocated based on both economic (quantitative) and artistic (qualitative) criteria.

Recommendations

1. In providing the largest number of people with access to culture and creativity and also in order to facilitate economic growth in more remote regions, the Ministry of Culture together with other government agencies should prepare programs for ethnic regional culture clusters that would integrate the work of the entire region's cultural entities and public investment programs. Public investment will provide seed money to stimulate private sector investment in these regions.

In preparing these programs, the Ministry of Culture should work closely with municipal governments so that the programs encompass as many people as possible. They could become an integral part of the country's National Development Plan and receive additional funding from the European Union structural funds. The following figure shows a proposed Cultural Clusters set-up:



2. State theatre and concert organizations should be granted greater legal and administrative independence by transforming them into non-profit organizations based on the Republic of Lithuania's non-profit organization law (July 3, 1996, No. I-1428). This would lead to a uniform juridical status for state and private theatre and concert organizations that currently operate as non-profit organizations.
3. The specific activities of theatre and concert organizations should be regulated by law in that particular domain (Non-profit organization law Article 3, Part 2). The founder of these non-profit organizations would be the Ministry of Culture and private persons as well as legal entities and it could also be municipalities in those ethnic regions where the cultural institutions are. The contribution of the state would be the property for the theatre or concert organization. It would not be possible to change the type of activity conducted by the non-profit organization.
4. Tax benefits should be foreseen that would encourage private persons and legal entities to support cultural non-profit institutions (e.g. dividends received from the allocation of shares to a non-profit organization would be tax-free etc.). This would encourage cooperation between the cultural and business communities and raise the level of business culture and ethics.

5. Regulations for non-profit theatre and concert organizations should include a Board that is headed by the representatives from the Ministry of Culture and that includes private partners. The Board appoints a Chief Executive Officer who is an administrator and Chief Financial Officer. With the approval of the Board of Trustees, the CEO can enter into two types of contracts for outside services with artists – long-term (three years) and short-term (for individual projects). Long-term contracts should be entered into with the art directors and the main artists. They should foresee that the employer makes payroll payments. Long-term contracts would create more favorable environment for artistic ensembles to grow and innovate. Technical and support personnel is hired based on laws that regulate employment issues.
6. Following existing legal parameters and in coordination with the members of the Board, the administration of theatre and concert non-profit organizations can freely dispose of the holdings of the non-profit organization. In order to acquire funds for building renovation work or for the renewal of technical equipment, the holdings of a non-profit organization can be put up as collateral for a bank or other financial institution.
7. The Ministry of Culture, together with specialized institutions, should organize special management training courses for the administrators of theatre and concert organizations in order that they get better acquainted with modern management techniques in similar institutions. Management courses should take place bi-annually.
8. After an evaluation of the structure of the buildings of non-profit organizations and after consultation with municipal governments as well as the Ministry of Education, unused auxiliary facilities in theatre and concert halls should be used for special creative arts programs for children and youth. Those who work in the creative arts, including pensioners, could participate in this process and earn supplementary income. In this manner, not only would conditions be created for passing down spiritual heritage to new generations, but the buildings that house artistic institutions would be put to better use. The facilities of the Russian Drama Theatre could be used by ethnic minority communities, thereby improving conditions for their activities.
9. State financing for the activities of non-profit theatre and concert organizations would come from three sources:

- The state budget based on economic (quantitative) and artistic (qualitative) criteria where funds would be allocated for the main activities of artistic ensembles;
 - The Culture and Sports Support Fund based on creative project applications. The funds would be used for the realization of experimental projects, participation in Lithuanian as well as international festivals etc.
 - Municipal budgets based on economic (quantitative) and artistic (qualitative) criteria or applications for creative projects, taking into account the contribution of the creative ensemble to the cultural life of the region.
10. The Ministry of Culture, based on the opinion of a commission of experts, would provide a subsidy on behalf of the state for a certain amount of spectators or towards a certain number of particular types of performances or concerts per year to theatre or concert ensembles (such ensemble financing would be separate from that of the Lithuanian National Philharmonic which acts as a concert booking agency). Financial agreements should be entered into for a period of three years (to be reviewed annually), so that the continuity of the creative process be assured and that the funding of cultural institutions be coordinated with the terms and conditions of state budget planning. Public funds for a non-profit institution would be transferred directly into its account from the state treasury. If the state commission of experts should feel that the performance of cultural organization does not meet the necessary requirements, legal means should be available in order to terminate a long-term fixed date contract of employment with the artistic director or any other creative staff member.
11. The Ministry of Culture together with the Ministry of Finance should create a clear set of procedures for the financial accountability and control of non-profit institutions that is also geared for computerized document management and control. The regulations should include an annual audited accounting to the founding Board of work performed by the non-profit organization. The founders should have the legal right to terminate employment contracts ahead of time with the administrator of a non-profit organization if wrongdoing is found. The use of state funds in non-profit organizations is to be monitored by the State Control Board.

12. Not only state, but also independent and newly emerged creative ensembles can apply for state aid. The size of the state subsidy would consist of three components: expenditures for property maintenance, personnel expenditures and performance/concert expenditures; in this manner, independent ensembles, which do not have own premises, would receive funds for the rental of facilities and equipment for their projects.
13. The size of the state subsidy per spectator should depend on the specifics of the activities of the theatre or concert organization: drama theatres, musical theatres, puppet theatres, opera and ballet theatres, choirs, symphony orchestras, quartets etc. State aid for performances of touring artists in other Lithuanian cities should be greater. The state should not provide support for commercial type events. Aid should be provided for foreign tours of artistic ensembles only if they participate in performances sponsored by the Lithuanian state.
14. The average ticket price should be confirmed along with the size of the state subsidy and should be tied into the average wage of the country's workers, so that the most favorable conditions are created for Lithuania's people to acquaint themselves with new shows and also to ensure financial stability for the activities of cultural organizations.
15. The Ministry of Culture should prepare guidelines for the creation and activities of the commission of experts. They should make provisions that the group of experts include representatives from:
 - a. Various artistic professional unions (directors, actors, musicians, conductors, set designers, critics);
 - b. Cultural workers from the four major ethnic regional administrations;
 - c. Higher education teachers and students from schools of an appropriate profile;
 - d. Representatives of the Ministry of Culture.
 - e. Well-known organizers of foreign festivals and other specialists
16. Commission members are elected for a period of three years; a third of its composition is renewed every three years. Commission members, while they are working in the commission, do not have the right to receive any state aid, except for their salaries as commission members and cannot have a private interest in the creative ensemble whose activity is being evaluated. The commission of experts is to prepare the regulations for evaluating the activities of creative ensembles.

17. In order to address the social support problems of creative workers, a temporary unemployment fund should be established with financing provided by the state. This fund would be an integral part of the cultural or social programs. It could be administered by the Ministry of Culture or by a representative of the National Labour Exchange with assistance from representatives of trade or creative unions. The purpose of this fund would be to provide a set state employment payment for a period of no longer than two years in a row to those artists who do not have fixed term contracts who have at least one year of uninterrupted work in a cultural institution. A special grant should be paid out to the country's outstanding cultural artists until they reach the age of retirement. The Ministry of Culture together with the Ministry of Social Security should prepare the regulations for this fund as well as the rules of accountability.

1. THEATRE ATTENDANCE

Question: *DURING THE PAST 12 MONTHS, DID YOU ATTEND THE THEATRE EVEN ONCE?*
(percent)

Sex	Men	Women	Total
Yes	19	23	22
No	81	77	78

Age	15–24	25–34	35–44	45–54	55–64	65–74	Total
Yes	32	21	28	21	10	10	22
No	68	79	72	79	90	90	78

Location	Rural	Other cities	Large cities	Total
Yes	9	16	33	22
No	91	84	67	78

Locaation	Urban	Rural	Total
Yes	27	9	22
No	73	91	78

Education	Higher, uncompleted higher	High school, vocational high school	Uncompleted high school, grammar school	Total
Yes	49	15	12	22
No	51	85	88	78

Nationality	Lithuanians	Other nationalities	Total
Yes	23	16	22
No	77	84	78

Household average monthly income	Up to 500 Lt	501–800 Lt	801–1200 Lt	Over 1200 Lt	Total
Yes	7	16	28	36	22
No	93	84	72	64	78

Income per household member per month	Up to 200 Lt	201–300 Lt	301–400 Lt	Over 400 Lt	Total
Yes	10	16	25	38	22
No	90	84	75	62	78

Marital status	Single	Married	Divorced	Widowed	Total
Yes	32	20	15	13	22
No	68	80	85	87	78

Occupation	Blue collar workers	White collar workers	Executives	Pensioners	Schoolchildren, students	Housewives	Unemployed
Yes	14	42	40	8	35	11	9
No	86	58	60	92	65	89	91

2. ATTENDANCE AT CLASSICAL MUSIC CONCERTS

Question: *DURING THE LAST 12 MONTHS DID YOU ATTEND A CLASSICAL MUSIC CONCERT?*
(percent)

Sex	Men	Women	Total
Yes	11	10	11
No	89	90	89

Age	15–24	25–34	35–44	45–54	55–64	65–74	Total
Yes	14	9	10	11	10	9	11
No	86	91	90	89	90	91	89

Location	Rural	Other cities	Large cities	Total
Yes	5	8	16	11
No	95	92	84	89

Location	Urban (%)	Rural (%)	Total (%)
Yes	14	5	11
No	86	95	89

Education	Higher, uncompleted higher	High school, vocational high school	Uncompleted high school, grammar school	Total
Yes	23	7	7	11
No	77	93	93	89

Nationality	Lithuanians	Other nationalities	Total
Yes	10	12	11
No	90	88	89

Household average monthly income	Iki 500 Lt	501–800 Lt	801–1200 Lt	Per 1200 Lt	Total
Yes	8	9	14	15	11
No	92	91	86	85	89

Income per household member per month	Iki 200 Lt	201–300 Lt	301–400 Lt	Per 400 Lt	Total
Yes	7	8	13	18	11
No	93	92	87	82	89

Marital status	Single	Married	Divorced	Widowed	Total
Yes	14	9	15	11	11
No	86	91	85	89	89

Occupation	Blue collar workers	White collar workers	Executives	Pensioners	Schoolchildren, students	Housewives	Unemployed
Yes	7	16	20	9	15	3	7
No	93	84	80	91	85	97	93

Question: *DURING THE PAST 12 MONTHS, DID YOU ATTEND THE THEATRE EVEN ONCE?*
(percent)⁶

Location	Vilnius	Kaunas	Klaipėda	Šiauliai	Panevėžys	Other cities	Rural	Total
Yes	43	33	21	24	19	18	9	22
No	57	67	79	76	81	82	91	78

Question: *DURING THE LAST 12 MONTHS DID YOU ATTEND A CLASSICAL MUSIC CONCERT?(%)*

Location	Vilnius	Kaunas	Klaipėda	Šiauliai	Panevėžys	Other cities	Rural	Total
Yes	31	12	4	9	–	8	5	11
No	69	88	96	91	100	92	95	89

Source: *Baltic Surveys. Poll of Lithuania's residents – theatre and concert attendance, November, 2001.*

⁶ Data from smaller cities can only be used for comparison purposes

Income by Theatre per Spectator
1999–2001 (Preliminary data for 2001)

Theatre	Year	Number of tickets sold	Number of performances	Income per spectator (Lt)	State subsidy per spectator (Lt)	Average ticket price (Lt)	Other income per spectator (Lt)
Vilnius Small Theatre	1999	13455	72	114,0	71,7	18,6	23,7
	2000	9505	45	129,0	83,4	15,0	30,6
	2001	10680	52	111,5	66,8	17,0	27,7
Kaunas Puppet Theatre	1999	52642	339	21,8	17,9	3,3	0,6
	2000	49289	353	20,8	16,3	3,7	0,8
	2001	50481	358	19,9	15,9	3,5	0,5
Juozas Miltinis Drama Theatre	1999	36491	156	54,9	45,4	6,8	2,7
	2000	36228	166	48,1	38,3	7,1	2,6
	2001	48548	171	40,0	28,6	8,8	2,6
Klaipėda Drama Theatre	1999	28476	135	74,2	60,3	7,5	6,4
	2000	26152	139	70,4	57,6	7,2	5,6
	2001	26698	143	68,8	56,4	6,9	5,5
Kaunas State Musical Theatre	1999	81500	223	79,8	65,8	11,9	2,1
	2000	80312	233	69,4	55,6	11,1	2,7
	2001	70100	224	75,8	60,5	12,6	2,7
Siauliai Drama Theatre	1999	28500	172	64,7	54,6	7,6	2,5
	2000	27800	167	53,4	43,8	7,1	2,5
	2001	26212	183	62,4	50,3	9,2	2,9
Lithuanian National Drama Theatre	1999	66909	195	69,8	47,6	15,2	6,9
	2000	46096	171	88,8	64,3	12,3	12,2
	2001	36079	172	106,4	78,7	10,9	16,8
State Youth Theatre	1999	52993	233	44,3	33,0	9,6	1,7
	2000	41231	216	49	37,6	9,5	1,8
	2001	47388	324	44,2	33,5	8,8	1,9
Vilnius Puppet Theatre "Lele"	1999	33813	362	31,7	27,4	4,1	0,2
	2000	28161	318	33,9	27,6	4,7	1,6
	2001	24540	250	39,2	31,7	4,4	3,2
Lithuanian-Russian Drama Theatre	1999	30240	216	68,1	55,8	8,4	3,9
	2000	19517	217	86,4	73,9	8,7	3,8
	2001	24000	225	74,6	61,4	6,7	6,5
Klaipėda Musical Theatre	1999	45043	152	100,6	86,7	10,0	3,9
	2000	36077	130	107,5	94,5	10,2	2,8
	2001	36500	130	106,5	94,5	10,1	1,9
Kaunas State Academic Drama Theatre	1999	78700	291	41,7	28,7	9,4	3,5
	2000	68410	251	40,5	26,7	8,3	5,4
	2001	57577	230	44,2	33,0	7,0	4,3
Lithuanian National Opera and Ballet Theatre	1999	113019	182	115,4	97,5	15,3	2,6
	2000	115921	160	106,6	88,6	15,3	2,7
	2001	121090	166	111,9	93,4	14,9	3,7
Total	1999	661781	2728	69,7	55,8	10,4	3,5
	2000	584699	2566	69,5	55,4	10	4,1
	2001	579893	2628	71,7	57,4	10,2	4,1
Oskaras Korsunovas Theatre	1999	22961	170	25,9	3,8	14,1	8,1
	2000	43143	145	42,1	6,4	16,4	19,2
	2001	60300	149	29,5	4,1	14,1	11,3

