Chapter 20: Cognitive Map(s) of Event and Festival Futures

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Abstract

Events and festivals futures is focused on three views, namely; *new consumer values and identity, political reasons and power; and the future role of technology*. These views of the future are what the authors conclude as the key aspects of where the debate and changes will occur. The views are drawn from chapters 2-19 which represent the individual author's contributions to the future through cognitive maps. These maps where subsequently aggregated into one merged map which is represented by three future viewpoints.

Future Points

- A series of illustrative cognitive maps capturing the core concepts from preceding chapters authors thoughts about the future of events and festivals
- An aggregate cognitive map that represents the collective thoughts of leading academics and researcher about the future.
- Events and festivals is clustered around three future views; new consumer values and identity, political reasons and power; and the future role of technology

Introduction

The future cannot be forecasted with a high degree of certainty and preciseness (Eden & Ackermann 1998) however understanding the environment and context as explanation is a purposeful way to examine the future. In the future studies literature (Yeoman 2012; Bergman *et al* 2010) there has been a movement from singularity and prediction to understanding multiplicity and context, and thus the purpose of the future as explanation. One emphasis of explanation is in examination of the layers, links and spaces to make sense of the future and thus to inform decisions and directions. So, what then are the underlying layers, phenomena's and spaces associated with the future of events and festivals? In order to address this question a cognitive mapping approach has been used. This has been applied previously in tourism research (Yeoman et al 2006; Yeoman & Watson 2011).

Each chapter of this publication has been interpreted through a cognitive map from which an aggregate map has been produced. This aggregate map represents the contribution of this book to

future of events and festivals knowledge and research is clustered around three views; *namely new consumer values and identity, political reasons and power; and the future role of technology*. These views draw attention to where the authors conclude future discourses will lie.

Conceptual Frameworks: A Cognitive Mapping Approach

According to Pearce (2012) conceptual frameworks are used in various ways and in different forms but are, nonetheless, purposeful in addressing emerging, fragmented or broad themes. They identify and bind knowledge and form a framework to help researchers understand a particular phenomenon and thus make explanatory claims (Bergman *et al* 2010). Essentially, conceptual frameworks are concepts explained in diagrammatical form and indicating relationships through connections. Further, conceptual frameworks (as cited in Pearce 2012:13) are:

> *...not intended to be theories, but devices to map, categorize and communicate the diverse efforts of family researchers, practitioners and would be theorists* (Nye & Berado 1981: xxvi).

And that,

> *Essentially, the conceptual framework is a structure that seeks to identify and present in a logical structure format, the key factors relating to the phenomena under investigation. Depending on the nature and purpose(s) of the research project, the conceptual framework may correlational or causal in form* (Brotherton 2008: 78)

One way to represent conceptual frameworks is through the use of cognitive maps. Cognitive maps are mental representation of an individual's understanding of a series of psychological transformations. Applied as a research methodology, cognitive maps are used to represent the cognition of researched thoughts utilising a series of links in the form of a map or picture. Jones (1993, p. 11) states that a cognitive map:

> *Is a collection of ideas (concepts) and relationships in the form of a map. Ideas are expressed by short phrases which encapsulate a single notion and, where appropriate, an opposite notion. The relationships between ideas are described by linking them together in either a causal or connotative manner.*

The method used by the authors is drawn from Eden and Ackermann's (1998) process of cognitive mapping which they apply in the area of strategic management. Cognitive mapping is derived from the methodological framework Personal Construct Theory (PCP) (Kelly, 1955). PCP theory of personality was developed by the psychologist George Kelly in the 1950s and was used to help patients discover their own 'constructs' through a depth repertory grid conversation process (Ensor, Robertson, & Ali-Knight, 2007; Fransella & Bannister,

1977). The repertory grid process – as an eliciting process, entirely dependent on the respondent - has the advantage of minimal intervention or interpretation. The repertory grid has been adapted for various uses within organizations (Jankowicz, 1995), including decision-making and interpretation of other people's world-views – and more recently in the analysis of the perceptions of festival leaders (Ensor et al., 2007; Ensor, Robertson, & Ali-Knight, 2011).

Eden and Ackermann's (1998) approach to cognitive mapping is focussed on the idea of concepts. Concepts are short phrases or words which represent a verb in which ideas are linked as cause/effect, or as means/end or as how/why. A cognitive map, then, is a representation of a respondent's perceptions about a situation. It relies on bipolar constructs, where the terms are seen as a contrast with each other. For example, "event leadership …" may lead to "conservative leadership….radical leadership". The result is not unlike an influence diagram or causal loop diagram, but different in that it is explicitly subjective and uses constructs rather than variables (Mingers, 2003). Cognitive mapping can also be used to record transcripts of interviews in a way that promotes analysis, questioning and understanding (Eden and Ackermann, 1998). However, the literature on the application of cognitive mapping is often compromised as researchers adapt the theory based upon their own skills and research philosophies (Yeoman, 2004).

Decision Explorer

A Computer Assisted Qualitative Data Analysis (CAQDAS) assists the researcher through the capturing and processing of concepts and data (Barry 1998) thus helping a modeller see the relationships, order and complexity of that researched. In addition, a CAQDAS approach allows the modeller to track changes and makes notes which is embodies the principles of grounded theory (Strauss & Corbin 1994). DECISION EXPLORER (DE) (Jenkins 1998) is a CAQDAS tool in the form of cognitive mapping developed by the team at Strathclyde University (Eden & Ackermann 1998). DE allows a modeller to search for 'multiple viewpoints', 'the holding of concepts', 'tracing of concepts' and 'causal relationship management'. The useful of the tool allows the modeller to come to conclusions, connect thoughts and construct a purposeful interpretation of the phenomena researched that make sense (Levi-Strauss, 1966; Weick, 1979). What is critical to the success of DE is the ability to categorise concepts, values and emergent themes (Eden & Ackermann, 1998) thus allowing the modeller to elicit data and code concepts. This approach to modelling and map building in tourism research is documented by Yeoman & Schänzel (2012); Yeoman & Watson (2011) and Yeoman, Munro & McMahon-Beattie (2006) using DE.

The Contribution of Each Chapter

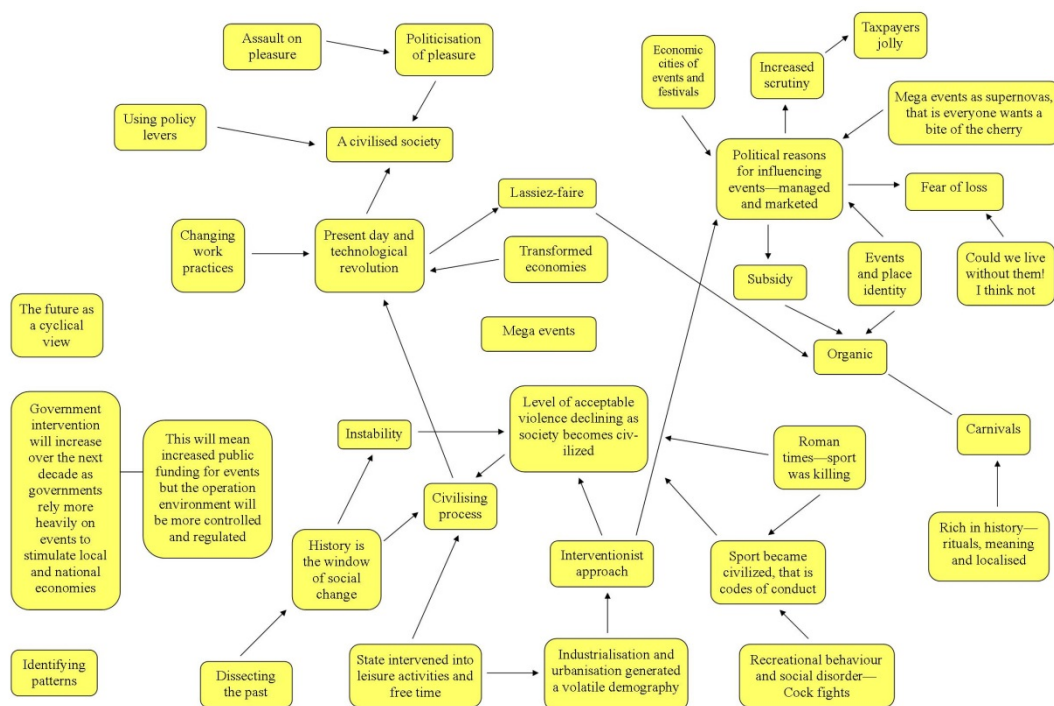## Chapter 2: Back to the Future: Analysing History to Plan for Tomorrow

Figure 1: Back to the future

According to Devine and Carruthers (2014) the twenty first century will be a very competitive period for the events industry as towns, cities and countries clamber to attract events and satisfy an increasingly discerning audience. Accordingly politics is one of the central features of this cognitive map (figure 1) with the key concepts of 'political reasons…', 'level of acceptable violence..' and 'present day and technological revolution'. To succeed, event organisers must be strategic i.e., manage politics and plan for the future. However the future is unpredictable. There are no archives of the future through which we can trawl, nor can we interview participants in events that have yet to occur. However, event organisers should not despair because history is an excellent way to think about and plan for the future. So futurists should and can use history to create a scenario that will help event organisers prepare for, and respond to, change. This was the approach the authors used in this chapter. Based on the scenario portrayed in this chapter it is possible to ask whether event

managers consider the following four areas in their planning for the future; increased regulation will require event organisers to strike a balance between risk and creativity; to influence policy-makers and to achieve this industry must speak with a united voice; treat the media as potential partners and supply it with good news stories which highlight the positive impacts of events; and evaluation should be a high priority for all event managers and the findings should be disseminated to all stakeholders including government agencies.

Chapter 3: The Forms of Functions of Planned Events Past and Present

Getz (2014) brings us back to the assumption that all kinds of events are important in the functioning of a human society. Events provide social, symbolic and economic exchange, and acting as vehicles for personal development (see figure 2). The key concepts identified in Getz's writings include 'social exchange', 'symbolic exchange', 'prediction – an ontological perspective', 'meaning', 'personal development', 'convergence' and 'divergence'. Getz starts by saying the forces of globalisation, economic development and the increased legitimation of events as tools for public policy and industry strategy are propelling the growth of the events industry. Within this context, Getz (2014) identifies two important inter-related trends: that of *convergence* and *divergence* in the forms and functions of events. Larger, public events exhibit increasing convergence because they are being planned so as to meet multiple goals and attract wide audiences. Simultaneously, numerous events are being created within social worlds and for special-interest tourist segments. Taking these forces and trends into account, predictions are made in the form of a set of propositions that hold important implications for the future of planned events, their design and their management.
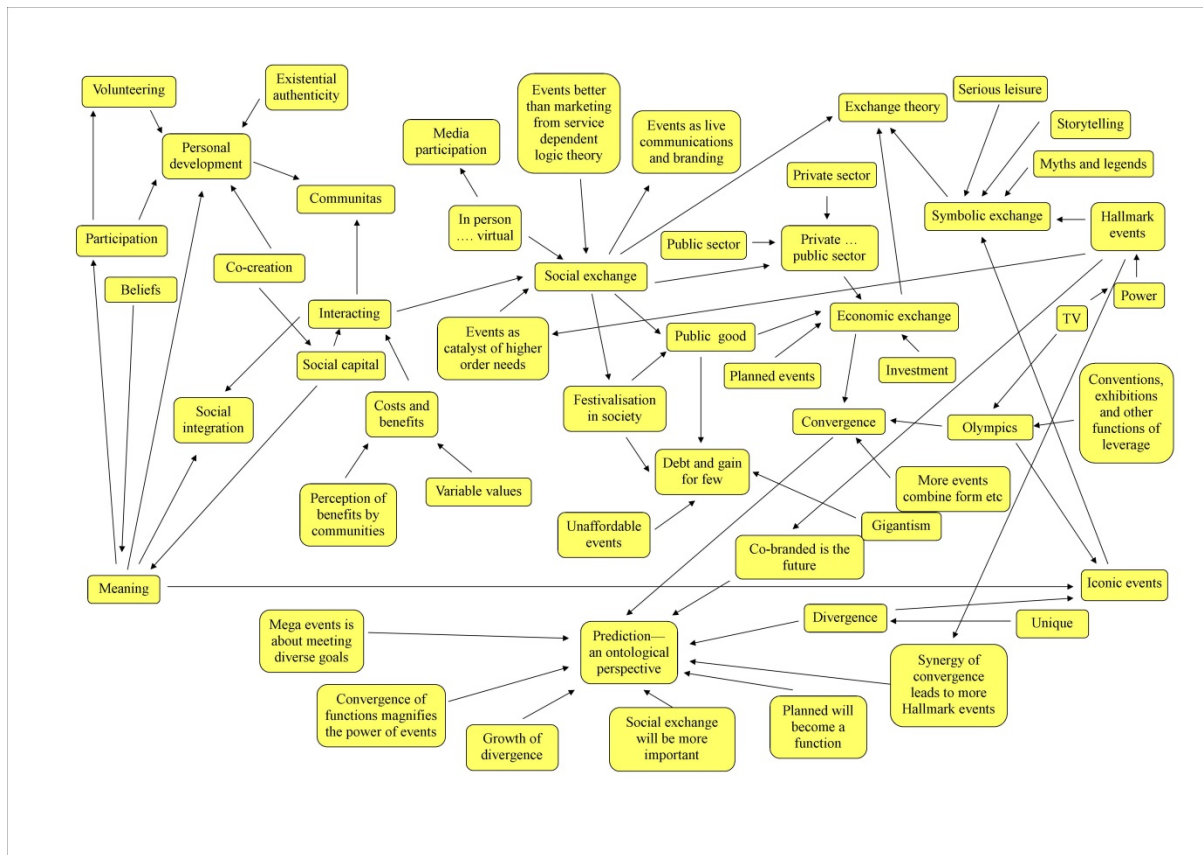
Figure 2: The forms and functions of planned events

The contribution of Getz's chapter lays in the fact that convergence of forms and functions will be an increasingly important proposition in the near future. This is shaped by the forces of reality in which Hallmark events have become part of the political landscape in which cities and destinations are co-branded. Accordingly events facilitate capital (social and cultural) for all parts of society.

Chapter 4: Scenarios for the Future of Events and Festivals: *Mick Jagger at 107 and Edinburgh Fringe*

The contribution of Yeoman and colleagues (2014) is in the context of the need to understand what is coming, and to understand the underlying causes of change and how these changes interact with each other. The authors propose two scenarios, both set in 2050, as stories for discussion. The cognitive map (figure 3) is clustered around the drivers and scenarios portrayed in the chapter. First, *Heritage Rock: Mick Jagger Plays Woodstock at 107* portrays an ageing and ageless society from a music festival perspective. The second scenario, *Edinburgh Fringe*, is a demonstration of how technology is and could change the comedy festival experience. The implications of the scenarios focus on technology and experiences and play. Together these are a trend which is occurring in all demographic groups – and which represents a tipping point. The use of smart phones to share experiences is happening now. Innovation, personalisation and interactivity will become an increasingly important component of that experience. Demographic change, as represented particularly by Baby Boomers, extends the point that this market for festival and event organisers are a highly educated generation, are in better health and have more disposable income than previous older generations. They are, then, core purchasers of experience(s) in the near future. As *Mick Jagger plays Woodstock* some things in a changing world will remain constant. This includes the USA as

being the world's largest economy and wealth per capita. The impact of America will continue, though, of course, the growth and significance of the rest of the world will have significant influence. Combined, these changes represent tipping points of importance as driving forces of change cannot be reversed.
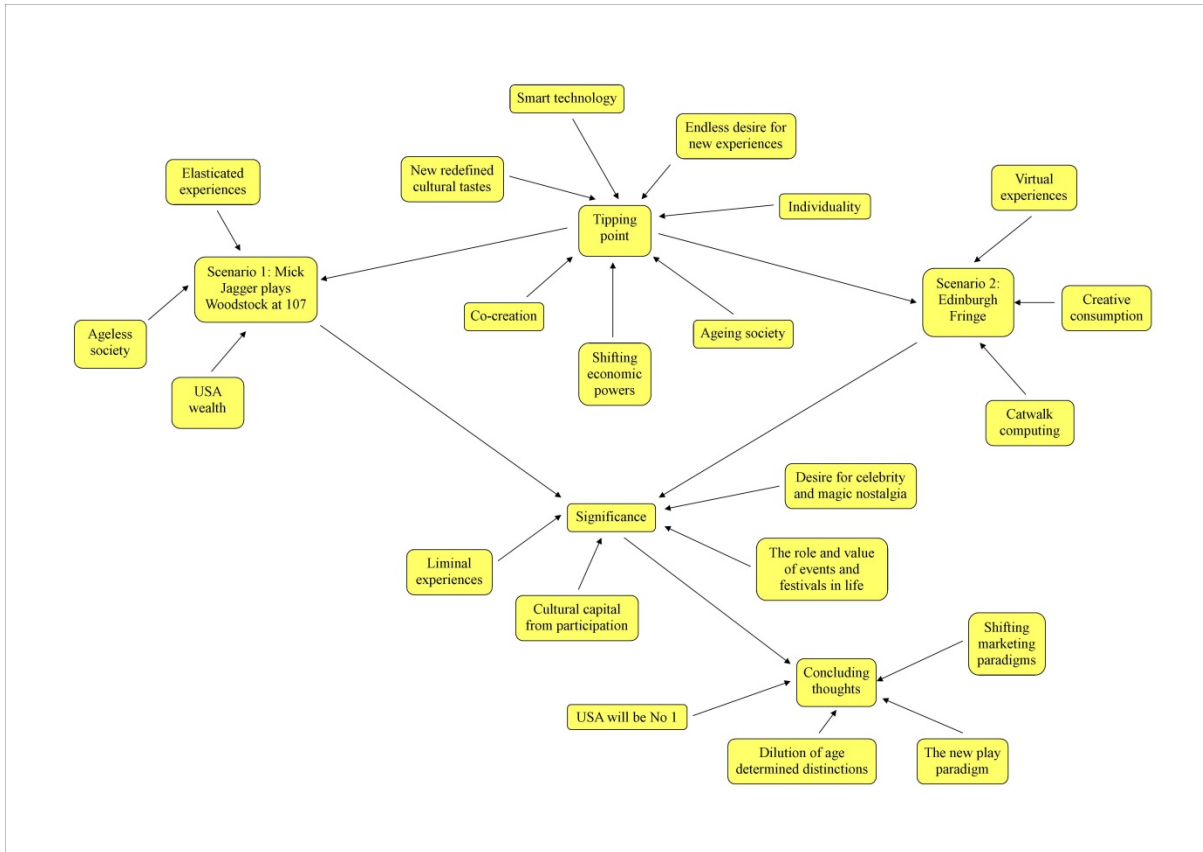