Expenditure by Theatre per Spectator
1999–2001 (Preliminary data for 2001)

Theatre	Year	Property maintenance costs per spectator (Lt)*	Personnel costs per spectator (Lt)	Other costs per spectator (Lt)	Total expenditure per performance (Lt)
Vilnius Small Theatre	1999	–	82,5	33,5	21863,5
	2000	–	95,3	33,2	29494,9
	2001	–	85,7	33,2	24704,9
Kaunas Puppet Theatre	1999	2,5	16,8	2,6	3395,4
	2000	2,6	16,2	2,3	2957,4
	2001	2,8	15,7	2,2	2920,1
Juozas Miltinis Drama Theatre	1999	4,0	38,7	5,3	11511,6
	2000	10,3	36,3	6,5	11593,6
	2001	7,7	31,4	5,6	12690,3
Klaipeda Drama Theatre	1999	10,9	57,8	7,0	15988,9
	2000	8,5	59,6	4,8	13706,7
	2001	9,0	58,3	6,0	13688,7
Kaunas State Musical Theatre	1999	14,8	59,4	7,3	29805,1
	2000	5,3	51,1	4,6	21026,3
	2001	7,3	68,2	4,5	25035,7
Siauliai Drama Theatre	1999	15,0	47,7	7,2	11590,4
	2000	10,4	42,9	7,1	10038,4
	2001	16,3	45,6	8,1	10027,7
Lithuanian National Drama Theatre	1999	13,1	44,0	12,0	23688,2
	2000	17,6	65,4	14,4	26256,3
	2001	25,5	77,6	25,4	26944,2
State Youth Theatre	1999	6,1	33,5	7,9	10806,6
	2000	8,4	36,7	8,5	10222,1
	2001	7,4	28,7	8,8	6553,4
Vilnius Theatre Puppet “Lele”	1999	30,1	20,2	6,2	5277,7
	2000	35,4	23,9	6,3	5812,9
	2001	38,0	33,7	4,3	7457,6
Lithuanian-Russian Drama Theatre	1999	8,5	50,3	9,0	9489,3
	2000	8,3	69,5	8,9	7802,4
	2001	7,5	55,4	9,1	7675,4
Klaipeda Musical Theatre	1999	6,4	90,9	11,1	32128,2
	2000	6,5	94,7	9,0	30585,3
	2001	7,7	94,2	9,6	31312,1
Kaunas State Academic Drama Theatre	1999	4,7	29,4	7,2	11153,6
	2000	5,3	27,2	6,9	10741,6
	2001	5,7	33,3	6,8	11476,1
Lithuanian National Opera and Ballet Theatre	1999	12,7	90,3	19,5	76107,6
	2000	11,7	82,4	11,1	76204,4
	2001	13,6	79,9	23,0	85027,8
Total	1999	10,4	52,6	10,2	17741,1
	2000	9,9	53,5	8,2	16321,5
	2001	9,9	54,4	11,3	20424,2
Oskaras Korsunovas Theatre	1999	–	14,5	9,2	3495,3
	2000	–	16,1	8,8	8011,3
	2001	–	14,1	7,8	9345,6

* The Vilnius Small Theatre and the Oskaras Korsunovas Theatre do not have their own premises.

Property maintenance costs include depreciation costs.

Income Structure by Theatre 1999–2000

Income	1999		2000		Change (1999–2000)	
	Lt	Percent	Lt	Percent	Lt	Percent
Drama theatres						
Total:	19852074	100	16861216	100	-2990858	-15,1
State subsidy	14776723	74,4	12690305	75,3	-2086418	-14,1
Central government subsidy	14776723	74,4	12670305	75,1	-2106418	-14,3
Municipal subsidy	0	0	20000	0,1	20000	100
State subsidy less property maintenance costs	12056260	60,7	9994384	59,3	-2061876	-17,1
Ticket sales revenue	3453228	17,4	2484278	14,7	-968950	-28,1
Other income	1622123	8,2	1686633	10,0	64510	3,98
Musical theatres						
Total:	11030253	100	9449992	100	-1580261	-14,3
State subsidy	9265000	84,0	7878000	83,4	-1387000	-15,0
Central government subsidy	9265000	84,0	7878000	83,4	-1387000	-15,0
Municipal subsidy	0	0	0	0	0	0
State subsidy less property maintenance costs	7766752	70,4	7218406	76,4	-548346	-7,1
Ticket sales revenue	1418973	12,9	1255243	13,3	-163730	-11,5
Other income	346280	3,1	316749	3,35	-29531	-8,5
Opera theatres						
Total:	13040274	100	12357700	100	-682574	-5,2
State subsidy	11016000	84,5	10272000	83,1	-744000	-6,8
Central government subsidy	11016000	84,5	10272000	83,1	-744000	-6,8
Municipal subsidy	0	0	0	0	0	0
State subsidy less property maintenance costs	9576401	73,4	8920534	72,2	-655867	-6,8
Ticket sales revenue	1728822	13,3	1768323	14,3	39501	2,3
Other income	295452	2,3	317377	2,6	21925	7,4
Puppet theatres						
Total:	2220121	100	1978211	100	-241910	-10,9
State subsidy	1866800	84,1	1579000	79,8	-287800	-15,4
Central government subsidy	1861800	83,9	1575000	79,6	-286800	-15,4
Municipal subsidy	5000	0,2	4000	0,2	-1000	-20,0
State subsidy less property maintenance costs	712728	32,1	447000	22,6	-265728	-37,3
Ticket sales revenue	312914	14,1	314732	15,9	1818	0,6
Other income	40407	1,8	84479	4,3	44072	109,1
Total income						
Total:	46142722	100	40647119	100	-5495603	-11,9
State subsidy	36924523	80,0	32419305	79,8	-4505218	-12,2
Central government subsidy	36919523	80,0	32395305	79,7	-4524218	-12,3
Municipal subsidy	5000	0,0	24000	0,1	19000	0
State subsidy less property maintenance costs	30112141	65,3	26580324	65,4	-3531817	-11,7
Ticket sales revenue	6913937	15,0	5822576	14,3	-1091361	-15,8
Other income	2304262	5,0	2405238	5,9	100976	4,4
Private theatres						
Total:	594267	100	1814560	100	1220293	205,3
State subsidy	86466	14,6	275000	15,2	188534	218,0
Central government subsidy	86466	14,6	275000	15,2	188534	218,0
Municipal subsidy	0	0	0	0	0	0
State subsidy less property maintenance costs	35466	6,0	185700	10,2	150234	423,6
Ticket sales revenue	322801	54,3	709560	39,1	386759	119,8
Other income	185000	31,1	830000	45,7	645000	348,6

Expenditure Structure by Theatre 1999–2000

Expenditure	1999		2000		Change 1999–2000	
	Lt	Percent	Lt	Percent	Lt	Percent
Drama theatres						
Total:	19954563	100	17920507	100	-2034056	-10,2
Personnel costs (including payroll)	14079027	70,6	12711523	70,9	-1367504	-9,7
Property maintenance costs	2764029	13,9	2675921	14,9	-88108	-3,2
Property maintenance costs excluding depreciation	1885408	9,4	1396451	7,8	-488957	-25,9
Other costs	3111507	15,6	2533063	14,1	-578444	-18,6
Musical theatres						
Total:	11530027	100	8875209	100	-2654818	-23,0
Personnel costs (including payroll)	8937587	77,5	7523148	84,8	-1414439	-15,8
Property maintenance costs	1498248	13,0	659594	7,4	-838654	-56,0
Property maintenance costs excluding depreciation	1354171	11,7	462942	5,2	-891229	-65,8
Other costs	1094192	9,5	692467	7,8	-401725	-36,7
Opera theatres						
Total:	13851580	100	12192696	100	-1658884	-12,0
Personnel costs (including payroll)	10202700	73,7	9554681	78,4	-648019	-6,4
Property maintenance costs	1439599	10,4	1351466	11,1	-88133	-6,1
Property maintenance costs excluding depreciation	877020	6,3	761549	6,2	-115471	-13,2
Other costs	2209281	15,9	1286549	10,6	-922732	-41,8
Puppet theatres						
Total:	3061551	100	2892469	100	-169082	-5,5
Personnel costs (including payroll)	1567656	51,2	1474107	51,0	-93549	-6,0
Property maintenance costs	1149072	37,5	1128000	39,0	-21072	-1,8
Property maintenance costs excluding depreciation	274345	9,0	199682	6,9	-74663	-27,2
Other costs	344823	11,3	290362	10,0	-54461	-15,8
Total expenditure						
Total:	48397721	100	41880881	100	-6516840	-13,5
Personnel costs (including payroll)	34786970	71,9	31263459	74,6	-3523511	-10,1
Property maintenance costs	6850948	14,2	5814981	13,9	-1035967	-15,1
Property maintenance costs excluding depreciation	4390944	9,1	2820624	6,7	-1570320	-35,8
Other costs	6759803	14,0	4802441	11,5	-1957362	-29,0
Private theatres						
Total:	594200	100	1161640	100	567440	95,5
Personnel costs (including payroll)	332640	56,0	693400	59,7	360760	108,5
Property maintenance costs	51000	8,6	89300	7,7	38300	75,1
Property maintenance costs excluding depreciation	51000	8,6	89300	7,7	38300	75,1
Other costs	210560	35,4	378940	32,6	168380	80,0

Income by Theatre 1999–2000 (Lt)

Theatre	Ticket Sales Revenues		Ticket Revenue from Guest Performances		Other Income		Central Government Subsidy		Municipal Subsidy		Total	
	1999	2000	1999	2000	1999	2000	1999	2000	1999	2000	1999	2000
Vilnius Puppet Theatre “Lele”	138773	133006	0	0	8022	45360	926000	777000	0	0	1072795	955366
Lithuanian-Russian Drama Theatre	255129	168920	0	0	118143	73373	1687000	1443000	0	0	2060272	1685293
Kaunas Puppet Theatre	174141	181726	485	612	32385	39119	940800	802000	5000	4000	1147326	1022845
Klaipeda Drama Theatre	213985	187336	19662	10414	183056	146885	1716000	1507000	0	0	2113041	1841221
Siauliai Drama Theatre	216551	197624	0	0	70602	69684	1555400	1218000	0	0	1842553	1485308
Vilnius Small Theatre	250735	142374	0	0	318794	291093	965000	793000	0	0	1534529	1226467
Juozas Miltinis Drama Theatre	248664	258873	0	0	96771	95690	1658280	1389000	0	20000	2003715	1743563
Klaipeda Musical Theatre	450155	366403	0	0	175192	100302	3905000	3410000	0	0	4530347	3876705
State Youth Theatre	506660	393709	0	0	91868	75269	1748000	1550405	0	0	2346528	2019383
Lithuanian National Drama Theatre	1019383	565230	16600	1430	463744	563578	3188043	2963900	0	0	4671170	4092708
Kaunas State Academic Drama Theatre	742121	570212	0	0	279145	371061	2259000	1826000	0	0	3280266	2767273
Kaunas State Musical Theatre	968818	888840	0	0	171088	216447	5360000	4468000	0	0	6499906	5573287
Lithuanian National Opera and Ballet Theatre	1728822	1768323	0	0	295452	317377	11016000	10272000	0	0	13040274	12357700
Total:	6913937	5822576	36747	12456	2304262	2405238	36924523	32419305	5000	24000	46142722	40647119
Oskaras Korsunovas Theatre	322801	709560	0	0	185000	830000	86466	275000	0	0	594267	1814560

Income by Theatre 1999–2000 (percentage)

Theatre	Ticket Sales Revenues		Ticket Revenue from Guest Performances		Other Income		Central Government Subsidy		Share from Municipal Subsidy		Total	
	1999	2000	1999	2000	1999	2000	1999	2000	1999	2000	1999	2000
Vilnius Puppet Theatre “Lele”	2,0	2,3	0,0	0,0	0,3	1,9	0,0	8,2	2,5	2,4	0	0,0
Vilnius Small Theatre	2,0	2,3	0,0	0,0	0,3	1,9	0,0	8,2	2,5	2,4	0	0,0
Lithuanian-Russian Drama Theatre	3,7	2,9	0,0	0,0	5,1	3,1	0,0	3,9	4,6	4,5	0	0,0
Kaunas Puppet Theatre	2,5	3,1	1,3	4,9	1,4	1,6	1,7	0,7	2,5	2,5	100,0	16,7
Klaipeda Drama Theatre	3,1	3,2	53,5	83,6	7,9	6,1	15,8	4,3	4,6	4,6	0	0,0
Siauliai Drama Theatre	3,1	3,4	0,0	0,0	3,1	2,9	3,1	5,2	4,2	3,8	0	0,0
Juozas Miltinis Drama Theatre	3,6	4,4	0,0	0,0	4,2	4,0	0,0	0,7	4,5	4,3	0	83,3
Klaipėda Musical Theatre	6,5	6,3	0,0	0,0	7,6	4,2	23,0	9,4	10,6	10,5	0	0,0
State Youth Theatre	7,3	6,8	0,0	0,0	4,0	3,1	0,0	2,3	4,7	4,8	0	0,0
Lithuanian National Drama Theatre	14,7	9,7	45,2	11,5	20,1	23,4	28,1	35,6	8,6	9,1	0	0,0
Kaunas State Academic Drama Theatre	10,7	9,8	0,0	0,0	12,1	15,4	27,2	11,8	6,1	5,6	0	0,0
Kaunas State Musical Theatre	14,0	15,3	0,0	0,0	7,4	9,0	0,9	0,6	14,5	13,8	0	0,0
Lithuanian National Opera and Ballet Theatre	25,0	30,4	0,0	0,0	12,8	13,2	0,0	16,6	29,8	31,7	0	0,0
Total:	100	100	100	100	100	100	100	100	100	100	100	100
Oskaras Korsunovas Theatre	4,7	12,2	0,0	0,0	8,0	34,5	0,02	0,8	0,0	0,0	1,3	4,5

Income by Theatre 1999–2000 (percentage)