Figure 3: Scenarios for the Future

Chapter 5: Scotland in 2025: Dependent or Independent Event Nation

Scotland, as a nation, is wrestling with the possibility of political independence. It provides an exemplar of a nation in transition. In looking forward to 2025, Frew *et al* (2014) see events and culture as symbolic weapons in the politics of national and community identity. This means events and cultural policy is framed within neo-liberalist agendas, and that the current network of national agencies and destination marketing organisations are positioning and promoting Scotland as a Festive Nation as part of that. This is represented in the concepts identified in figure 4. The chapter makes a valuable contribution because it brings into sharp focus the delicate balancing act that many nations face in building an event portfolio that respects the past whilst planning for the future. The chapter is focused on two scenarios centred on Scotland's political future (see figure 4). First is a Scotland where the ideological grip of market forces is intensified and hyper capitalism reigns supreme. Here, events are focused externally, on global competition and tourist markets. In the second scenario an alternative vision of Scotland in 2025 has been advanced. In this scenario, gainst the backdrop of independence and an intensifying digital age, events are part of an open conversation with citizens. In

considering both scenarios, the authors discuss implications from a policy perspective. In so doing frame plausible futures for Scotland's events.
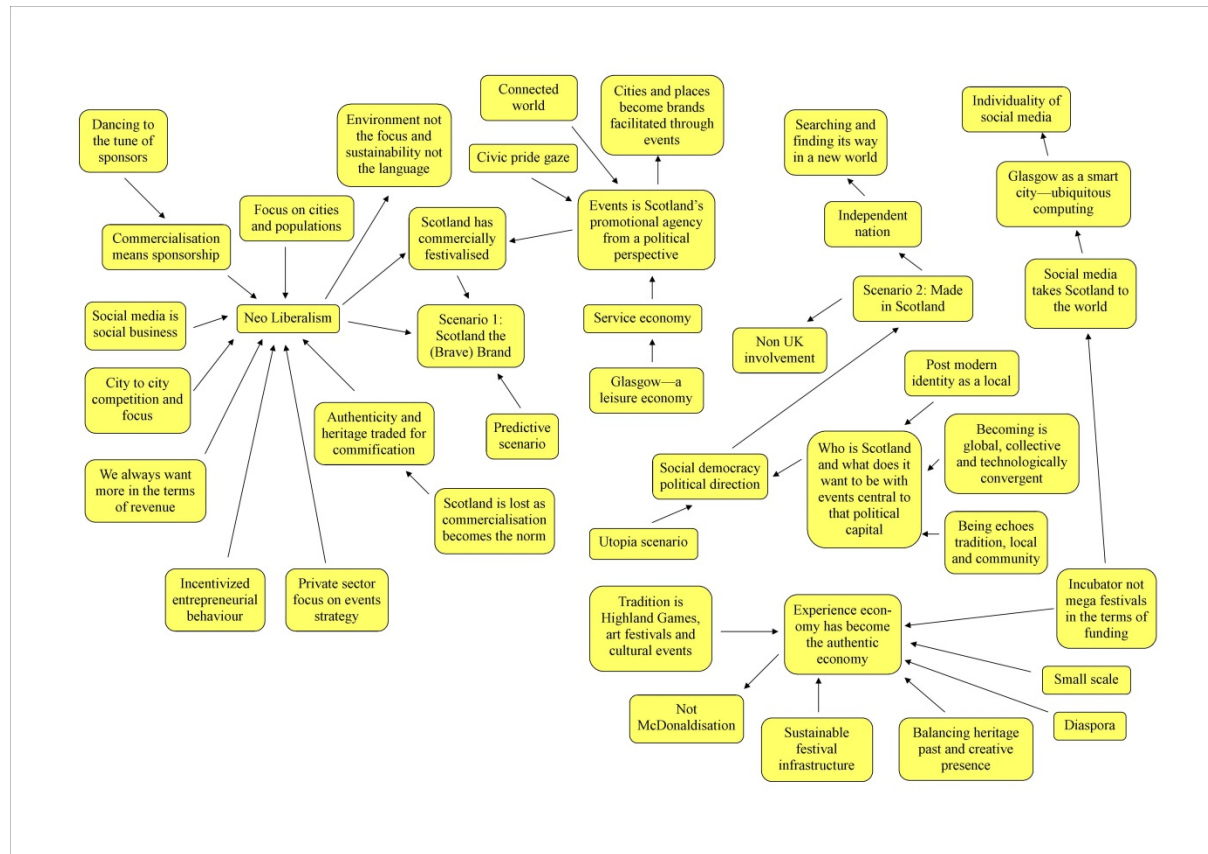

Figure 4: Scotland in 2025 - Dependent or Independent Event Nation

Chapter 6: The Future Power of Decision Making in Community Festivals

Researching cultural festivals reveals the existence of a multitude of stakeholder relationships, connected and enforced through different cultures. The one commonality is that they are all influenced by power. This in turn impacts on how festivals are constructed, delivered, and consumed. Jepson and Clarke (see figure 5) present a critical review of the macro-history of power used generally for festival and events – and recognise the significance of the concept and its applications. The key concepts show in the cognitive map include 'power is a pervasive and constructive set…', 'Weber..', 'Clegg…' and 'Foucault'. Thus the discussion in the chapter is focused around political theory and how it shapes the decision making of community festivals. The authors identify that the political nature of stakeholder involvement ensures creation of local community festivals but also that the exercise of power by the hegemonic state often restricts the desire to participate in these community based cultural events. The authors recognise that festival and event represent the importance of communities as power but that they are also influenced both a pervasive and constructive set of external forces which can be both enabling and disenfranchising. As such, stakeholders need to build and contest positions based upon the construction and reconstruction of discursive practices.
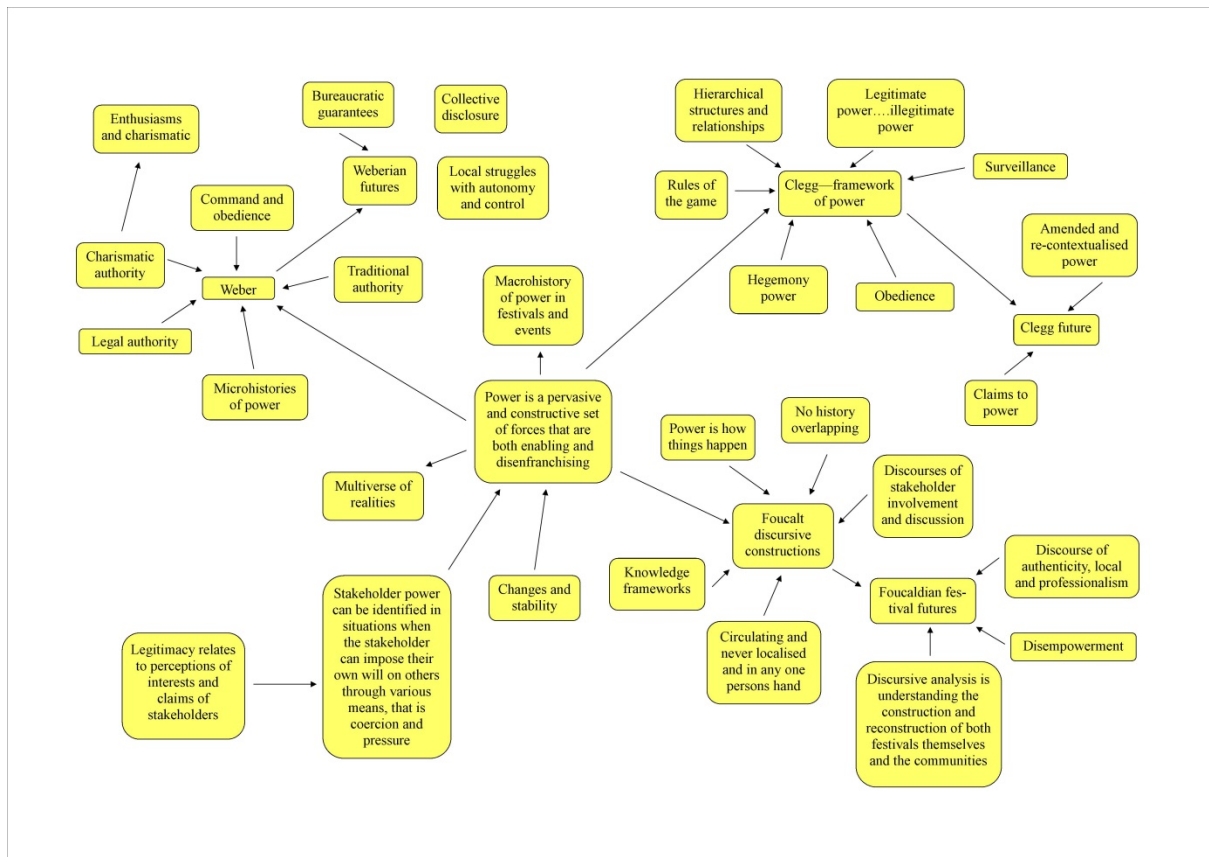
Figure 5: The Future Power of Decision Making in Community Festivals

Chapter 7: Industry Perceptions of Events Futures

From figure 6, we can identify the key concepts as 'how industry see events', 'perceptions of events' and 'the future is…'. The conclusions drawn by Backer highlight the competitive nature of the events and festivals industry. Concerns of the industry relate to 'rising costs and increased risks', 'diluted sponsorship', the emergence of social media, 'maintaining and recruiting volunteers' and 'residents support'. Overall, the chapter highlights how (for this study) the events industry has a very short time horizon and this may be due to the uncertainty about funding sources. Backer (2014) concludes with one thought, that the only constant will be festivals as offering individualistic experiences.
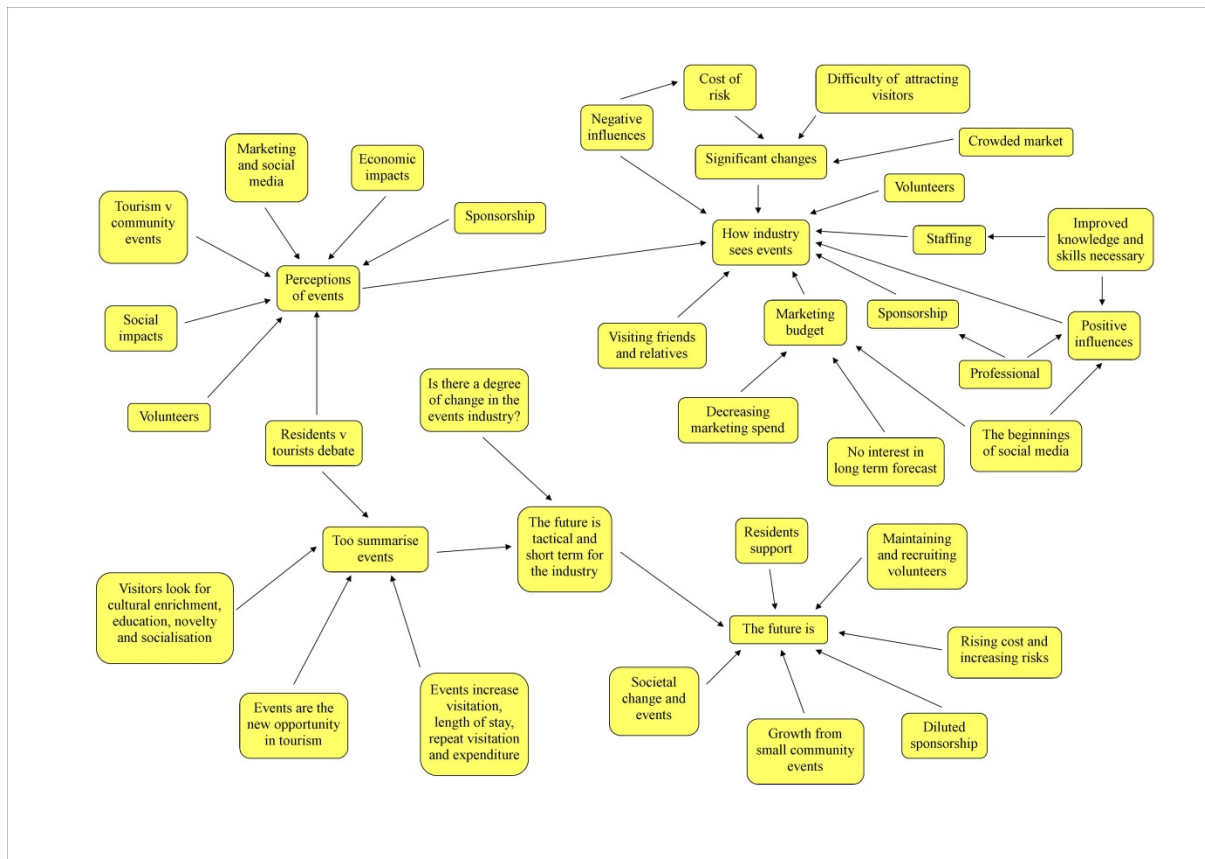
Figure 6: Industry Perceptions

Chapter 8: Economic Evaluation of Special Events: Challenges for the Future

The politics of events in a neo-liberal world focus on accountability. Accordingly economic evaluation is most often see as the outcome. However, as Dwyer and Jago (2014) demonstrate, economic evaluation is only one dimension of that outcome, while cost-benefit analysis brings a different dimension. These often come with contradictory results. Thus the central concepts identified in figure 7 include 'economic impact assessment', 'cost benefit analysis', 'focus on economic contribution', 'cost benefit analysis' and 'integration'. These concepts are at the centre of Dwyer and Jago's discussion. The contribution of the chapter lies in how these dimensions can be integrated. As special events are key drivers of tourism activity in many destinations around the world and the staging of special events is often dependent on the financial or in-kind support of the public sector support, it is critical for the long term viability of special events that it is possible to demonstrate their contribution to the host community in credible ways. Although special events have broad based impacts involving economic, social and environmental dimensions, it is often the case that decisions - for reasons of political interest and accountability - focus on economic aspects. So where event assessment is focussed on economic impact alone the assessment is too narrow in scope to provide sufficient information for policy makers and government funding agencies to use effectively. More comprehensive approaches should be employed to embrace the importance of social and environmental impacts – as addition to economic impacts. In particular, estimation tools required to measure welfare effects associated with special events need more detailed attention from researchers. Thus as figure x indicates, integration is the central philosophy.
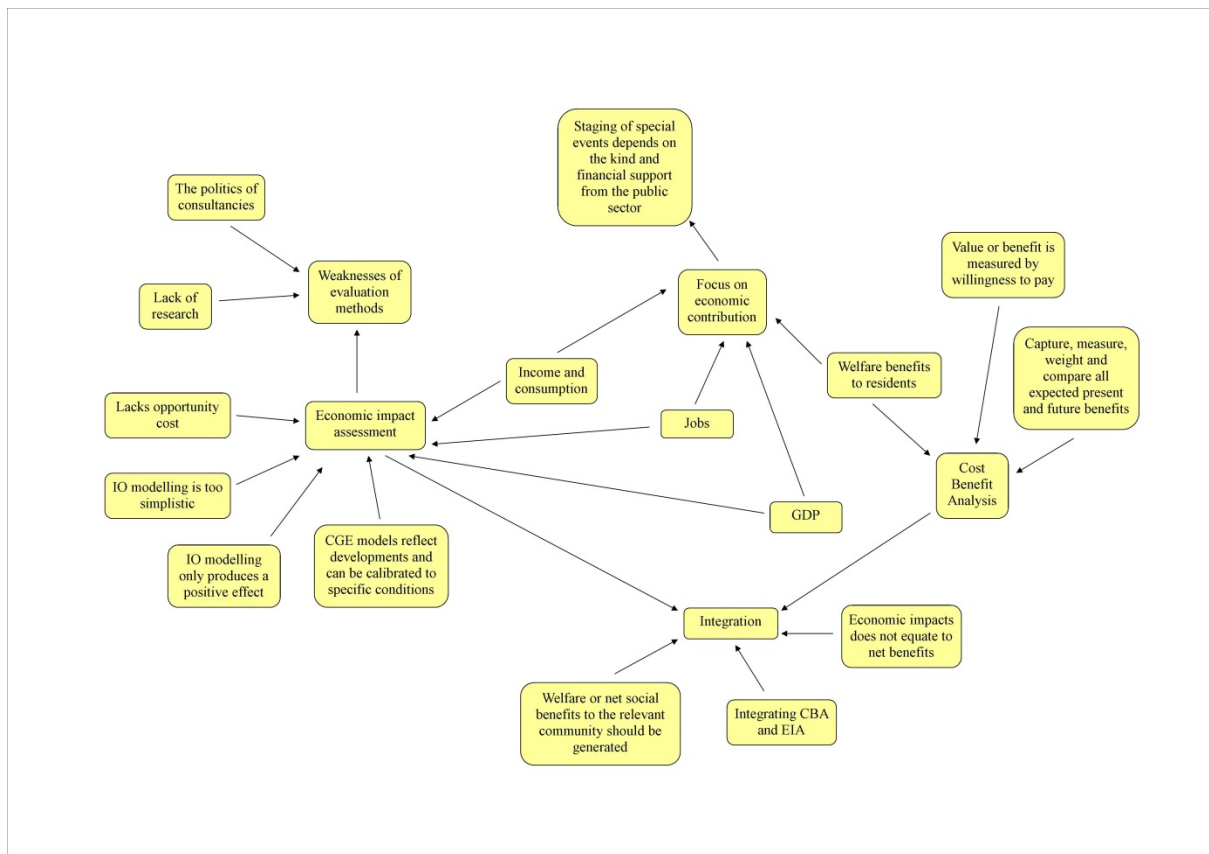
Figure 7: Economic Evaluation of Special Events: Challenges for the Future