Theatre	Ticket Sales Revenues		Other Income		Central Government Subsidy		Total	
	1999	2000	1999	2000	1999	2000	1999	2000
Kaunas State Academic Drama Theatre	22,6	20,6	8,5	13,4	68,9	66,0	100	100
State Youth Theatre	21,6	19,5	3,9	3,7	74,5	76,8	100	100
Kaunas Puppet Theatre	15,2	17,8	2,8	3,8	82,0	78,4	100	100
Kaunas State Musical Theatre	14,9	15,9	2,6	3,9	82,5	80,2	100	100
Juozas Miltinis Drama Theatre	12,4	14,8	4,8	5,5	82,8	79,7	100	100
Lithuanian National Opera and Ballet Theatre	13,3	14,3	2,3	2,6	84,5	83,1	100	100
Vilnius Puppet Theatre “Lele”	12,9	13,9	0,7	4,7	86,3	81,3	100	100
Lithuanian National Drama Theatre	21,8	13,8	9,9	13,8	68,2	72,4	100	100
Siauliai Drama Theatre	11,8	13,3	3,8	4,7	84,4	82,0	100	100
Vilnius Small Theatre	16,3	11,6	20,8	23,7	62,9	64,7	100	100
Klaipeda Drama Theatre	10,1	10,2	8,7	8,0	81,2	81,8	100	100
Lithuanian-Russian Drama Theatre	12,4	10,0	5,7	4,4	81,9	85,6	100	100
Klaipeda Musical Theatre	9,9	9,5	3,9	2,6	86,2	88,0	100	100
Oskaras Korsunovas Theatre	54,3	39,1	31,1	45,7	14,6	15,2	100	100

Structure of Theatre Premises in 2000

Theatre	Structure of Premises (percent)					
	Audience hall	Administrative offices	Workshops	Foyer and auxiliary premises	Year of construction	Year of last capital repair
Drama theatres	11,7	3,0	7,8	77,5	–	–
Siauliai Drama Theatre	13,2	3,8	9,4	73,6	1945	–
Lithuanian-Russian Drama Theatre	16,4	2,4	15,9	65,3	1912	1983
Lithuanian National Drama Theatre	11,6	3,7	5,1	79,6	1951	1981
Klaipeda Drama Theatre	15,9	3,2	3,1	77,9	1854	1990
Kaunas State Academic Drama Theatre	9,2	3,4	7,3	80,2	1898, 1969	1993
State Youth Theatre	8,2	2,3	4,6	84,9	1940, 1980	1982
Juozas Miltinis Drama Theatre	7,6	2,5	9,2	80,6	1968	1998
Musical theatres	8,9	3,6	33,7	53,9	–	–
Klaipeda Musical Theatre	12,2	3,8	56,0	28,0	1964	*
Kaunas State Musical Theatre	5,5	3,3	11,4	79,8	1891	1996
Puppet theatres	27,2	5,1	9,8	57,9	–	–
Vilnius Theatre Puppet “Lele”	32,5	6,0	5,6	55,9	1918	1974
Kaunas Puppet Theatre	21,9	4,3	13,9	59,9	1928, 1972	1972
Opera and ballet theatres	6,3	2,6	10,9	80,3	–	–
Lithuanian National Opera and Ballet Theatre	6,3	2,6	10,9	80,3	1973	2000
Total	13,5	3,6	15,5	67,4	–	–
Puppet show theatres	27,2	5,1	9,8	57,9	–	–
Drama theatres	11,7	3,0	7,8	77,5	–	–
Musical theatres	8,9	3,6	33,7	53,9	–	–
Opera and ballet theatres	6,3	2,6	10,9	80,3	–	–

Theatre Property Maintenance Costs in 2000

Theatre	Costs (Lt/m ²)					
	Electricity	Heat and hot water	Cleaning	Current repairs	Cold water	Other services
Drama theatres	7,2	11,4	1,1	3,3	1,1	3,5
Lithuanian National Drama Theatre	10,9	11,5	0,7	6,8	1,4	2,6
Kaunas State Academic Drama Theatre	8,7	10,9	0,4	7,9	1,1	1,8
State Youth Theatre	7,7	8,2	1,6	0,0	1,1	5,2
Lithuanian-Russian Drama Theatre	7,9	11,6	0,9	5,2	2,0	4,0
Siauliai Drama Theatre	6,6	18,7	2,6	0,5	0,8	1,7
Klaipėda Drama Theatre	4,8	8,9	1,5	0,7	0,7	4,9
Juozas Miltinis Drama Theatre	3,6	10,0	0,2	1,7	0,5	6,3
Musical theatres	9,8	16,9	0,7	7,8	3,3	3,1
Kaunas State Musical Theatre	9,9	16,7	0,8	15,6	4,7	3,8
Klaipėda Musical Theatre	9,6	17,0	0,7	0,0	1,9	2,4
Puppet theatres	11,8	14,6	2,0	24,1	4,0	5,2
Vilnius Puppet Theatre "Lele"	15,2	18,1	2,6	33,1	5,2	4,2
Kaunas Puppet Theatre	8,4	11,1	1,4	15,2	2,7	6,1
Opera and ballet theatres	9,0	19,3	0,6	2,4	2,9	4,3
Lithuanian National Opera and Ballet Theatre	9,0	19,3	0,6	2,4	2,9	4,3
Total	9,4	15,6	1,1	9,4	2,8	4,0
Puppet theatres	11,8	14,6	2,0	24,1	4,0	5,2
Musical theatres	9,8	16,9	0,7	7,8	3,3	3,1
Opera and ballet theatres	9,0	19,3	0,6	2,4	2,9	4,3
Drama theatres	7,3	11,5	1,1	3,3	1,1	3,6

Vilnius Small Theatre –unfinished building reconstruction, property maintenance costs in 2000 – 106,160 Lt.

Oskaro Koršunovo Theatre does not have its own premises, rental costs for 2000 – 89,300 Lt.

Audience Hall Occupancy by Theatre 1999–2000

Theatre	Audience Hall Occupancy (percent)						Change (percent)		
	1999			2000			Primary Hall	Second Hall	Third Hall
	Primary Hall	Second Hall	Third Hall	Primary Hall	Second Hall	Third Hall			
Drama theatres	47,2	58,1	75,3	39,5	59,9	89,1	-7,7	1,9	13,9
Kaunas State Academic Drama Theatre	58,3	92,1	65,5	53,6	83,7	95,2	-4,7	-8,4	29,7
Juozas Miltinis Drama Theatre	56,3	72,0	–	52,9	71,4	–	-3,4	-0,6	–
Lithuanian National Drama Theatre	64,5	33,9	85,0	46,1	79,9	83,0	-18,4	46,0	-2,0
State Youth Theatre	48,9	91,0	–	38,1	83,0	–	-10,8	-8,0	–
Lithuanian-Russian Drama Theatre	0,2	1,4	–	0,2	0,4	–	0,0	0,2	–
Vilnius Small Theatre	61,0	86,0	–	51,0	70,0	–	-10,0	-16,0	–
Klaipeda Drama Theatre	48,0	30,0	–	37,2	31,0	–	-10,9	1,0	–
Siauliai Drama Theatre	40	–	–	37	–	–	-3,0	–	–
Musical theatres	64,5	–	–	60,8	–	–	-3,7	–	–
Klaipeda Musical Theatre	56,0	–	–	53,6	–	–	-2,4	–	–
Kaunas State Musical Theatre	73	–	–	68	–	–	-5,0	–	–
Puppet theatres	66	97,5	–	63,7	96,5	–	-2,4	-1,0	–
Kaunas Puppet Theatre	71	95	–	72,3	93	–	1,3	-2,0	–
Vilnius Puppet Theatre “Lele”	61	100	–	55	100	–	-6,0	0,0	–
Opera and ballet theatres	53,2	n/a	–	64,5	n/d	–	11,3	–	–
Lithuanian National Opera and Ballet Theatre	53,2	n/a	–	64,5	n/a	–	11,3	–	–
Total	57,7	76,5	75,3	57,1	76,4	89,1	-0,6	-0,1	13,9
Opera and ballet theatres	53,2	n/a	–	64,5	n/a	–	11,3	–	–
Puppet theatres	66	97,5	–	63,7	96,5	–	-2,4	-1,0	–
Musical theatres	64,5	–	–	60,8	–	–	-3,7	–	–
Drama theatres	47,2	58,1	75,3	39,5	59,9	89,1	-7,7	1,9	13,9
Private theatres	90	80	100	100	100	100	10,0	20,0	0,0
Oskaras Korsunovas Theatre	90	80	100	100	100	100	10,0	20,0	0,0

Theatre Personnel Structure 1999–2000 (percentage)

Theatre	Personnel by Profession	Permanent staff		Temporary staff (Outside contracts)		Total personnel		Personnel structure 2000	Share of temporary staff (Outside contracts) 2000
		1999	2000	1999	2000	1999	2000		
Juozas Miltinis Drama Theatre									
	Total:	125	123	30	43	155	166	100	25,90
	Artistic personnel	37	37	30	43	67	80	48,19	53,75
	Technical personnel	34	33	0	0	34	33	19,88	0
	Production service	46	45	0	0	46	45	27,11	0
	Administrative personnel	8	8	0	0	8	8	4,82	0
Vilnius Small Theatre									
	Total:	73	63	22	39	95	102	100	38,24
	Artistic personnel	37	34	22	39	59	73	71,57	53,42
	Technical personnel	15	10	0	0	15	10	9,80	0
	Production service	13	11	0	0	13	11	10,78	0
	Administrative personnel	8	8	0	0	8	8	7,84	0
State Youth Theatre									
	Total:	125	99	96	89	221	188	100	47,34
	Artistic personnel	46,5	34,5	96	89	142,5	123,5	65,69	72,06
	Technical personnel	38	28	0	0	38	28	14,89	0
	Production service	32,5	29	0	0	32,5	29	15,43	0
	Administrative personnel	8	7,5	0	0	8	7,5	3,99	0
Kaunas Puppet Theatre									
	Total:	58	57	43	38	101	95	100	40
	Artistic personnel	26	27	43	38	69	65	68,42	58,46
	Technical personnel	17	15	0	0	17	15	15,79	0
	Production service	10	10	0	0	10	10	10,53	0
	Administrative personnel	5	5	0	0	5	5	5,26	0
Klaipeda Musical Theatre									
	Total:	276	252,5	23	25	299	277,5	100	9,01
	Artistic personnel	179	161,5	23	25	202	186,5	67,21	13,40
	Technical personnel	35	32	0	0	35	32	11,53	0

	Production service	46,5	43,5	0	0	46,5	43,5	15,68	0	
	Administrative personnel	15,5	15,5	0	0	15,5	15,5	5,59	0	
Lithuanian-Russian Drama Theatre										
	Total:	140	140	40	36	180	176	100	20,45	
	Artistic personnel	46	47	40	36	86	83	47,16	43,37	
	Technical personnel	35	33	0	0	35	33	18,75	0	
	Production service	37	37	0	0	37	37	21,02	0	
	Administrative personnel	22	23	0	0	22	23	13,07	0	
Lithuanian National Opera and Ballet Theatre										
	Total:	569	555	0	46	569	601	100	7,65	
	Artistic personnel	327	321	n/d	46	327	367	61,06	12,53	
	Technical personnel	155	150	0	0	155	150	24,96	0	
	Production service	64	63	0	0	64	63	10,48	0	
	Administrative personnel	23	21	0	0	23	21	3,49	0	
Kaunas State Musical Theatre										
	Total:	329	329	40	47	369	376	100	12,50	
	Artistic personnel	203,5	203,5	40	47	243,5	250,5	66,62	18,76	
	Technical personnel	46,5	46,5	0	0	46,5	46,5	12,37	0	
	Production service	68	68	0	0	68	68	18,09	0	
	Administrative personnel	11	11	0	0	11	11	2,93	0	
Siauliai Drama Theatre										
	Total:	86,5	83,5	39	24	125,5	107,5	100	22,33	
	Artistic personnel	32,5	32,5	39	24	71,5	56,5	52,56	42,48	
	Technical personnel	20	17	0	0	20	17	15,81	0	
	Production service	25	25	0	0	25	25	23,26	0	
	Administrative personnel	9	9	0	0	9	9	8,37	0	
Vilnius Puppet Theatre "Lele"										
	Total:	38,75	35,75	0	1	38,75	36,75	100	2,72	
	Artistic personnel	23	20	0	1	23	21	57,14	4,76	
	Technical personnel	5,75	5,75	0	0	5,75	5,75	15,65	0	
	Production service	4	4	0	0	4	4	10,88	0	
	Administrative personnel	6	6	0	0	6	6	16,33	0	
Klaipeda Drama Theatre										
	Total:	126	124	19	20	145	144	100	13,89	
	Artistic personnel	50	48	19	20	69	68	47,22	29,41	
	Technical personnel	36	36	0	0	36	36	25,00	0	

	Production service	26	26	0	0	26	26	18,06	0	
	Administrative personnel	14	14	0	0	14	14	9,72	0	
Kaunas State Academic Drama Theatre										
	Total:	169	146	62	79	231	225	100	35,11	
	Artistic personnel	64	54	62	79	126	133	59,11	59,40	
	Technical personnel	37	34	0	0	37	34	15,11	0	
	Production service	50	44	0	0	50	44	19,56	0	
	Administrative personnel	18	14	0	0	18	14	6,22	0	
Lithuanian National Drama Theatre										
	Total:	166,5	169,5	146	149	312,5	318,5	100	46,78	
	Artistic personnel	48	50	146	149	194	199	62,48	74,87	
	Technical personnel	42,5	41,5	0	0	42,5	41,5	13,03	0	
	Production service	61	61	0	0	61	61	19,15	0	
	Administrative personnel	15	17	0	0	15	17	5,34	0	

Permanent theatre staff by profession in 2000

Theatre	Number of permanent staff	Director's assistant	Firemen	Prop managers	Make-up artists	Sound engineers	Lighting engineers
Kaunas State Musical Theatre	329	2	8	3	5,5	1/0,5	4,5
Juozas Miltinis Drama Theatre	123	3	5	5,5****	2	0	3
Kaunas Puppet Theatre	57	0	4	1	0	1/1	1
Vilnius Small Theatre	63	1	0	2	1	1/0	1
State Youth Theatre	99	2	5,5	2	1,5	0/2	4
Lithuanian-Russian Drama Theatre	140	2	5	3	2	2/1	4
Klaipeda Drama Theatre	124	3	2	2	2	0/1	3
Siauliai Drama Theatre	83,5	2	4	3	1	3***	3
Vilnius Puppet Theatre "Lele"	35,75	0	4**	0	0	1/0	1
Klaipeda Musical Theatre	252,5	2	7**	1,5	2	1/1	2
Kaunas State Academic Drama Theatre	146	2	8**	3	3	1/1	4
Lithuanian National Opera and Ballet Theatre	555	5*	8	4	9	0/2	11
Lithuanian National Drama Theatre	169,5	3	11**	4	3	0/4	7

* 3 Opera Director's Assistants, 2 Choreographer's Assistants.

** Watchman-fireman.

*** Sound technicians.

**** Prop managers, set crew

Number of Permanent Employees and Average Wage by Theatre 1999–2000 (Lt)

	Indicator	1999	2000	2001
ADMINISTRATIVE PERSONNEL	Number of employees	162,5	159	153,5
	Average monthly wage	989	983	993
	Average bonus	416	416	459
Drama theatres	Number of employees	102	100,5	94,5
	Average monthly wage	1011	1018	1079
	Average bonus	305	309	359
Vilnius Small Theatre	Number of employees	8	8	7
	Average monthly wage	968	1004	1265
	Average bonus	143	352	382
State Youth Theatre	Number of employees	8	7,5	6,5
	Average monthly wage	1106	1163	1202
	Average bonus	478	312	561
Klaipeda Drama Theatre	Number of employees	14	14	14
	Average monthly wage	968	1005	1054
	Average bonus	175	129	106
Siauliai Drama Theatre	Number of employees	9	9	8
	Average monthly wage	1098	1090	1154
	Average bonus	230	276	282
Lithuanian-Russian Drama Theatre	Number of employees	22	23	20
	Average monthly wage	713	751	754
	Average bonus	58	86	92
Kaunas State Academic Drama Theatre	Number of employees	18	14	13
	Average monthly wage	786	870	883
	Average bonus	216	303	424
Juozas Miltinis Drama Theatre	Number of employees	8	8	9
	Average monthly wage	1497	1378	1380
	Average bonus	473	337	340
Lithuanian National Drama Theatre	Number of employees	15	17	17
	Average monthly wage	954	885	943
	Average bonus	668	673	685
Musical theatres	Number of employees	26,5	26,5	27
	Average monthly wage	957	957	944,5
	Average bonus	505	440	489
Kaunas State Musical Theatre	Number of employees	11	11	11
	Average monthly wage	988	988	988
	Average bonus	830	700	844
Klaipeda Musical Theatre	Number of employees	15,5	15,5	16
	Average monthly wage	926	926	901
	Average bonus	180	180	134
Puppet theatres	Number of employees	11	11	11
	Average monthly wage	1053	1011	998
	Average bonus	266	435,5	489
Vilnius Puppet Theatre "Lele"	Number of employees	6	6	6
	Average monthly wage	933	920	930
	Average bonus	163	413	504
Kaunas Puppet Theatre	Number of employees	5	5	5
	Average monthly wage	1172	1102	1066
	Average bonus	369	458	474

Opera and ballet theatres	Number of employees	23	21	21
	Average monthly wage	935	945	949
	Average bonus	586	481	499
Lithuanian National Opera and Ballet Theatre	Number of employees	23	21	21
	Average monthly wage	935	945	949
	Average bonus	586	481	499
ARTISTIC PERSONNEL	Number of employees	1119,5	1070	999,5
	Average monthly wage	874	817	845
	Average bonus	222	191	237
Drama theatres	Number of employees	361	337	285
	Average monthly wage	833	755	835
	Average bonus	205	147	172
Vilnius Small Theatre	Number of employees	37	34	8
	Average monthly wage	865	630	912
	Average bonus	269	126	56
State Youth Theatre	Number of employees	46,5	34,5	31,5
	Average monthly wage	815	737	746
	Average bonus	102	0	32
Klaipeda Drama Theatre	Number of employees	50	48	46
	Average monthly wage	765	805	892
	Average bonus	151	160	191
Siauliai Drama Theatre	Number of employees	32,5	32,5	31,5
	Average monthly wage	1019	836	850
	Average bonus	171	168	176
Lithuanian-Russian Drama Theatre	Number of employees	46	47	49
	Average monthly wage	832	826	887
	Average bonus	90	88	92
Kaunas State Academic Drama Theatre	Number of employees	64	54	41
	Average monthly wage	713	742	830
	Average bonus	286	124	291
Juozas Miltinis Drama Theatre	Number of employees	37	37	37
	Average monthly wage	852	667	700
	Average bonus	200	93	100
Lithuanian National Drama Theatre	Number of employees	48	50	41
	Average monthly wage	799	798	859
	Average bonus	369	417	436
Musical theatres	Number of employees	382,5	365	359
	Average monthly wage	828	843	844
	Average bonus	137	40	128
Kaunas State Musical Theatre	Number of employees	203,5	203,5	203,5
	Average monthly wage	729	730	724
	Average bonus	273	79	255
Klaipeda Musical Theatre	Number of employees	179	161,5	155,5
	Average monthly wage	926	956	963
	Average bonus	0	0	0
Puppet theatres	Number of employees	49	47	41
	Average monthly wage	846	765	794
	Average bonus	152	174	212
Vilnius Puppet Theatre "Lele"	Number of employees	23	20	17
	Average monthly wage	850	847	858
	Average bonus	114	156	188
Kaunas Puppet Theatre	Number of employees	26	27	24
	Average monthly wage	841	682	729
	Average bonus	190	192	235

Opera and ballet theatres	Number of employees	327	321	314,5
	Average monthly wage	991	904	909
	Average bonus	394	404	439
Lithuanian National Opera and Ballet Theatre	Number of employees	327	321	314,5
	Average monthly wage	991	904	909
	Average bonus	394	404	439
PRODUCTION SERVICES	Number of employees	483	466,5	431,5
	Average monthly wage	593	574	605
	Average bonus	131	104	115
Drama theatres	Number of employees	290,5	278	244,5
	Average monthly wage	580	574	637
	Average bonus	87	64	78
Vilnius Small Theatre	Number of employees	13	11	3
	Average monthly wage	550	507	686
	Average bonus	136	30	110
State Youth Theatre	Number of employees	32,5	29	24,5
	Average monthly wage	666	671	707
	Average bonus	95	79	86
Klaipeda Drama Theatre	Number of employees	26	26	26
	Average monthly wage	753	764	775
	Average bonus	4	4	4
Siauliai Drama Theatre	Number of employees	25	25	25
	Average monthly wage	633	609	600
	Average bonus	37	30	29
Lithuanian-Russian Drama Theatre	Number of employees	37	37	29
	Average monthly wage	505	505	582
	Average bonus	16	18	47
Kaunas State Academic Drama Theatre	Number of employees	50	44	37
	Average monthly wage	515	527	591
	Average bonus	74	58	70
Juozas Miltinis Drama Theatre	Number of employees	46	45	42
	Average monthly wage	501	488	520
	Average bonus	79	61	84
Lithuanian National Drama Theatre	Number of employees	61	61	58
	Average monthly wage	518	518	624
	Average bonus	253	230	193
Musical theatres	Number of employees	114,5	111,5	111
	Average monthly wage	561	567	568
	Average bonus	134	95	120
Kaunas State Musical Theatre	Number of employees	68	68	68
	Average monthly wage	476	479	479
	Average bonus	187	108	157
Klaipeda Musical Theatre	Number of employees	46,5	43,5	43
	Average monthly wage	645	654	656
	Average bonus	80	82	83
Puppet theatres	Number of employees	14	14	13
	Average monthly wage	580	513	573
	Average bonus	153	162	170
Vilnius Puppet Theatre "Lele"	Number of employees	4	4	4
	Average monthly wage	450	452	495
	Average bonus	30	71	95
Kaunas Puppet Theatre	Number of employees	10	10	9
	Average monthly wage	710	574	651
	Average bonus	275	253	244

Opera and ballet theatres	Number of employees	64	63	63
	Average monthly wage	653	641	641
	Average bonus	152	94	94
Lithuanian National Opera and Ballet Theatre	Number of employees	64	63	63
	Average monthly wage	653	641	641
	Average bonus	152	94	94
TECHNICAL SERVICES	Number of employees	516,75	481,75	470,75
	Average monthly wage	509	500	508
	Average bonus	51	53	56
Drama theatres	Number of employees	257,5	232,5	221
	Average monthly wage	491	474	507
	Average bonus	40	39	40
Vilnius Small Theatre	Number of employees	15	10	5
	Average monthly wage	319	271	394
	Average bonus	9	0	0
State Youth Theatre	Number of employees	38	28	27
	Average monthly wage	555	567	592
	Average bonus	55	52	82
Klaipeda Drama Theatre	Number of employees	36	36	36
	Average monthly wage	579	569	558
	Average bonus	0	0	0
Siauliai Drama Theatre	Number of employees	20	17	16
	Average monthly wage	478	485	509
	Average bonus	31	48	45
Lithuanian-Russian Drama Theatre	Number of employees	35	33	27
	Average monthly wage	481	482	491
	Average bonus	4	5	12
Kaunas State Academic Drama Theatre	Number of employees	37	34	30
	Average monthly wage	540	471	518
	Average bonus	20	11	22
Juozas Miltinis Drama Theatre	Number of employees	34	33	33
	Average monthly wage	482	444	454
	Average bonus	105	72	76
Lithuanian National Drama Theatre	Number of employees	42,5	41,5	47
	Average monthly wage	490	505	536
	Average bonus	94	125	80
Musical theatres	Number of employees	81,5	78,5	77
	Average monthly wage	466	468	464
	Average bonus	34	27	36
Kaunas State Musical Theatre	Number of employees	46,5	46,5	46,5
	Average monthly wage	460	460	460
	Average bonus	68	54	72
Klaipeda Musical Theatre	Number of employees	35	32	30,5
	Average monthly wage	472	476	468
	Average bonus	0	0	0
Puppet theatres	Number of employees	22,75	20,75	21,75
	Average monthly wage	443	422	427
	Average bonus	38	70	65
Vilnius Puppet Theatre "Lele"	Number of employees	5,75	5,75	5,75
	Average monthly wage	438	440	459
	Average bonus	30	75	84
Kaunas Puppet Theatre	Number of employees	17	15	16
	Average monthly wage	447	403	394
	Average bonus	45	65	46
Opera and ballet theatres	Number of employees	155	150	151
	Average monthly wage	635	637	634
	Average bonus	94	76	85

Lithuanian National Opera and Ballet Theatre	Number of employees	155	150	151
	Average monthly wage	635	637	634
	Average bonus	94	76	85
TOTAL	Number of employees	2281,75	2177,25	2055,25
	Average monthly wage	741	718	738
	Average bonus	205	191	217
Drama theatres	Number of employees	1011	948	845
	Average monthly wage	728,6	705,3	764,3
	Average bonus	159,1	139,6	162,1
Musical theatres	Number of employees	605	581,5	574
	Average monthly wage	702,8	708,6	704,9
	Average bonus	202,3	150,4	193,1
Puppet show theatres	Number of employees	96,75	92,75	86,75
	Average monthly wage	730,0	678,0	698,0
	Average bonus	152	210,4	233,8
Opera and ballet theatres	Number of employees	569	555	549,5
	Average monthly wage	803,5	781,8	783,3
	Average bonus	306,5	263,8	279,3

Sponsorship by Theatre 1999-2000

Theatre	Sponsorship (Lt)			
	1999	Percent	2000	Percent
Kaunas State Musical Theatre	4392	0,9	1794	0,6
Juozas Miltinis Drama Theatre	0	0,0	2000	0,7
Kaunas Puppet Theatre	8060	1,6	2000	0,7
Vilnius Small Theatre	1025	0,2	2305	0,8
State Youth Theatre	0	0,0	7000	2,3
Lithuanian-Russian Drama Theatre	38981	7,6	12011	3,9
Klaipeda Drama Theatre	74000	14,4	13000	4,3
Siauliai Drama Theatre	14300	2,8	16000	5,2
Vilnius Puppet Theatre "Lele"	0	0,0	25000	8,2
Klaipeda Musical Theatre	107763	21,0	28800	9,4
Kaunas State Academic Drama Theatre	127353	24,8	36114	11,8
Lithuanian National Opera and Ballet Theatre	6000	1,2	50700	16,6
Lithuanian National Drama Theatre	131700	25,6	108687	35,6
Total:	504574	100	305411	100
Oskaras Korsunovas Theatre	185000	36,0	830000	271,8

Advertising Expenditure by Theatre 1999-2000

Theatre	Advertising Expenditure (Lt)			
	1999	Percent	2000	Percent
Vilnius Small Theatre	13928	2,9	4956	1,4
Kaunas Puppet Theatre	11095	2,3	8568	2,4
Juozas Miltinis Drama Theatre	5946	1,2	9083	2,6
Klaipeda Drama Theatre	27526	5,7	11986	3,4
Kaunas State Musical Theatre	32696	6,8	12860	3,6
Siauliai Drama Theatre	19853	4,1	13492	3,8
Lithuanian National Drama Theatre	57549	11,9	15052	4,3
State Youth Theatre	27608	5,7	17747	5,0
Vilnius Puppet Theatre "Lele"	5410	1,1	18964	5,4
Lithuanian-Russian Drama Theatre	28977	6,0	20540	5,8
Klaipeda Musical Theatre	35353	7,3	31365	8,9
Kaunas State Academic Drama Theatre	53555	11,1	77359	21,9
Lithuanian National Opera and Ballet Theatre	162367	33,7	110977	31,4
Total:	481863	100	352949	100
Oskaras Korsunovas Theatre	12000	2,5	64200	18,2