Chapter 9: The Greening of Events: Exploring Future Trends and Issues

Considering the importance of climate change and sustainability, Frost *et al* (2014) use a drivers approach to explain the greening of events. This is the central feature of the cognitive map (figure 8). The significance of the chapter is that it highlights current trends and drivers with respect to sustainability and the greening of events and, thus, the creation of scenarios as potential futures. Eight key drivers are identified in this chapter. They are 'economic and demographic inequities', 'increasing urbanisation', 'existential authenticity', a 'rise in environmental consciousness', 'the regulatory paradigm', 'a trend towards green communities', a 'growth in corporate social responsibility' and 'technological developments' (such as social media and mobile phone usage). These drivers have been used to create four different scenarios with respect to events. They involve, firstly, the creation of a coalition of cities to bid for mega-events; secondly, an imperative that events play their part in addressing climate change; thirdly, the use of events as platforms for social change, and, fourthly, the demise of mega events and the consequential focus on smaller community events.
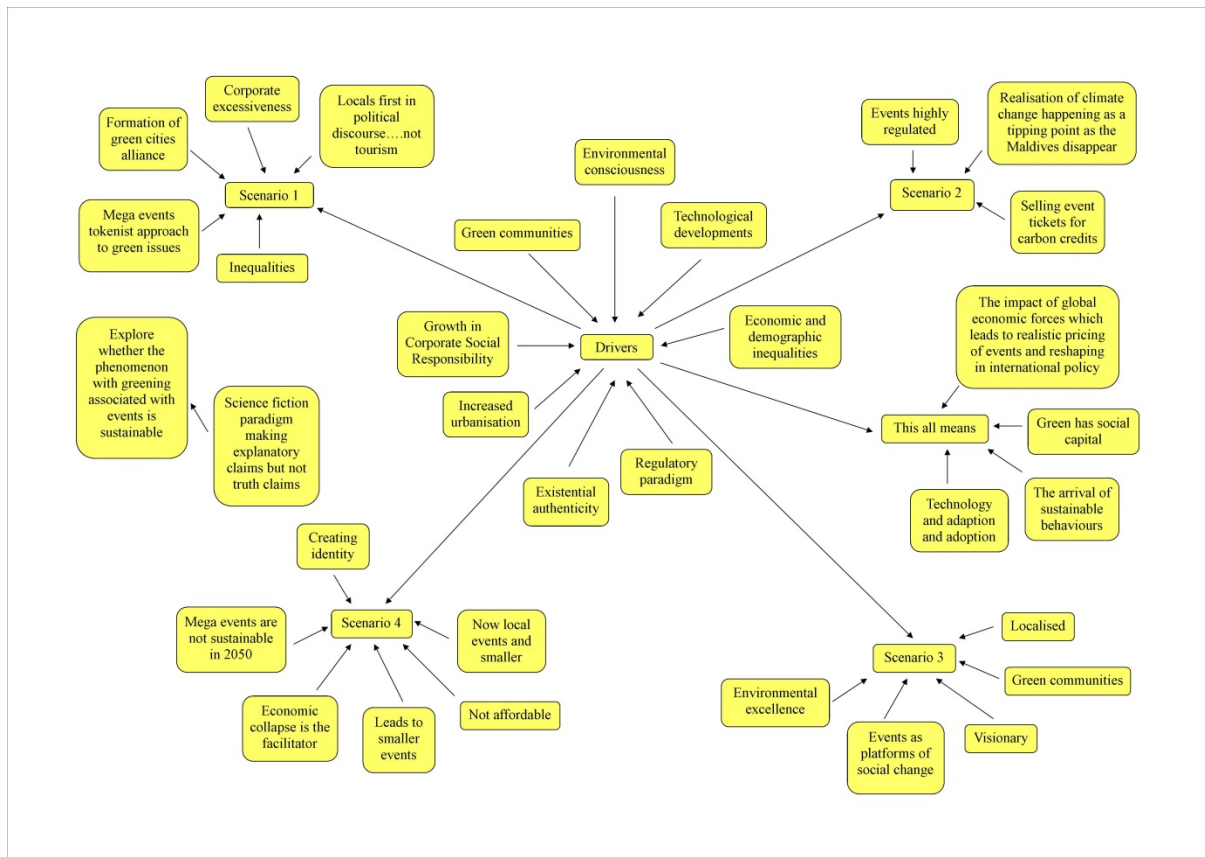
Figure 8: The Greening of Events: Exploring Future Trends and Issues

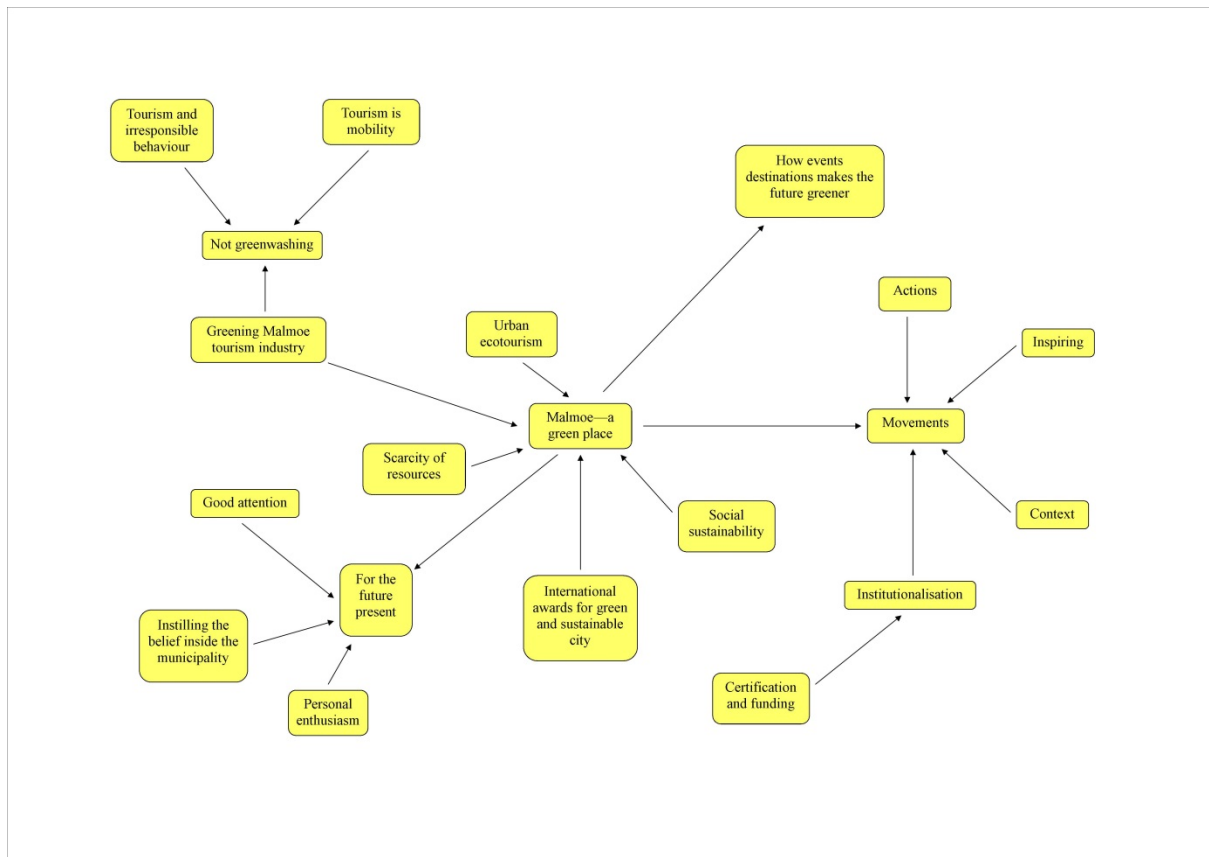# Chapter 10: The Future is Green: A Case Study of Malmoe, Sweden

Figure 9: The Future is Green: A Case Study of Malmoe, Sweden

Using Malmoe as a metaphor for future benchmarking, where the drivers are sustainability, Wessbald (2014) describes the concepts and some of the roadmap of making Malmoe, Sweden's third city a sustainable event and festival place. It considers the environment and social dimensions. The key concepts of the cognitive map include 'movements', 'Malmoe as a green place', 'Greening Malmoe…' and 'for the future present'. Wessbald draws out four prominent features of the greening project. First of all, inspiration is about personal commitment, striving for an enduring society by taking a personal stand on sustainability. Secondly, voicing the topic of sustainability in the context of institutions. Thirdly, promoting sustainability 'evangelism' inside the municipality in which engagement creates progress. Finally, progress takes time. These are part of a roadmap (see figure 9) and events are part of the journey to a green future in which communities themselves are the driving forces of change.

Chapter 11: The Future of Local Community Festivals and Meanings of Place in an Increasingly Mobile World

What makes a festival special given the homogeneity and sameness of many urban and mobile event environments? McClinichey and Carmichael (2014) draw relevance from community constructs through the lens of Kitchener-Waterloo multicultural festival. Using a model of a space of flow, the authors cleverly show that festivals need to be grounded in order to create a sense of place. From figure 10, we can see that festivals allow culture to flow by maintaining cultural ties through ethnic group organizations communication, through performance, through practice, through music, through