Popularity of Drama Performances by Income in 2000

Author, Title of Play	Theatre	Number of Tickets Sold	Income (Lt)	Number of Performances
M.Bulgakov "The Master and Margarita"	Oskaras Korsunovas Theatre	15076	353755	28
W.Shakespeare "A Midsummer Night's Dream"	Oskaras Korsunovas Theatre	8112	131314	20
M.Lermantov "Masquerade"	Vilnius Small Theatre	6509	125480	27
M.Ravenhill "Shopping and Fucking"	Oskaras Korsunovas Theatre	8285	119023	24
Women's Songs (based on the songs of M.Dietrich)	Lithuanian National Drama Theatre	5802	113110	13
Carmen (based on G.Bizet, R.Schedrin mus.)	Lithuanian National Drama Theatre	4644	75810	9
M.Mayenburg "The Face of Fire"	Oskaras Korsunovas Theatre	7477	73525	23
R.Blaumanis "Seamstresses' Days in Silmačiai"	State Youth Theatre	5808	64957	18
B.M.Koltes "Roberto Zucco"	Lithuanian National Drama Theatre	1823	64840	7
A.Chekov "The Cherry Orchard"	Vilnius Small Theatre	1829	61735	13
A.Zekas "Woodcock Hunt"	Kaunas Drama Theatre	3500	50937	9
W.Shakespeare "Richard III"	Lithuanian National Drama Theatre	3531	49632	14
K.Saja "Sventezeris"	Kaunas Drama Theatre	4900	48063	17
P.Travers "Mary Poppins"	Kaunas Drama Theatre	9100	47660	20
Moliere "The Miser"	Lithuanian National Drama Theatre	4771	46117	15
B.Dauguvietis "Zaldokynė"	Lithuanian National Drama Theatre	4513	44055	14
K.Rapoport "Further – Silence"	Juozas Miltinis Drama Theatre	5364	42306	16
H.Ibsen "Hedda Gabler"	Kaunas Drama Theatre	3010	41282	23
J.Murrell "Memoirs"	State Youth Theatre	3794	40882	22
W.Shakespeare "Twelfth Night"	Kaunas Drama Theatre	5100	40255	15
D.Juronytė "Randor Kvit"	Kaunas Drama Theatre	4900	39536	20
Moliere "Tartuffe"	State Youth Theatre	3368	38296	13
P.Braz "The Meeting"	Lithuanian National Drama Theatre	2968	36290	12
P.Beaumarchais "The Marriage of Figaro"	Kaunas Drama Theatre	3200	32712	13
P.Calderon "Life is but a Dream"	Lithuanian National Drama Theatre	3381	30305	10
A.Saalbach "Dance Lesson"	Kaunas Drama Theatre	3400	29395	14
A.Nikolaji "Be a Man, Celestino"	State Youth Theatre	2634	29049	10
P.Seno "To Your Health, Mister"	Siauliai Drama Theatre	3736	29040	18
N.Karpuskaitė "Story About a Lego City"	Kaunas Drama Theatre	5200	27965	16
T.Gabbe "Cinderella"	Kaunas Drama Theatre	6500	27649	15
K.Kubilinskas "Elenyte and Joniukas the Lamb"	Siauliai Drama Theatre	4930	24559	22
L.Lambert "Charlottes"	Oskaras Korsunovas Theatre	2593	23943	10
A.Lindgren "Pippy Longstocking"	Lithuanian-Russian Drama Theatre	3080	23930	19
T.Williams "The Picnic"	State Youth Theatre	1542	23639	7
J.B.Moliere "The Alleged Patient"	Juozas Miltinis Drama Theatre	2953	23478	11
A.Keturakis "America in a Sauna"	Kaunas Drama Theatre	2500	22695	9
E.Thompson "By Golden Pond"	Juozas Miltinis Drama Theatre	2775	21405	13
M.Ivaskevicius "Neighbor"	State Youth Theatre	1624	20400	10
E.O'Neill "Mourning Comes Electra"	Kaunas Drama Theatre	2100	19823	10
J.Orton "What the Servant Saw"	Klaipeda Drama Theatre	2046	18070	13
A.Liobytė "The Bear's Hut"	Kaunas Drama Theatre	4200	17715	10
W.Shakespeare "Richard III"	State Youth Theatre	1729	17308	11
F.Garcia Lorca "The House of	Lithuanian National Drama Theatre	1389	17183	9

Bernarda Alba"				
V.Kupšys "Lithuanian Innocence"	Juozas Miltinis Drama Theatre	2199	16918	15
V.Jerofejev "And Nodelsdam Took a Drink"	Lithuanian-Russian Drama Theatre	1540	16849	18
S.Mrozhek "In the Open Sea"	Juozas Miltinis Drama Theatre	1980	16654	11
W.Fasbinder "Bremen's Freedom"	Kaunas Drama Theatre	1500	16463	9
J.Vaiciūnaitė "A Story About a Street in Old Town"	State Youth Theatre	3091	15728	14
J.B.Moliere "Tartuffe"	Lithuanian-Russian Drama Theatre	1180	15696	11
F.Veber "Dummy"	Lithuanian National Drama Theatre	1804	15353	7
E.Rostand "Cyrano"	State Youth Theatre	1516	15258	9
G.Kanovicus "O Lord, Smile Down on Us"	Vilnius Small Theatre	1167	15159	5
F.Dostoyevsky "Stepanchikov's Manor"	Lithuanian National Drama Theatre	1422	14925	6
E.T.Hoffmann "The Nutcracker and the King of Mice"	Juozas Miltinis Drama Theatre	3209	14840	12
Moliere "The Miser"	Siauliai Drama Theatre	2249	14796	11
A.Chekov "Perpetuum Mobile"	State Youth Theatre	1326	14789	6
Sophocles "King Oedipus"	Lithuanian National Drama Theatre	1484	14614	7
H.Pinter "A Return to Home"	Juozas Miltinis Drama Theatre	600	14230	1
K.Macijauskas "Journey to Lapland"	Klaipeda Drama Theatre	3012	13640	8
M.Pagnol "The Breadmaker's Wife"	Klaipeda Drama Theatre	1565	13536	6
T.Williams "Summer and Smoke"	Juozas Miltinis Drama Theatre	1715	13202	9
H.Kuncius "Two Kingdoms Rural"	Lithuanian National Drama Theatre	2185	13092	10
N.Gogol "Marriage"	Klaipeda Drama Theatre	878	12620	9
Holiday concert	Siauliai Drama Theatre	398	12620	1
W.Shakespeare "Much Ado About Nothing"	Klaipeda Drama Theatre	1114	12099	4
A.Ayckbourn "Norman Conquests II"	State Youth Theatre	1074	11679	3
K.Macijauskas "Snow Queen"	Klaipeda Drama Theatre	1880	11612	6
N.Bečiūtė "Fairy Tales"	Siauliai Drama Theatre	2037	11589	10
Ch.Boichev "Colonel Paukštė"	Juozas Miltinis Drama Theatre	2097	11560	7
K.Higgins "Harold and Maude"	State Youth Theatre	1599	11520	8
W.Saroyan "The Best Time of Your Life"	Klaipeda Drama Theatre	1032	11207	5
T.Ratigan "The Lady Without Camellias"	Siauliai Drama Theatre	1401	10897	6
Based on motifs from S.Testament, F.Dostoyevsky, B.Brecht "Lament According to Jeremiah"	Siauliai Drama Theatre	1725	10858	8
A.Giniotis "Michael the Fisherman"	Klaipeda Drama Theatre	1478	10820	8
A.Ayckbourn "Norman Conquests I"	State Youth Theatre	946	10587	4
A.Cagareli "Chanuma"	Juozas Miltinis Drama Theatre	954	10580	2
A.Lindgren "Pippy Longstocking"	State Youth Theatre	1832	9758	7
N.Gogol "Marriage"	Kaunas Drama Theatre	1100	9395	6
S.Geda "Cinderella"	State Youth Theatre	1679	9238	15
J.Zemaite "Three Loved Ones"	Klaipeda Drama Theatre	685	9230	4
S.Marshak "A Cat's House"	Klaipeda Drama Theatre	3227	9175	10
N.Simon "Last of the Red Hot Lovers"	Juozas Miltinis Drama Theatre	1481	8872	6
N.Erdman "The Suicide"	Juozas Miltinis Drama Theatre	1105	8779	6
B.Sruoga "A Five Leafed Clover"	Siauliai Drama Theatre	862	8724	7
New Year's show for children	Lithuanian-Russian Drama Theatre	400	8660	1
A.Strindberg "Father"	State Youth Theatre	817	8574	6
A.Fugard "Journey to Mecca"	State Youth Theatre	812	8570	6
B.M.Koltes "Night Just Before Mass"	State Youth Theatre	1026	8488	7
M.McDonagh "A Skull from	Siauliai Drama Theatre	1275	8440	8

Konomara"				
I.Bunin "Dark Alleys"	Lithuanian-Russian Drama Theatre	690	8256	6
J.Anouilh "Romeo ir Jeanotte"	Klaipeda Drama Theatre	908	8181	6
A.Volkov "The Magician of Smaragd"	Lithuanian-Russian Drama Theatre	950	8013	9
G.Stefanovski "Hotel Europa"	Oskaras Korsunovas Theatre	1600	8000	40
D.Psat "We Need a Liar"	Klaipeda Drama Theatre	921	7462	5
M.McDonagh "A Cripple from the Island of Ainishman"	Siauliai Drama Theatre	1034	7374	8
L.Ustinov, O.Tabakov "Snow White and the Seven Dwarfs"	Lithuanian-Russian Drama Theatre	1400	7318	5
S.Maugham "The Circle"	Juozas Miltinis Drama Theatre	991	7234	5
E.Zhukovskaya, M.Astrachan "The Adventures of Pif"	Juozas Miltinis Drama Theatre	1460	6999	5
J.Bedier "Tristan ir Isolde"	Siauliai Drama Theatre	566	6923	3
D.Patrick "Dear Pamela"	Lithuanian-Russian Drama Theatre	590	6740	8
J.Dautartas "Tales of an Old Willow"	Juozas Miltinis Drama Theatre	1161	6692	6
P.Shaffer "Black Comedy"	Siauliai Drama Theatre	971	6588	5
G.Solovsky "For a Princess"	Siauliai Drama Theatre	1130	6505	7
G.Rodari "Cippolino"	Lithuanian National Drama Theatre	1088	6431	4
S.Poskus "Before Leaving for Heaven"	Klaipeda Drama Theatre	900	6249	4
J.Kruss "Tim Taler or a Joke for Sale"	State Youth Theatre	1161	6220	5
J.Goldman "A Lion in Winter"	Kaunas Drama Theatre	700	6058	4
A.Chekov "An Unfinished Piece"	Klaipeda Drama Theatre	593	5811	6
G.Hari "Brother Fox and Brother Rabbit"	Juozas Miltinis Drama Theatre	1242	5792	7
J.M.Syngne "A Great Guy From the Western Bank"	Kaunas Drama Theatre	800	5762	4
J.Shwartz "Little Red Riding Hood"	Lithuanian National Drama Theatre	1271	5685	5
V.Balask "Drunken Night"	Juozas Miltinis Drama Theatre	775	5684	5
D.Fonvizin "An Immature Man"	Lithuanian-Russian Drama Theatre	690	5551	10
N.Coward "Private Lives"	Kaunas Drama Theatre	600	5315	4
W.Schwab "Presidents"	Kaunas Drama Theatre	500	5258	5
M.Kundera "Jacques the Fatalist"	State Youth Theatre	506	5118	4
L.Carroll "Alice in Wonderland"	Klaipeda Drama Theatre	1016	5026	3
V.Petkevicius "Sieksnis Child of Sprindis"	Juozas Miltinis Drama Theatre	1143	4855	8
N.Koliada "Ragatke"	Kaunas Drama Theatre	600	4804	3
B.Junger "White Rose"	Siauliai Drama Theatre	854	4727	6
T.Wilder "A Long Christmas Dinner"	Kaunas Drama Theatre	400	4650	8
J.Fosse "Woman and Child"	State Youth Theatre	416	4612	4
S.Geda "A Highly Cultured Insane Asylum"	Siauliai Drama Theatre	514	4530	6
V.Hauff "The Little Dwarf 'Nose'"	State Youth Theatre	872	4360	9
R.Steponaviciute "Snow White and the Seven Dwarfs"	Siauliai Drama Theatre	725	4350	6
K.Kubilinskas "Bebenciukas"	State Youth Theatre	812	4340	4
E.O'Neill "A Long Day's Journey into Night"	Juozas Miltinis Drama Theatre	692	4262	5
J.Shwartz "Cinderella"	Lithuanian-Russian Drama Theatre	650	3834	5
K.Manie "Get Dressed Quickly, Mademoiselle"	Lithuanian-Russian Drama Theatre	340	3748	5
R.Lamouret "These Women Can Do Anything"	Lithuanian-Russian Drama Theatre	860	3685	4
R.Louler "The Summer of the Seventeenth Doll"	Siauliai Drama Theatre	383	3634	3
B.Slade "Same Time Next Year"	State Youth Theatre	332	3618	4

W.Shakespeare "The Taming of the Shrew"	Lithuanian-Russian Drama Theatre	380	3597	6
G.Gorin "Film IV"	Lithuanian-Russian Drama Theatre	590	3571	7
T.Wilder "Night Train Sleeper Car Hiawatha"	Klaipeda Drama Theatre	308	3412	6
New Year's Concert	Klaipeda Drama Theatre	380	3406	1
S.Michalkov "The Three Little Pigs"	Klaipeda Drama Theatre	1019	3299	9
An evening of Stankūnas	Juozas Miltinis Drama Theatre	328	3280	1
Songs "Once only..."	Lithuanian-Russian Drama Theatre	350	3270	7
K.Smoriginas concert	Juozas Miltinis Drama Theatre	323	3230	1
Days and songs	Lithuanian National Drama Theatre	344	3130	2
Snow White	Lithuanian-Russian Drama Theatre	486	3063	2
M.Bulgakov "Zoika's Flat"	Kaunas Drama Theatre	400	3063	2
H.Ibsen "Little Ejolf"	Juozas Miltinis Drama Theatre	680	3048	3
M.Erdman "The Suicide"	State Youth Theatre	300	3023	3
Ch.Pervault "Puss'n Boots"	Kaunas Drama Theatre	800	2994	2
A.Pushkin "Pushkin's Fairy Tales"	Lithuanian-Russian Drama Theatre	710	2987	6
A.Lindgren "The Little One and Karlson"	Klaipeda Drama Theatre	598	2884	2
R.Steponavičiute "Raggedy Annie"	Siauliai Drama Theatre	460	2752	4
M.Ravenhill "A Few Exact Polaroid Photos"	Lithuanian National Drama Theatre	360	2717	4
Theatre Days concert	Klaipeda Drama Theatre	248	2536	1
N.Nosov "Nozhiniuk's Adventures"	Lithuanian-Russian Drama Theatre	380	2494	3
S.Prokofiev "Puss'n Boots"	Lithuanian-Russian Drama Theatre	810	2448	3
A.Ayckbourn "An Absurd Person in the Singular"	Siauliai Drama Theatre	458	2438	2
H.Ch.Andersen "Tales of an Old House"	Lithuanian-Russian Drama Theatre	320	2419	4
M.Maeterlinck "Bluebird"	Klaipeda Drama Theatre	492	2416	2
J.B.Moliere "Georges Danden or the Cuckold"	Lithuanian-Russian Drama Theatre	270	2415	6
R.Nash "Rain!"	Kaunas Drama Theatre	300	2375	1
D.Kinosita "The Plumage of a Crane"	Lithuanian-Russian Drama Theatre	380	2298	4
F.Garcia Lorca "The Audience"	Lithuanian National Drama Theatre	150	2220	2
H.Verburg "Parents and Eggs"	State Youth Theatre	418	2193	3
S.Aksakov "The Red Flower"	Lithuanian-Russian Drama Theatre	330	2152	5
After 20 Years	Klaipeda Drama Theatre	390	2118	1
A.Asovsky "The Shore of Heaven"	Klaipeda Drama Theatre	218	2112	2
J.Cromwell "An Hour and an Entire Life"	Lithuanian National Drama Theatre	332	2075	3
A.Miller "Looking Down from Morgan's Mountain"	Lithuanian-Russian Drama Theatre	250	2040	2
Shalom-Aleichem "Tevje the Milkman"	Siauliai Drama Theatre	247	2020	3
P.Shaffer "Laetitia and Herbal Liquor"	Klaipeda Drama Theatre	212	1966	3
E.Žukovskaya "The New Adventures of Pif"	Juozas Miltinis Drama Theatre	383	1915	1
I.Bergman "After Rehearsal"	Siauliai Drama Theatre	146	1897	2
N.Coward "Mischievous Spirit"	Siauliai Drama Theatre	237	1854	3
S.Beckett "Words in Sand"	Lithuanian National Drama Theatre	300	1808	5
S.DeleNoy "A Lion in Love"	Siauliai Drama Theatre	214	1728	3
R.Toma "Eight Loving Women"	Siauliai Drama Theatre	180	1696	2
M.Santanolli "Queen Mother"	Klaipeda Drama Theatre	172	1642	3
S.Saltenis, G.Kanovicius "A Cat Behind the Door"	Siauliai Drama Theatre	245	1559	3
R.Steponavičiute "Alice in	Siauliai Drama Theatre	257	1542	2