costumes, through ethnic food and crafts and by encouraging travel to the country of origin. Thus, despite the globalization process that surrounds them, festivals can combat feelings of placelessness. Festivals allow cultures to be showcased and also connects participants with the next generation, and acts as connection between communities. Finally, festivals allow a flow and connection geographically to the rest of the world, in which food products like spices, chocolate or sweets, clothing, fabrics or music is displayed. The chapter thus demonstrates festivals as fluid rather that static embryos in a local but global world.
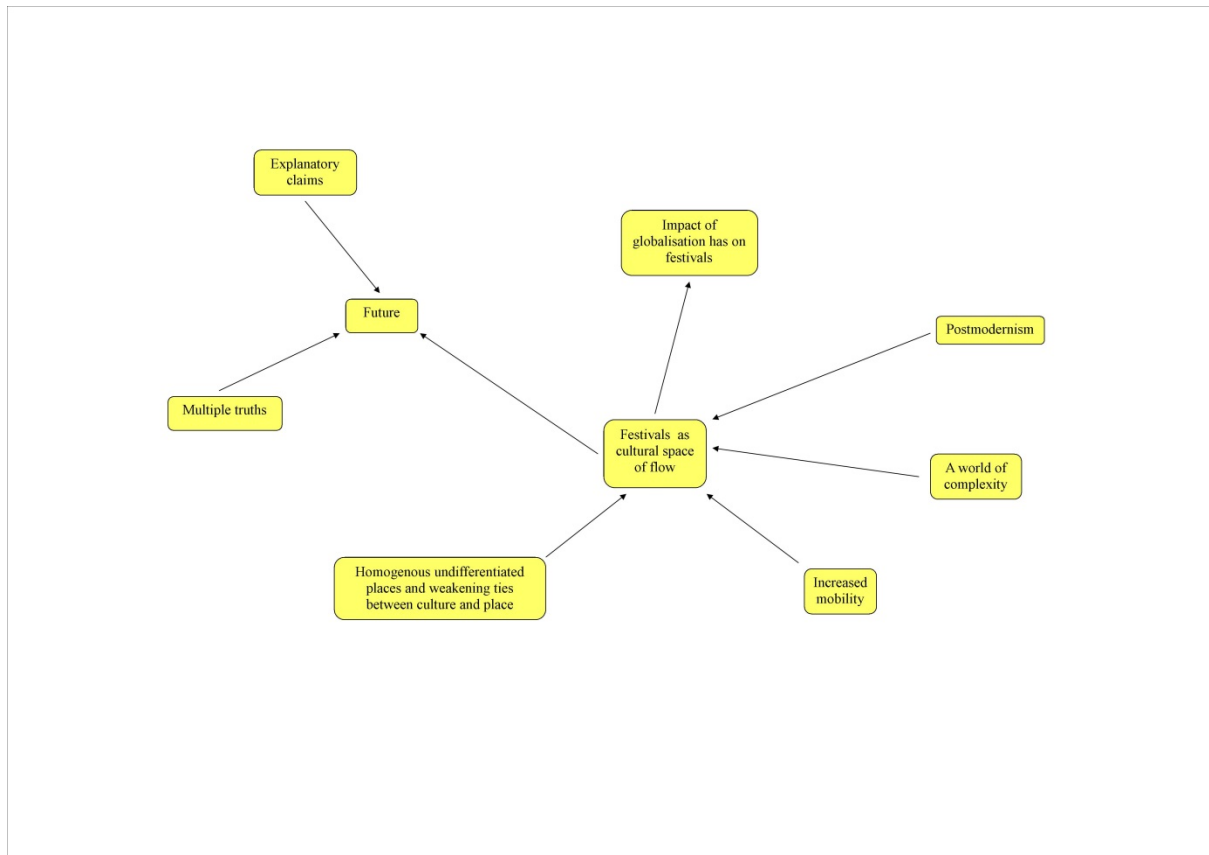
Figure 10: The Future of Local Community Festivals and Meanings of Place in an Increasingly Mobile World

Chapter 12: Developing Brand Relationship Theory for Festivals: A Study of the Edinburgh Festival Fringe
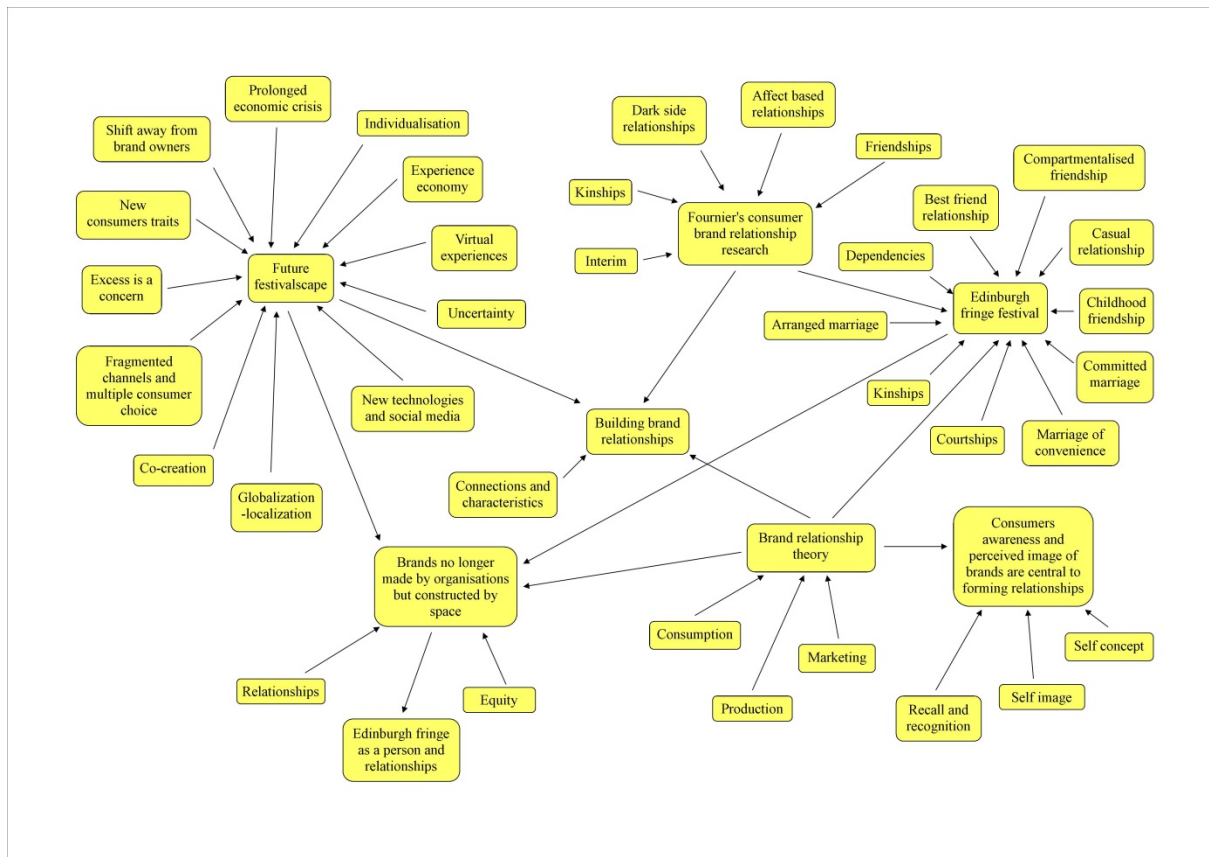
Figure 11: Developing Brand Relationship Theory for Festivals

Todd (2014) illustrates the relevance of the brand relationship paradigm to future festivals through the present setting of the Edinburgh Festival Fringe. It provides a predictive forecast of significance, festival-consumer brand relationships and highlights consumers' symbolic engagement with festival brands. As a foundation, the author recognises the shifts occurring in festival marketing, production and consumption. In an increasingly competitive environment, Todd proposes that brand equity is becoming the distinguishing factor determining engagement. As increased consumerism is taking power from brand owners, festival goers are becoming increasingly individualized. Festival brands are correspondingly co-created with festival goers and other stakeholders rather than managed by their owner. This is also influenced by accessibility, by the growing ease of digital communications and because social networking has allowed society to become increasingly interconnected (figure 11). The contribution this chapter makes is represented most clearly in a number of its conclusions. This includes the observation that brands are no longer made by organizations but are, rather, constructed in a space in which organizations are influencers and listeners. This, it is concluded, will lead to a greater festival market in virtual, physical and combined worlds. Further, in developing future festival brand concepts managers must build profitable, mutually beneficial, and reciprocal relationships with consumers through effectively leveraging functional, symbolic and experiential conceptual brand dimensions. The present Fringe-consumer brand relationship typology provides evidence of such brand relationships within the setting of a festival-consumer setting and this is of relevance to successful future festival brand managers. In considering Fournier's (1998) measures of: love and passion; self-concept connection; interdependence; commitment; intimacy; and partner quality, it is suggest there are potential benefits in considering this matrix as an alternative to consumer brand loyalty levels. Finally, the author proposed that brand personality theory is a useful tool for s shaping future marketing decisions as a means to future proof.

Chapter 13: Exploring Future Forms of Event Volunteering

Events are a system human activity based upon participation, whether as event goers, stakeholders or performers. As festivals continue to grow an increasingly important participation role is that of the volunteer for which Lockstone-Binney and colleagues (2014) identify three clusters (figure 12). These are 'trends affecting volunteering', 'according to the size…..' and 'future forms of event volunteering'. The authors clearly identify a changing set of demographics, inclusive of an ageing population and increased use of leisure time. From an implications perspective the analysis offers a number of insights regards the future. These include observation as to how high profile and well-resourced events are better placed to market themselves to corporate volunteering programs and how regular events can develop good, ongoing relationships with community organizations and local companies to recruit 'bounce back' and outsourced volunteers. The volunteer scenarios are a picture of the future suggesting more differentiation and segmentation of volunteers types than at present. Using scenario typology, Lockstone-Binney and colleagues (2014) profile a series of volunteer scenarios in order to illustrate change and make sense of the future. They use the labels 'junkies', 'outsourced', 'corporate', 'virtual', 'invisible', 'offset' and 'bring your own' (BYO) for event volunteers. The significance of this chapter lies in the fact that is one of the few studies to combine foresight of what is coming and insight of how the future could play out, thus enabling event manager's to understand and manage the future.
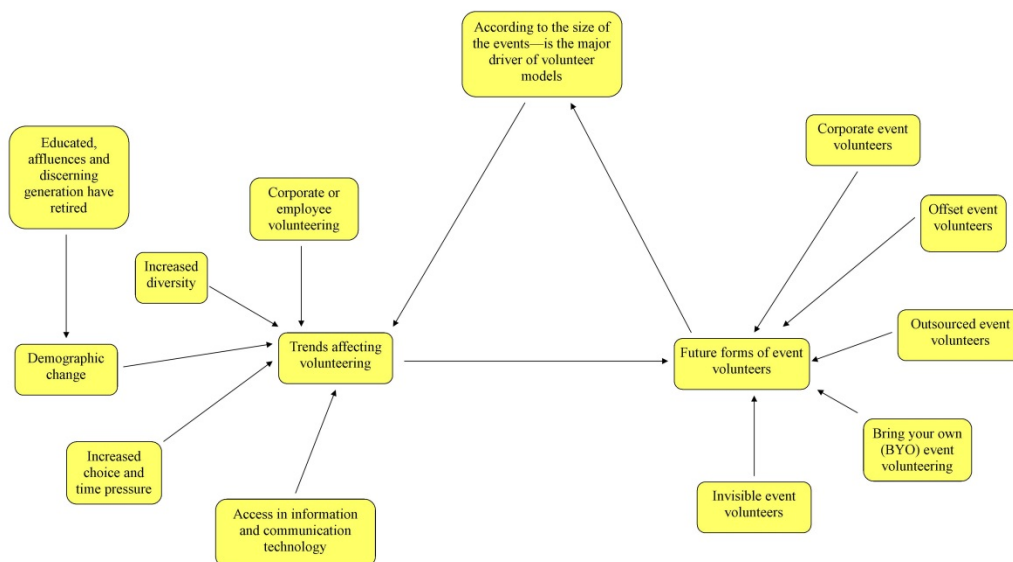