Wonderland"				
J.Shchiucky "A Strong Soldier"	Lithuanian-Russian Drama Theatre	330	1440	9
J.Arden "A Dock for Love"	Lithuanian National Drama Theatre	135	1322	1
April Fool's Day concert	Klaipeda Drama Theatre	133	1239	1
M.Mayenburg "The Face of Fire"*	Lithuanian National Drama Theatre	649	1201	8
E.Jonosk "Bald singer."	Klaipeda Drama Theatre	118	1178	3
"Saulegraza" concert	Klaipeda Drama Theatre	223	1115	1
A. Chekov "Hospital Rm. Nr.6"	Lithuanian-Russian Drama Theatre	100	950	10
J.Cartwright "The Road"	State Youth Theatre	64	950	1
J.P.Sartre "Behind Closed Doors"	Klaipeda Drama Theatre	110	946	2
R.Harwood "The Dresser"	Lithuanian National Drama Theatre	104	945	1
M.Kiiivastik "Romas and Arunas"	Lithuanian National Drama Theatre	113	940	1
O.Shapko "How to Become a Piggie"	Juozas Miltinis Drama Theatre	178	888	3
E.Albee "Little Alice"	Lithuanian-Russian Drama Theatre	120	875	10
P.Turrini "Finally Everything"	Klaipeda Drama Theatre	90	872	2
T.Williams "A Cry"	Lithuanian-Russian Drama Theatre	140	865	5
A.Fugard "Dimetas"	Siauliai Drama Theatre	111	840	2
S.Parulskis "From Life's Souls"	Siauliai Drama Theatre	115	798	2
A.Pushkin "The Stingy Knight"	Lithuanian-Russian Drama Theatre	150	785	4
O.Wilde "The Happy Prince"	Juozas Miltinis Drama Theatre	195	780	2
D.E.Steinbeck "Of Mice and Men"	Siauliai Drama Theatre	87	702	1
M.Frisch "Andora"	Siauliai Drama Theatre	85	662	1
L.Ustinov "A City Without Love"	Siauliai Drama Theatre	90	540	1
F.Durrenmatt "The Heroic Deeds of Heracles"	Klaipeda Drama Theatre	64	537	1
E.Albee "Those Tall Women"	Klaipeda Drama Theatre	67	530	1
D.Fo "A Free Couple"	Lithuanian-Russian Drama Theatre	50	529	2
A.Asovsky, L.Zaikauskas "The Shores of Heaven"	Lithuanian-Russian Drama Theatre	50	502	3
V.Reza "Art"	Juozas Miltinis Drama Theatre	89	476	1
S.Dupuis "The Second Banishment"	Siauliai Drama Theatre	57	442	1
A.Landsbergis "An Idiot's Tale"	Juozas Miltinis Drama Theatre	59	428	2
J.Betenkort "The Day When pagr. pop."	Klaipeda Drama Theatre	55	390	1
A.Chekov "Ivanov"	State Youth Theatre	32	314	1
H.Pinter "The Guard"	Juozas Miltinis Drama Theatre	32	252	1
Based on M.Cvetayeva "Into the Land of Silent Kisses"	Lithuanian-Russian Drama Theatre	40	244	1
J.Dautartas "The Light of Your Face"	Juozas Miltinis Drama Theatre	65	234	1
V.Janosas "Panama"	State Youth Theatre	38	206	1
A.Chekov "Uncle Vanya"	Lithuanian-Russian Drama Theatre	11	116	1
Based on Mandelshtam's poetry "Mandelshtam's Street"	Lithuanian-Russian Drama Theatre	100	110	1
V.Hauff "Little Mukas"	State Youth Theatre	63	36	1

Popularity of Puppet Shows by Income in 2000

Author, Title of Play	Theatre	Number of Tickets Sold	Income (Lt)	Number of Performances
D.Cepauskaite "A Snowball's Secret"	Kaunas Puppet Theatre	10104	48164	42
O.Ziugzda "A Special Circus"	Kaunas Puppet Theatre	8711	28741	46
Based on "Orphan Elenyte and Joniukas the Lamb"	Vilnius Theatre "Lele"	4875	22134	46
S.Siudika "The Three Little Pigs"	Vilnius Theatre "Lele"	3615	19308	23
Based on "The Adventures of Buratin"	Vilnius Theatre "Lele"	3849	18683	22
M.Suponin "The Capricious Rabbit"	Kaunas Puppet Theatre	4340	14794	31
L.Carroll "Alice in Wonderland"	Vilnius Theatre "Lele"	2885	14468	22
H.Ch.Andersen "The Kiss of a Princess"	Kaunas Puppet Theatre	3532	12356	22
L.Dvorsky "The Bewitched Princess"	Kaunas Puppet Theatre	4033	12201	33
D. Cepauskaite "When a Star Falls"	Kaunas Puppet Theatre	2671	10348	44
H.Ch.Andersen "Coliukė"	Vilnius Theatre "Lele"	1663	9633	36
J.Januskeviciute "The Golden Egg"	Kaunas Puppet Theatre	2332	8601	17
E.T.A.Hoffman "The Nutcracker and King of Mice"	Vilnius Theatre "Lele"	1215	6685	8
A. Kolesnikov "The Dwarf Nosis"	Kaunas Puppet Theatre	1747	5955	12
P.Cvirka "Queen Fox"	Vilnius Theatre "Lele"	1423	5669	12
G.A.Burger "The True Tales of Baron Munhauzen"	Kaunas Puppet Theatre	1712	4939	13
S.Neris "Sigute"	Vilnius Theatre "Lele"	1202	4829	25
V.Sinakevich "The Ugly Duckling"	Kaunas Puppet Theatre	1256	4820	9
D.Strėlevica "Gypsy Ringla"	Kaunas Puppet Theatre	1516	4700	15
Based on "Little Red Riding Hood"	Vilnius Theatre "Lele"	1121	4517	23
I.Kuncinas "Lukosiukas"	Vilnius Theatre "Lele"	969	4097	8
T.Gabbe "Cinderella"	Kaunas Puppet Theatre	1216	4030	10
A.Jonynas, V.Mazuras "The Circus is the Circus"	Vilnius Theatre "Lele"	930	3711	7
V.Palcinskaite "The Ugly Duckling"	Vilnius Theatre "Lele"	821	3498	17
G.Janusevska,J.Vilkovskis"The Little Tiger Petrik"	Kaunas Puppet Theatre	853	3201	5
O.Panku-Jasis "There Once Lived a Centipede"	Kaunas Puppet Theatre	1049	3147	8
N.Gernot "Aladdin's Magic Lamp"	Kaunas Puppet Theatre	776	2920	7
Z.Gryva "A Story About a Turtle"	Vilnius Theatre "Lėlė"	830	2757	13
V.Libimova "The Princess' Birthday"	Kaunas Puppet Theatre	654	2536	6
J.Marcinkevicius "The Spider's Wedding"	Vilnius Theatre "Lele"	575	2474	16
J.Maciukevicius "The Bee 'Maja'"	Vilnius Theatre "Lėlė"	563	2374	6
Z.Poprovskij "Mischievous Nukas"	Kaunas Puppet Theatre	640	2237	5
A.Gudelis "A Carpenter, Thunder and the Devil"	Vilnius Theatre "Lele"	513	2234	13
A.Gricius "Four Sparrows and a Happening"	Vilnius Theatre "Lele"	496	1907	5
V.Vysniauskaitė "Mush-mush-mushrooms"	Kaunas Puppet Theatre	565	1695	11
R.Baltrusaitis "Sprigtas"	Vilnius Theatre "Lele"	450	1600	3
New Year's concert	Kaunas Puppet Theatre	158	1580	1
D.Jankauskaite "Salomeja"	Kaunas Puppet Theatre	550	1564	3
N.Abrutyte "The Old Man's Island"	Vilnius Theatre "Lele"	324	1310	9
J.Zemaite "About Jonolis"	Vilnius Theatre "Lele"	292	1118	4
E.Zekiene "Incredible Adventures Waiting for Sant."	Kaunas Puppet Theatre	211	1055	4
J.Gruelle "The New Adventures of Raggedy Annie"	Kaunas Puppet Theatre	323	969	2
V.Kupsys "Tobis and Bobis"	Kaunas Puppet Theatre	116	348	1
V.Landsbergis "Krokokatinas"	Kaunas Puppet Theatre	71	213	1

Popularity of Musical Theatre Performances by Income in 2000

Author, Title of Play	Theatre	Number of Tickets Sold	Income (Lt)	Number of Performances
R.Rodgers "The Sound of Music"	Kaunas State Musical Theatre	11433	140725	30
D.Kander "Zorba"	Kaunas State Musical Theatre	8990	127114	24
Concerts	Kaunas State Musical Theatre	8851	97630	19
J.Bock "Fiddler on the Roof"	Klaipeda Musical Theatre	6580	84485	18
G.Verdi "Traviata"	Kaunas State Musical Theatre	3248	79656	11
Concerts	Klaipeda Musical Theatre	7187	76087	24
F.Lehar "Land of Smiles"	Kaunas State Musical Theatre	4733	65366	13
J.Strauss "The Bat"	Kaunas State Musical Theatre	4355	54151	11
F.Lehar "The Merry Widow"	Klaipeda Musical Theatre	2306	47931	10
W.A.Mozart "The Magic Flute"	Kaunas State Musical Theatre	6189	45583	17
I.Kalman "Silva"	Kaunas State Musical Theatre	3630	39033	12
I.Kalman "The Violet of Monmartre"	Klaipeda Musical Theatre	2817	31563	10
P.Tchaikovsky "Nutcracker"	Kaunas State Musical Theatre	3866	31098	11
A.Brazinskas "Snokuciai"	Klaipeda Musical Theatre	4383	29215	14
F.Loewe "My Fair Lady"	Kaunas State Musical Theatre	2705	26063	10
I.Kalman "The Circus Princess"	Kaunas State Musical Theatre	2626	23767	8
P.Abraham "Victoria"	Kaunas State Musical Theatre	2245	22227	8
F.Lehar "Paganini"	Kaunas State Musical Theatre	2446	21572	8
G.Donizetti "The Elixir of Love"	Kaunas State Musical Theatre	2188	19839	7
J.Strauss "The Blood of Vienna"	Kaunas State Musical Theatre	1879	18354	4
U.Giordano "Andrei Shanje"	Kaunas State Musical Theatre	2074	18072	9
S.Prokofiev "Cinderella"	Kaunas State Musical Theatre	3451	16998	9
O.Nicolai "Witty Ladies of Windsor"	Klaipeda Musical Theatre	1508	16403	4
A.Spadavecchia "Cinderella"	Klaipeda Musical Theatre	2241	13665	9
F.Lehar "Count Luxembourg"	Klaipeda Musical Theatre	1103	11789	4
J.Offenbach "Orpheus in Hades"	Kaunas State Musical Theatre	1171	11179	5
Kolar, Piazzola "Cats, dance s."	Kaunas State Musical Theatre	922	9801	2
B.Pawlowski "Snow White and the Seven Dwarfs"	Klaipeda Musical Theatre	1657	9711	8
J.Strauss "Blue Danube"	Klaipeda Musical Theatre	1211	7380	5
F.Loewe "My Fair Lady"	Klaipeda Musical Theatre	907	6782	6
H.Berlioz "Romeo and Juliet"	Klaipeda Musical Theatre	603	6553	2
Ch.Guano "Margarita"	Kaunas State Musical Theatre	973	6164	5
B.Pawlowski "Snow White and the Seven Dwarfs"	Kaunas State Musical Theatre	997	6046	5
Ivan Flotov "Marta"	Kaunas State Musical Theatre	837	5611	3
J.Ter-Opipov "Carlson and the Little One"	Klaipeda Musical Theatre	1099	5457	4
G.Rossini "The Barber of Seville"	Klaipeda Musical Theatre	497	5093	2
S.Rachmaninoff "Francesca da Rimini"	Klaipeda Musical Theatre	388	3890	2
S.Moniuszka "Halka"	Klaipeda Musical Theatre	362	3680	2
A.Hogger "Joan of Arc"	Klaipeda Musical Theatre	579	2909	2
K.Chachaturian "Cippolino"	Kaunas State Musical Theatre	503	2791	2
R.Frime, H.Stothart "Rozmari"	Klaipeda Musical Theatre	515	2784	2
C.Porter "Kiss Me, Kate"	Klaipeda Musical Theatre	134	1026	2

Popularity of Opera and Ballet Performances by Income in 2000

Author, Title of Play	Theatre	Number of Tickets Sold	Income (Lt)	Number of Performances
Concerts (various)	National Opera and Ballet Theatre	11300	237933	13
S.Prokofiev "Romeo and Juliet"	National Opera and Ballet Theatre	6528	143009	7
G.Verdi "Traviata"	National Opera and Ballet Theatre	3971	140213	5
M.Theodorakis "Zorba the Greek"	National Opera and Ballet Theatre	7315	104165	9
P.Tchaikovsky "The Nutcracker"	National Opera and Ballet Theatre	6097	83562	7
S.Prokofiev, I.Stravinsky "Contrasts", "Rite of Spring"	National Opera and Ballet Theatre	4899	80945	6
J.Strauss "Blood of Vienna"	National Opera and Ballet Theatre	5814	80241	7
L.Minkus "Don Quixote"	National Opera and Ballet Theatre	3022	74018	4
G.Verdi "Aida"	National Opera and Ballet Theatre	3843	66891	6
J.Strauss "Gypsy Baron"	National Opera and Ballet Theatre	4522	66819	5
G.Verdi "Don Carlos"	National Opera and Ballet Theatre	2056	62738	3
J.Offenbach "Tales of Hofmann"	National Opera and Ballet Theatre	4762	60433	8
F.Mendelssohn, R.Shchedrin "A Midsummer Night's Dream, Carmen"	National Opera and Ballet Theatre	3954	56247	5
P.Tchaikovsky "Swan Lake"	National Opera and Ballet Theatre	3563	55408	5
B.Britten "Let's Play Opera"	National Opera and Ballet Theatre	6073	54372	9
A.Adam "Giselle"	National Opera and Ballet Theatre	3497	44030	4
C.Goldmark, L.Delibes et al. "Carnival of Venice"	National Opera and Ballet Theatre	2868	38479	5
P.Mascagni "A Town's Honor"	National Opera and Ballet Theatre	4193	37843	8
P.Tchaikovsky "Sleeping Beauty"	National Opera and Ballet Theatre	3448	35973	4
B.Pawlawski "Snow White and the Seven Dwarfs"	National Opera and Ballet Theatre	3959	31043	5
Combined performances	National Opera and Ballet Theatre	2312	28075	4
G.Verdi "Nabuko"	National Opera and Ballet Theatre	1684	21844	3
S.Prokofiev "Cinderella"	National Opera and Ballet Theatre	2643	20158	4
P.Tchaikovsky "Queen of Spades"	National Opera and Ballet Theatre	1081	18010	1
Ch.Gounod "Faust"	National Opera and Ballet Theatre	1573	16399	3
J.Strauss "Blue Danube"	National Opera and Ballet Theatre	984	16224	1
V.Bellini "Norma"	National Opera and Ballet Theatre	1070	14622	2
B.Kutavicius "Lokys"	National Opera and Ballet Theatre	1305	14440	2
K.Chachaturian "Cippolino"	National Opera and Ballet Theatre	1466	13024	2
E.Balsys "Eglė Queen of Serpents"	National Opera and Ballet Theatre	1503	12926	2
J.Gaižauskas "Buratinas"	National Opera and Ballet Theatre	1017	7584	3
G.Verdi "Requiem"	National Opera and Ballet Theatre	888	7419	2
I.Morozov "Doctor Aiskauda"	National Opera and Ballet Theatre	682	5950	1
Dzaniš "Skikis"	National Opera and Ballet Theatre	546	5452	1
H.Lovenskjold "Sylphide"	National Opera and Ballet Theatre	670	4876	1
G.Verdi "Tosca"	National Opera and Ballet Theatre	369	3182	1
Herold "Lisa and Colin"	National Opera and Ballet Theatre	216	1890	1
G.Donizetti "Lucia Di Lamermoor"	National Opera and Ballet Theatre	228	1889	1

Income from Tours 1999–2000 (Lt)

Theatre	Total Income from Tours		Domestic Tours		Foreign Tours	
	1999	2000	1999	2000	1999	2000
Vilnius Small Theatre	357548	119185	92610	59185	264938	60000
Kaunas Puppet Theatre	28988	17124	28988	17124	–	–
Juozas Miltinis Drama Theatre	70936	88393	70936	88393	–	–
Klaipeda Drama Theatre	37956	49852	37956	49852	–	–
Kaunas State Musical Theatre	25947	33874	25947	33874	–	–
Siauliai Drama Theatre	46490	48008	46490	48008	–	–
Lithuanian National Drama Theatre	309928	197660	102368	124760	207560	72900
State Youth Theatre	188196	168684	188196	166038	–	2646
Vilnius Puppet Theatre “Lele”	35277	12601	35277	12601	–	–
Lithuanian-Russian Drama Theatre	71360	22780	63400	22780	7960	–
Klaipeda Musical Theatre	–	–	–	–	–	–
Kaunas State Academic Drama Theatre	103000	235300	103000	115300	–	120000
Lithuanian National Opera and Ballet Theatre	49000	32551	15000	–	34000	32551
Total:	1324626	1026012	810168	737915	514458	288097
Oskaras Korsunovas Theatre	141700	418850	92100	291750	49600	127100

Income by Concert Organization per Spectator
1999–2001 *(Preliminary data for 2001)*

Concert Organization	Year	Number of tickets sold	Number of performances	Income per spectator (Lt)	State subsidy per spectator (Lt)	Average ticket price (Lt)	Other income per spectator (Lt)
Lithuanian State Symphony Orchestra	1999	44900	62	86,3	67,3	11,0	8,0
	2000	40100	66	103,8	80,3	10,9	12,6
	2001	44800	64	88,8	65,0	11,7	12,0
Lithuanian State Wind Orchestra "Trinitas"	1999	n/a	124	n/a	n/a	n/a	n/a
	2000	n/a	149	n/a	n/a	n/a	n/a
	2001	n/a	166	n/a	n/a	n/a	n/a
State folk Song and Dance Company "Lietuva"	1999	9670	133	259,2	221,9	2,8	34,6
	2000	17071	115	115,2	109,2	2,5	3,5
	2001	21500	124	89,1	83,7	3,3	2,1
Sauliai Chamber Choir "Polifonija"	1999	26823	35	28,5	26	0,8	1,6
	2000	18810	33	35,1	33	0,7	1,4
	2001	26636	28	24,2	23,3	0,3	0,6
Kaunas Philharmonic	1999	19210	90	139,4	124,4	8,2	6,8
	2000	27812	99	98,3	86,7	9,2	2,4
	2001	28000	90	99,1	86,1	9,2	3,8
Klaipeda Philharmonic	1999	14259	123	33	15,1	9,1	8,8
	2000	15654	122	22,6	8,0	10,8	3,8
	2001	13600	128	22,5	9,0	10,0	3,5
Siauliai Philharmonic	1999	3546	29	41,6	21,4	8,4	11,8
	2000	3774	48	29,1	18,1	3,7	7,3
	2001	3818	36	28,2	15,2	3,2	9,8
Lithuanian National Philharmonic head office	1999	85604	815	128,6	101,2	11,3	16,1
	2000	89400	655	127,1	89,0	11,6	26,4
	2001	71000	478	151,6	113,5	14,8	23,3
Total:	1999	204012	1453	105,1	84,4	8,9	11,8
	2000	212621	1287	100,4	76,5	9,3	14,6
	2001	209354	1114	97,9	76,3	9,8	11,7

Expenditure by Concert Organization per Spectator
1999–2001 (Preliminary data for 2001)

Concert Organization	Year	Property maintenance costs per spectator (Lt)	Personnel costs per spectator (Lt)	Other costs per spectator (Lt)	Total expenditure per performance (Lt)
Lithuanian State Symphony Orchestra	1999	2,1	57,4	29,8	64652,3
	2000	3,7	52,3	48,3	63400,8
	2001	3,4	48,6	36,2	61767,5
Lithuanian State Wind Orchestra “Trinitas”	1999	n/a	n/a	n/a	13193,3
	2000	n/a	n/a	n/a	8265,0
	2001	n/a	n/a	n/a	8268,7
State folk Song and Dance Company “Lietuva”	1999	7,9	198,5	36,8	17684,3
	2000	3,8	104,6	6,5	17065,5
	2001	3,3	80,9	5,0	15451,6
Sauliai Chamber Choir “Polifonija”	1999	0,2	26,2	3,5	22897,1
	2000	0,6	31,3	3,0	19855,5
	2001	0,5	22,2	1,5	23035,7
Kaunas Philharmonic	1999	3,4	119,3	16,7	29763,6
	2000	2,2	86,5	9,9	27690,4
	2001	2,3	85,9	11,0	30844,4
Klaipeda Philharmonic	1999	2,5	23,7	8,2	3984,1
	2000	1,8	19,1	4,4	3249,7
	2001	1,9	20,4	4,1	2800,8
Siauliai Philharmonic	1999	8,6	21,0	12,9	5191,9
	2000	7	18,7	2,7	2234,9
	2001	6,4	3,4	7,2	1801,3
Lithuanian National Philharmonic head office	1999	3,1	91,8	33,6	13508,0
	2000	7,2	94,4	27,0	17557,2
	2001	5,2	107,5	38,8	22518,8
Total:	1999	2,8	77,3	25,2	15916,1
	2000	4,8	73,8	22,9	17699,1
	2001	3,5	70,9	23,5	19614,1

Property maintenance costs excluding depreciation costs

Income Structure by Concert Organization 1999–2000

Income	1999		2000		Change	
	Lt	percent	Lt	percent	Lt	percent
Lithuanian State Symphony Orchestra						
Total:	3874754	100	4163331	100	288577	7,4
State subsidy	3023000	78,0	3220000	77,3	197000	6,5
Central government subsidy	3023000	78,0	3220000	77,3	197000	6,5
Municipal subsidy	0	0,0	0	0,0	0	0,0
State subsidy less property maintenance costs	2928925	75,6	3071315	73,8	142390	4,9
Ticket sales revenue	492402	12,7	438405	10,5	-53997	-11,0
Other income	359352	9,3	504926	12,1	145574	40,5
Lithuanian State Wind Orchestra "Trimitas"						
Total:	1605984	100	1260408	100	-345576	-21,5
State subsidy	1371000	85,4	1153000	91,5	-218000	-15,9
Central government subsidy	1371000	85,4	1153000	91,5	-218000	-15,9
Municipal subsidy	0	0,0	0	0,0	0	0,0
State subsidy less property maintenance costs	1323283	82,4	1109045	88,0	-214238	-16,2
Ticket sales revenue	1765	0,1	3270	0,3	1505	85,3
Other income	233219	14,5	104138	8,3	-129081	-55,3
State folk Song and Dance Company "Lietuva"						
Total:	2506809	100	1966769	100	-540040	-21,5
State subsidy	2146000	85,6	1865000	94,8	-281000	-13,1
Central government subsidy	2146000	85,6	1865000	94,8	-281000	-13,1
Municipal subsidy	0	0,0	0	0,0	0	0,0
State subsidy less property maintenance costs	2069274	82,5	1799714	91,5	-269560	-13,0
Ticket sales revenue	26635	1,1	42364	2,2	15729	59,1
Other income	334174	13,3	59405	3,0	-274769	-82,2
Klaipeda Philharmonic						
Total:	470694	100	353582	100	-117112	-24,9
State subsidy	215170	45,7	126000	35,6	-89170	-41,4
Central government subsidy	158170	33,6	76000	21,5	-82170	-52,0
Municipal subsidy	57000	12,1	50000	14,1	-7000	-12,3
State subsidy less property maintenance costs	179923	38,2	97364	27,5	-82559	-54,1
Ticket sales revenue	130388	27,7	168298	47,6	37910	29,1
Other income	125136	26,6	59284	16,8	-65852	-52,6
Siauliai Philharmonic						
Total:	147544	100	110006	100	-37538	-25,4
State subsidy	76000	51,5	68363	62,1	-7637	-10,0
Central government subsidy	76000	51,5	68363	62,1	-7637	-10,0
Municipal subsidy	0	0,0	0	0,0	0	0,0
State subsidy less property maintenance costs	45595	30,9	41967	38,1	-3628	-8,0
Ticket sales revenue	29824	20,2	14104	12,8	-15720	-52,7
Other income	41720	28,3	27539	25,0	-14181	-34,0
Sauliai Chamber Choir "Polifonija"						
Total:	763850	100	659730	100	-104120	-13,6
State subsidy	698000	91,4	620000	94,0	-78000	-11,2
Central government subsidy	698000	91,4	620000	94,0	-78000	-11,2
Municipal subsidy	0	0,0	0	0,0	0	0,0
State subsidy less property maintenance costs	692785	90,7	609478	92,4	-83307	-12,0
Ticket sales revenue	21950	2,9	13240	2,0	-8710	-39,7
Other income	43900	5,7	26490	4,0	-17410	-39,7
Kaunas Philharmonic						
Total:	2678726	100	2733516	100	54790	2,0
State subsidy	2389544	89,2	2411000	88,2	21456	0,9

Central government subsidy	2389544	89,2	2411000	88,2	21456	0,9
Municipal subsidy	0	0,0	0	0,0	0	0,0
State subsidy less property maintenance costs	2323946	86,8	2351057	86,0	27111	1,2
Ticket sales revenue	157623	5,9	256731	9,4	99108	62,9
Other income	131559	4,9	65785	2,4	-65774	-50,0
Lithuanian National Philharmonic head office						
Total:	11008981	100	11362100	100	353119	3,2
State subsidy	8664086	78,7	7958639	70,0	-705447	-8,1
Central government subsidy	8664086	78,7	7958639	70,0	-705447	-8,1
Municipal subsidy	0	0,0	0	0,0	0	0,0
State subsidy less property maintenance costs	8397786	76,3	7316393	64,4	-1081393	-12,9
Ticket sales revenue	965551	8,8	1039118	9,1	73567	7,6
Other income	1379344	12,5	2364343	20,8	984999	71,4
Total income						
Total:	23057342	100	22609442	100	-447900	-1,9
State subsidy	18582800	80,6	17422002	77,1	-1160798	-6,2
Central government subsidy	18525800	80,3	17372002	76,8	-1153798	-6,2
Municipal subsidy	57000	0,2	50000	0,2	-7000	0,0
State subsidy less property maintenance costs	17961517	77,9	16396333	72,5	-1565184	-8,7
Ticket sales revenue	1826138	7,9	1975530	8,7	149392	8,2
Other income	2648404	11,5	3211910	14,2	563506	21,3