Figure 12: Exploring Future Forms of Event Volunteering

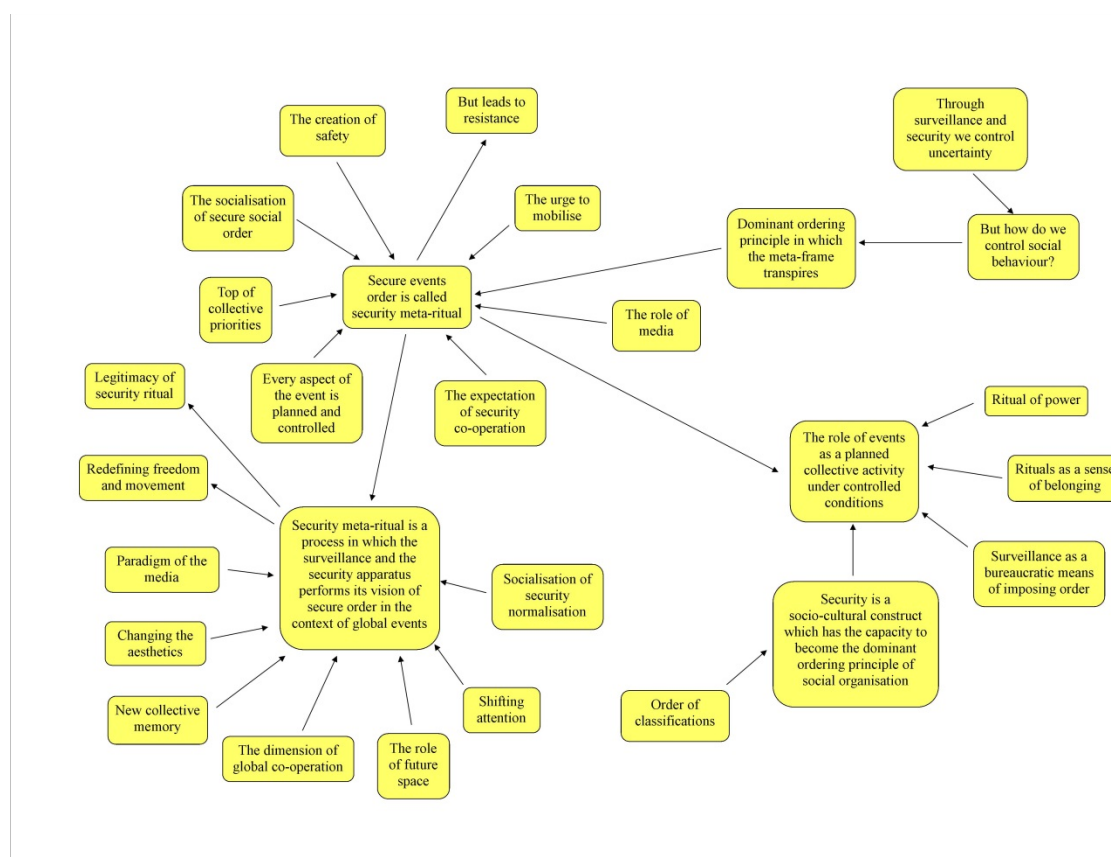# Chapter 14: The Future of Surveillance and Security in Global Events

Figure 13: The Future of Surveillance and Security in Global Events

Bajc's (2014) brings security to the centre of events debate in consideration of the Orwellian society in which we now live (Hier 2009). Key concepts from figure 13 include 'security meta-ritual is a processs…', 'the role of planned collective activity under controlled events' and ''security events order…'. Bajc's proposition is, thus, that security and surveillance is used to control collective behaviour in society. Further, it is proposed that surveillance is the means through which the vision of order is imposed while security provides this ambition with a sense of urgency. The surveillance and security apparatus, then, imagines the order it imposes both through data-mining and through the processing of this information about the past human behaviour. To do so it uses computer modelling, statistical analysis, and computational mathematics. In so doing, Society and its apparatus impose and create a vision of a new social relation which the authors calls a security meta-ritual. This transforms social and physical spaces into a sterile zone of safety within every citizen's movement and in which communication is controlled. Post 9/11 the security and surveillance discourse has changed and has created a legitimacy that has compromised the founding fathers principles. In a security sanctioned order of the future, people will be divided into insiders and outsiders, those who will be allowed to participate at the event and all others who will be barred from attending. From an events perspective, order is now the culture that shapes and changes the events experience – bringing us closer to Orwell's Big Brother society.

Chapter 15: A Perspective of Near Future: Mobilising Event and Social Media

Focusing on mobile applications (apps) and social media, Bolan (2014) examines how the use of digital media technology will not just impact on the future of events but will fundamentally change their nature and structure. The key concepts identified from figure 14 include the 'virtual experiences', 'marketing and promoting and event', 'digital media technology' and 'enhancing the event experience'. As the key word is technology, the significance of the chapter is in the identification that the implications of such technology is under-researched area in the field of events and event management despite the significance of the subject. Research in this area can provide a crucial and necessary developmental benefit to the planning and promotion of events, as well as contributing to the enhancement of the event experience itself. The future of events is, then, inextricably tied with mobile digital technology and a desire by the public for constant and immediate use of social media platforms. As such this chapter discusses how and why such technology needs to be utilised more and the potential benefits it can bring. The chapters also sets the scene for future research in the vital area.
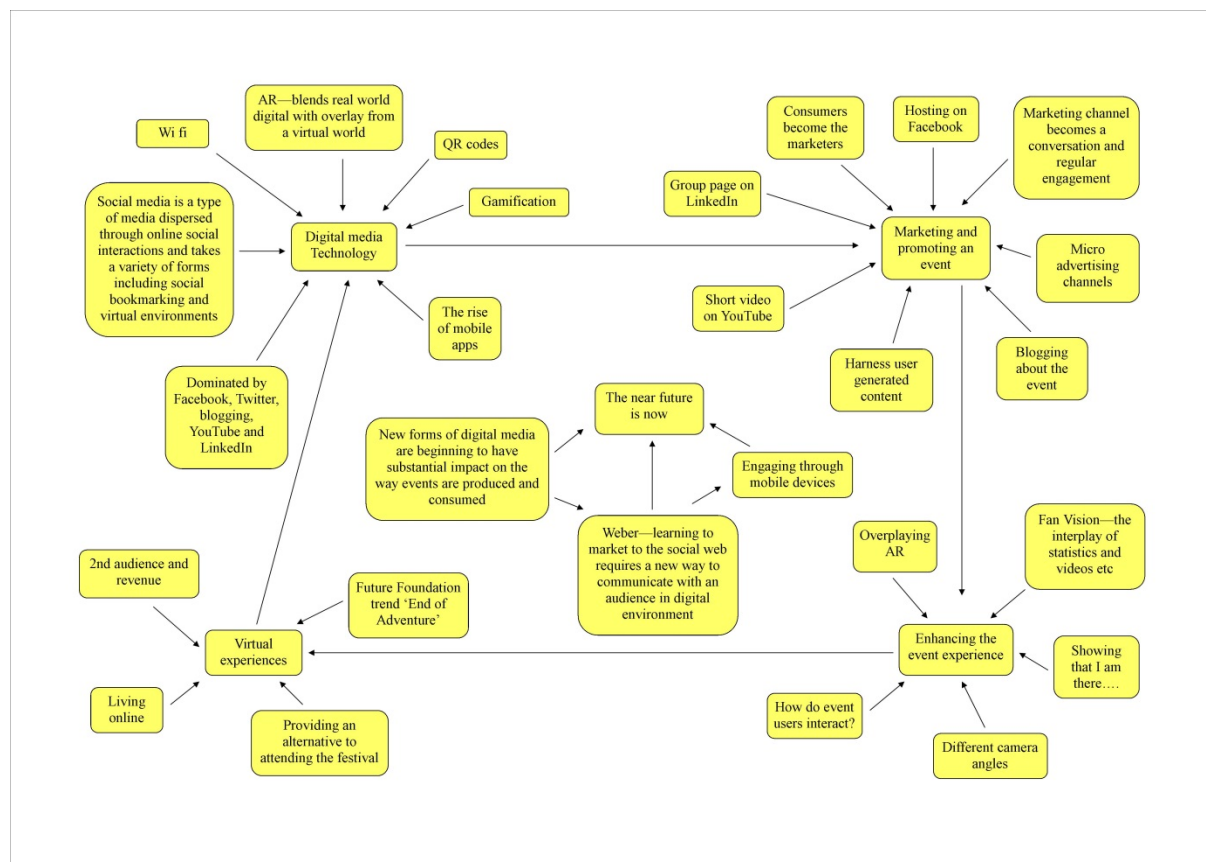