Expenditure Structure by Concert Organization 1999–2000

Expenditure	1999		2000		Change	
	Lt	percent	Lt	percent	Lt	percent
Lithuanian State Symphony Orchestra						
Total:	4008440	100	4184452	100	176012	4,4
Personnel costs (including payroll)	2578182	64,3	2097187	50,1	-480995	-18,7
Property maintenance costs	94075	2,3	148685	3,6	54610	58,0
Property maintenance costs excl. depreciation	1336183	33,3	1938580	46,3	602397	45,1
Lithuanian State Wind Orchestra "Trimitas"						
Total:	1635968	100	1231483	100	-404485	-24,7
Personnel costs (including payroll)	1301697	79,6	1091113	88,6	-210584	-16,2
Property maintenance costs	47717	2,9	43955	3,6	-3762	-7,9
Property maintenance costs excl. depreciation	286554	17,5	96415	7,8	-190139	-66,4
State folk Song and Dance Company "Lietuva"						
Total:	2352010	100	1962530	100	-389480	-16,6
Personnel costs (including payroll)	1919363	81,6	1785732	91,0	-133631	-7,0
Property maintenance costs	76726	3,3	65286	3,3	-11440	-14,9
Property maintenance costs excl. depreciation	355921	15,1	111512	5,7	-244409	-68,7
Klaipeda Philharmonic						
Total:	490041	100	396468	100	-93573	-19,1
Personnel costs (including payroll)	337258	68,8	298531	75,3	-38727	-11,5
Property maintenance costs	35247	7,2	28636	7,2	-6611	-18,8
Property maintenance costs excl. depreciation	117536	24,0	69301	17,5	-48235	-41,0
Siauliai Philharmonic						
Total:	150565	100	107275	100	-43290	-28,8
Personnel costs (including payroll)	74396	49,4	70568	65,8	-3828	-5,1
Property maintenance costs	30405	20,2	26396	24,6	-4009	-13,2
Property maintenance costs excl. depreciation	45764	30,4	10311	9,6	-35453	-77,5
Sauliai Chamber Choir "Polifonija"						
Total:	801397	100	655233	100	-146164	-18,2
Personnel costs (including payroll)	702274	87,6	588056	89,7	-114218	-16,3
Property maintenance costs	5215	0,7	10522	1,6	5307	101,8
Property maintenance costs excl. depreciation	93908	11,7	56655	8,6	-37253	-39,7
Kaunas Philharmonic						
Total:	2678726	100	2741348	100	62622	2,3
Personnel costs (including payroll)	2292143	85,6	2405190	87,7	113047	4,9
Property maintenance costs	65598	2,4	59943	2,2	-5655	-8,6
Property maintenance costs excl. depreciation	320985	12,0	276215	10,1	-44770	-13,9
Lithuanian National Philharmonic head office						
Total:	11008981	100	11499960	100	490979	4,5
Personnel costs (including payroll)	7862295	71,4	8442225	73,4	579930	7,4
Property maintenance costs	266300	2,4	642246	5,6	375946	141,2
Property maintenance costs excl. depreciation	2880386	26,2	2415489	21,0	-464897	-16,1
Total expenditure						
Total:	23126128	100	22778749	100	-347379	-1,5
Personnel costs (including payroll)	17067608	73,8	16778602	73,7	-289006	-1,7
Property maintenance costs	621283	2,7	1025669	4,5	404386	65,1
Property maintenance costs excl. depreciation	5437237	23,5	4974478	21,8	-462759	-8,5

Income By Concert Organization 1999–2000 (Lt)

Concert Organization	Ticket Sales Revenues		Ticket Revenue from Guest Performances		Other Income		Central Governn Subsidy	
	1999	2000	1999	2000	1999	2000	1999	2000
Lithuanian National Philharmonic head office	965551	1039118	317245	321200	1379344	2364343	8664086	7953
Lithuanian State Symphony Orchestra	492402	438405	0	11000	359352	504926	3023000	3220
Kaunas Philharmonic	157623	256731	53200	52100	131559	65785	2389544	2411
Klaipeda Philharmonic	130388	168298	123678	164842	125136	59284	215170	126
State folk Song and Dance Company "Lietuva"	26635	42364	0	0	334174	59405	2146000	1863
Siauliai Philharmonic	29824	14104	29824	14104	41720	27539	76000	68
Sauliai Chamber Choir "Polifonija"	21950	13240	0	0	43900	26490	698000	620
Lithuanian State Wind Orchestra "Trinitas"	1765	3270	0	0	233219	104138	1371000	1152
Total:	1826138	1975530	523947	563246	2648404	3211910	18582800	17422

Income By Concert Organization 1999–2000 (percent)

Concert Organization	Ticket Sales Revenues		Other Income		Central Government Subsidy		Total	
	1999	2000	1999	2000	1999	2000	1999	2000
Klaipeda Philharmonic	27,7	47,6	26,6	16,8	45,7	35,6	100	100
Siauliai Philharmonic	20,2	12,8	28,3	25	51,5	62,1	100	100
Lithuanian State Symphony Orchestra	12,7	10,5	9,3	12,1	78	77,3	100	100
Kaunas Philharmonic	5,9	9,4	4,9	2,4	89,2	88,2	100	100
Lithuanian National Philharmonic head office	8,8	9,1	12,5	20,8	78,7	70	100	100
State folk Song and Dance Company “Lietuva”	1,1	2,2	13,3	3	85,6	94,8	100	100
Sauliai Chamber Choir “Polifonija”	2,9	2	5,7	4	91,4	94	100	100
Lithuanian State Wind Orchestra “Trimitas”	0,1	0,3	14,5	8,3	85,4	91,5	100	100

Structure of Theatre Premises in 2000

Concert Organization	Structure of Premises (percent)				
	Audience hall	Administrative offices	Workshops	Foyer and auxiliary premises	Other
Klaipeda Philharmonic	77,64	9,99	12,37	0	1
State folk Song and Dance Company "Lietuva"	77,08	6,62	3,32	12,99	
Siauliai Philharmonic	40,92	7,74	0	51,34	
Kaunas Philharmonic	25	22,36	0	52,64	
Lithuanian National Philharmonic head office	10,72	16,19	0	73,10	
Lithuanian State Wind Orchestra "Trinitas"	0	6,39	51,00	42,61	
Lithuanian State Symphony Orchestra	0	83,03	0,95	16,02	
Sauliai Chamber Choir "Polifonija"	0	27,5	0	72,5	
Average:	25,82	20,61	5,79	47,78	

Concert Organization Property Maintenance Costs in 2000

Concert Organization	Costs (Lt/m ²)				
	Electricity	Heat and hot water	Cleaning	Current repairs	Col
State folk Song and Dance Company "Lietuva"	12,83	8,14	1,99	6,78	
Lithuanian National Philharmonic head office	7,98	12,11	1,56	0,69	
Kaunas Philharmonic	6,74	14,29	2,50	4,76	
Sauliai Chamber Choir "Polifonija"	6,10	51,77	5,38	0	
Lithuanian State Wind Orchestra "Trinitas"	5,90	8,49	0,14	0	
Lithuanian State Symphony Orchestra	5,46	16,16	0,95	0	
Siauliai Philharmonic	3,02	34,24	1,42	0	
Klaipeda Philharmonic	2,18	0,67	0,43	3,18	
Average:	6,85	11,33	1,38	2,19	

Audience Hall Occupancy by Concert Organization 1999–2000

Concert Organization	Audience Hall Occupancy (percent)		Change (percent)
	1999	2000	
	Main	Main	
Lithuanian State Symphony Orchestra	75,0	63,0	-12,0
Lithuanian National Philharmonic head office	42,0	53,0	11,0
Kaunas Philharmonic	22,0	29,0	7,0
Siauliai Philharmonic	37,6	27,0	-10,6
Klaipeda Philharmonic	29,1	21,4	-7,8
Lithuanian State Wind Orchestra “Trimitas”	–	–	–
State folk Song and Dance Company “Lietuva”	–	–	–
Sauliai Chamber Choir “Polifonija”	–	–	–
Average:	41,1	38,7	-2,5

Number of Permanent Employees and Average Wage by Concert Organization 1999–2000 (Lt)

	Indicator	1999	2000	2001
ADMINISTRATIVE PERSONNEL	Number of employees	44,5	91,75	43,5
	Average monthly wage	954	925	932
	Average bonus	381	370	295
Lithuanian State Symphony Orchestra	Number of employees	11	11	10
	Average monthly wage	1026	952	971
	Average bonus	652	594	571
Lithuanian State Wind Orchestra “Trimitas”	Number of employees	5	5	5
	Average monthly wage	890	819	808
	Average bonus	29	0	0
State folk Song and Dance Company “Lietuva”	Number of employees	6	6	6
	Average monthly wage	1090	1090	1090
	Average bonus	434	434	434
Sauliai Chamber Choir “Polifonija”	Number of employees	3	3	3
	Average monthly wage	1337	1267	1267
	Average bonus	57	57	57
Kaunas Philharmonic	Number of employees	11,5	11,5	11,5
	Average monthly wage	875	875	875
	Average bonus	352	352	352
Klaipeda Philharmonic	Number of employees	6	6	6
	Average monthly wage	715	729	729
	Average bonus	82	0	0
Siauliai Philharmonic	Number of employees	2	2	2
	Average monthly wage	916	1014	1014
	Average bonus	189	0	0
Lithuanian National Philharmonic head office	Number of employees	n/a	47,5	n/a
	Average monthly wage	n/a	922	n/a
	Average bonus	n/a	436	n/a
ARTISTIC PERSONNEL	Number of employees	396	535	396,5
	Average monthly wage	935	920	894
	Average bonus	265	362	134
Lithuanian State Symphony Orchestra	Number of employees	96	95	96,5
	Average monthly wage	1068	1056	1073
	Average bonus	517	18	18
Lithuanian State Wind Orchestra “Trimitas”	Number of employees	70	70	70
	Average monthly wage	950	786	784
	Average bonus	95	38	39
State folk Song and Dance Company “Lietuva”	Number of employees	93	93	93
	Average monthly wage	930	930	928
	Average bonus	27	27	28
Sauliai Chamber Choir “Polifonija”	Number of employees	47	47	47
	Average monthly wage	748	636	636
	Average bonus	0	0	0
Kaunas Philharmonic	Number of employees	90	90	90
	Average monthly wage	888	888	888
	Average bonus	513	513	513
Klaipeda Philharmonic	Number of employees	0	0	0
	Average monthly wage	0	0	0
	Average bonus	0	0	0

Siauliai Philharmonic	Number of employees	0	0	0
	Average monthly wage	0	0	0
	Average bonus	0	0	0
Lithuanian National Philharmonic head office	Number of employees	n/a	140	n/a
	Average monthly wage	n/a	1003	n/a
	Average bonus	n/a	1003	n/a
PRODUCTION PERSONNEL	Number of employees	20	70	22,5
	Average monthly wage	441	440	437
	Average bonus	67	19	59
Lithuanian State Symphony Orchestra	Number of employees	0	0	0
	Average monthly wage	0	0	0
	Average bonus	0	0	0
Lithuanian State Wind Orchestra "Trimitas"	Number of employees	0	0	0
	Average monthly wage	0	0	0
	Average bonus	0	0	0
State folk Song and Dance Company "Lietuva"	Number of employees	6	6	6
	Average monthly wage	424	424	424
	Average bonus	223	223	223
Sauliai Chamber Choir "Polifonija"	Number of employees	0	0	0
	Average monthly wage	0	0	0
	Average bonus	0	0	0
Kaunas Philharmonic	Number of employees	12,5	12,5	12,5
	Average monthly wage	442	442	442
	Average bonus	0	0	0
Klaipeda Philharmonic	Number of employees	0,5	3	3
	Average monthly wage	303	442	442
	Average bonus	0	0	0
Siauliai Philharmonic	Number of employees	1	1	1
	Average monthly wage	442	442	442
	Average bonus	0	0	0
Lithuanian National Philharmonic head office	Number of employees	n/a	47,5	n/a
	Average monthly wage	n/a	442	n/a
	Average bonus	n/a	0	n/a
TECHNICAL PERSONNEL	Number of employees	79,5	88,5	70,5
	Average monthly wage	546	551	509
	Average bonus	38	66	30
Lithuanian State Symphony Orchestra	Number of employees	14	14	13,5
	Average monthly wage	557	495	454
	Average bonus	161	161	102
Lithuanian State Wind Orchestra "Trimitas"	Number of employees	20	20	20
	Average monthly wage	572	482	482
	Average bonus	0	0	0
State folk Song and Dance Company "Lietuva"	Number of employees	22	22	21,5
	Average monthly wage	506	506	510
	Average bonus	13	13	13

Sauliai Chamber Choir “Polifonija”	Number of employees	3,5	3,5	3,5
	Average monthly wage	628	523	523
	Average bonus	0	0	0
Kaunas Philharmonic	Number of employees	7	7	7
	Average monthly wage	726	726	726
	Average bonus	65	65	65
Klaipeda Philharmonic	Number of employees	11	3	3
	Average monthly wage	443	442	442
	Average bonus	0	0	0
Siauliai Philharmonic	Number of employees	2	2	2
	Average monthly wage	442	442	442
	Average bonus	0	0	0
Lithuanian National Philharmonic head office	Number of employees	n/a	17	n/a
	Average monthly wage	n/a	704	n/a
	Average bonus	n/a	170	n/a
TOTAL:	Number of employees	540	785,25	533
	Average monthly wage	861	836	827
	Average bonus	234	298	130

Advertising Expenditure by Concert Organization 1999-2000

Concert Organization	Advertising Expenditure (Lt)			
	1999	percent	2000	percent
Lithuanian National Philharmonic head office	447150	64,0	243448	52,3
Lithuanian State Symphony Orchestra	144125	20,6	179029	38,5
Kaunas Philharmonic	54132	7,7	16890	3,6
State folk Song and Dance Company "Lietuva"	15274	2,2	14893	3,2
Klaipeda Philharmonic	4911	0,7	6848	1,5
Lithuanian State Wind Orchestra "Trimitas"	25417	3,6	2076	0,4
Siauliai Philharmonic	3559	0,5	1202	0,3
Sauliai Chamber Choir "Polifonija"	5701	0,8	739	0,2
Total:	700269	100	465125	100

Sponsorship by Concert Organization 1999–2000

Concert Organization	Sponsorship (Lt)			
	1999	percent	2000	percent
Lithuanian National Philharmonic head office	367100	38,3	514054	58,8
Lithuanian State Symphony Orchestra	137154	14,3	302024	34,5
Kaunas Philharmonic	120750	12,6	57640	6,6
Siauliai Philharmonic	17386	1,8	1100	0,1
Lithuanian State Wind Orchestra "Trimitas"	80000	8,4	0	0
Klaipeda Philharmonic	0	0	0	0
State folk Song and Dance Company "Lietuva"	235360	24,6	0	0
Sauliai Chamber Choir "Polifonija"	0	0	0	0
Total:	957750	100	874818	100

Income from Tours 1999–2000

Concert Organization	Total Income from Tours (Lt)		Domestic Tours (Lt)		Foreign Tours (Lt)	
	1999	2000	1999	2000	1999	2000
Lithuanian National Philharmonic head office	246931	337710	239411	238700	7520	99010
Lithuanian State Symphony Orchestra	73631	0	0	0	73631	0
Lithuanian State Wind Orchestra "Trimitas"	68639	74310	n/d	n/d	68639	74310
Kaunas Philharmonic	51000	32800	51000	32800	0	0
State folk Song and Dance Company "Lietuva"	34419	30188	10419	30188	24000	0
Sauliai Chamber Choir "Polifonija"	11194	5958	11194	5958	0	0
Klaipeda Philharmonic	0	0	0	0	0	0
Siauliai Philharmonic	0	0	0	0	0	0
Total:	485814	480966	312024	307646	173790	173320