Figure 14: A Perspective of the Near Future: Mobilizing Event and Social Media
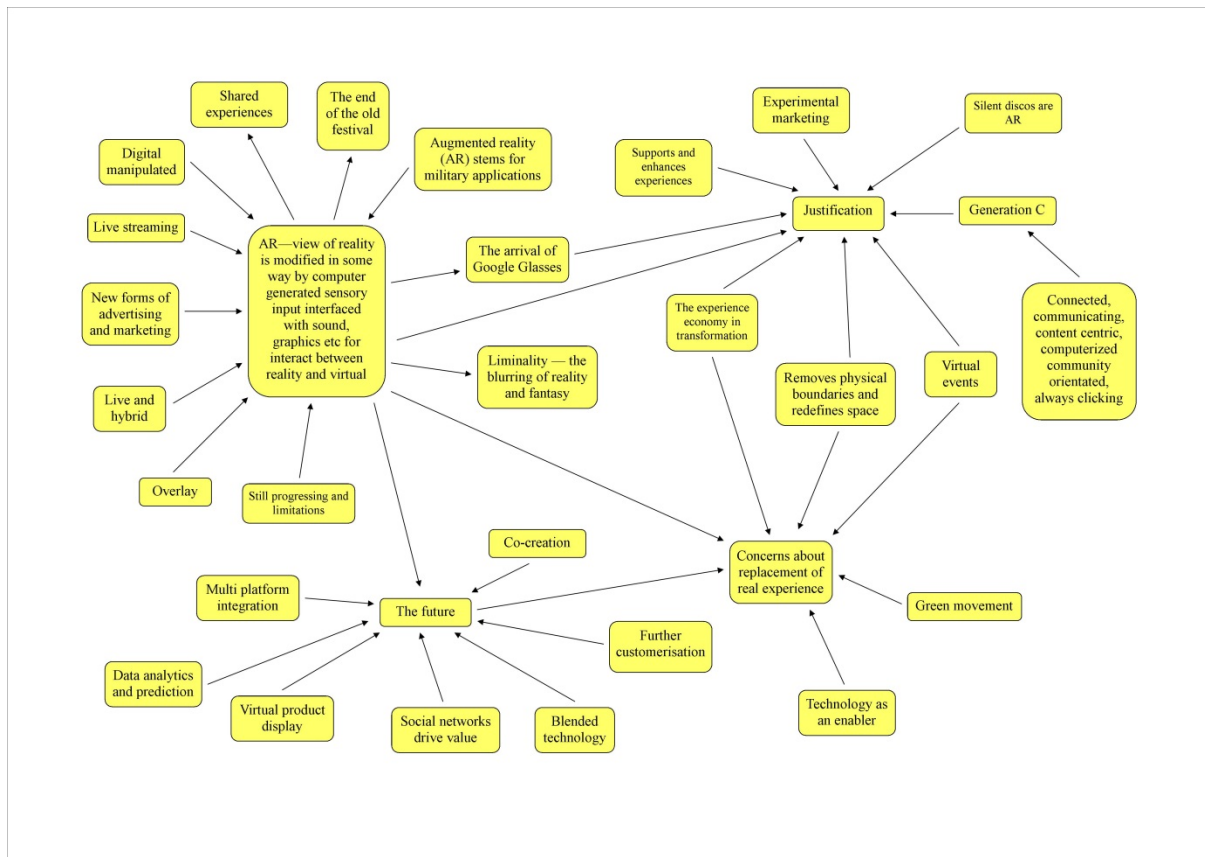
Chapter 16: The Future is Virtual

Figure 15: The Future is Virtual

From figure 15, the key concepts are 'justification', 'AR…..', 'concerns about the replacement of real experiences' and 'the future'. Sadd (2014) provides an insight into the world of Italian futurism with a focused on technology – and its likely impact on events and society. This draws on the evidence that the consumptions of events has become (or is becoming) one in people are immersed in an experience. Already, it is possible to enter a world of computer games in 3D and, through unique headsets, a virtual world of entertainment where one is part of the experience. There are silent discos, holograms and animation available. But will events of the future utilise these new developments? Sadd doesn't present a dystopia future but an explanation of what is coming next and why – something that is virtual, immersed and complementary. Technology is now transforming every aspect of our lives and in particular generation 'C' (Solis 2012) thrives on its evolution. As our lives are becoming more dependent upon advances in technology, the question is asked, what will events of the future be able to offer in relation to experience and transformation? Ever more remarkable, technological developments are being delivered on a daily basis. Accordingly the design of event experiences will need to fit into this highly evolving environment. Commercial applications of augmented and virtual reality have been seen within military training, sports coverage and marketing promotions, yet it is only certain event concepts that support those developments at present but the market is changing. The future of events in relation to this technology could go down the route of total immersion with haptic technology being developed even further to ensure that it embraces all five senses. Alternatively, events could be the one opportunity for real interaction and experience on a face to face level in worlds where otherwise we will become insular. The co- creation and co- production needed to experience events will only be possible with real time - real life integration of which technology whether augmented, virtual or both will be a part of the experience but not the whole experience.

Chapter 17: Leadership and Visionary Futures: Future Proofing Festivals

Figure 16: Leadership and Visionary Futures – Future Proofing Festivals

From figure 16, Robertson and Brown (2014) key concepts are 'democratisation', 'future audience' experiential and liminal nature of events', 'new models of engagement', 'co-creativity and bespoke event', 'directional leadership..' and 'impact of new technologies'. There represent a series of concepts that capture why it is that leaders need to implement purposeful future vision in the design of events, and why understanding audiences is a vital and central feature of the future proofing process. The authors argue that a convergence of technology and social networks has changed the event experience. Consumption is thus changing (and will be different in the future). So the future is all about unique and distinct experiences; experiences that audiences will expect and demand. These are likely to be of increasing complexity, and (for many) personalised in nature. Therefore, the professional and successful leader will be more dependent on a deep understanding of the audience as well as their own knowledge of how event design principles can be applied so as to modify the event environment in real time and thus manage the audience's experience effectively. The output from the cognitive maps focuses on 'new models of engagement with an emphasis on a new type of practitioners. Robertson and Brown elaborate on this, forwarding the 'experientialist practioner', a new type professional who understands both experential and liminal needs and who has (or can employ) the necessary compentency of story teller, director and producer – and audience watching

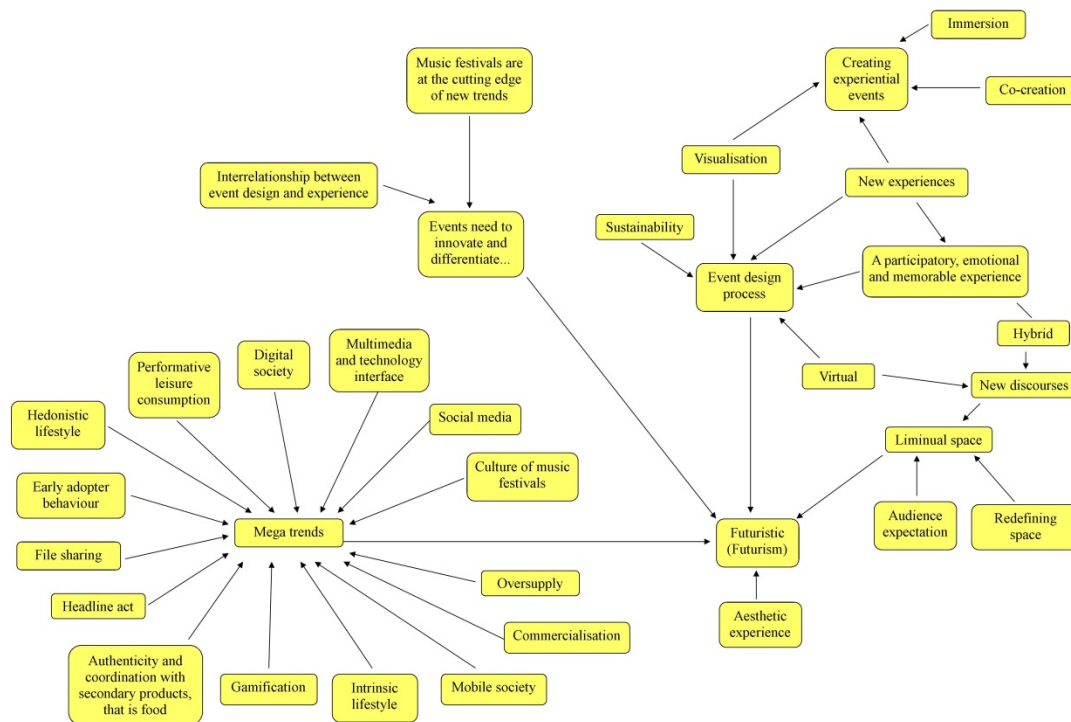# Chapter 18: The Future of Event Design and Experience

Figure 17: The Future of Event Design and Experience

The key concepts identified in figure 17 include 'megatrends', 'futuristic' and 'event design process'. The significance of the chapter from McLoughlin (2014) lies in a through understanding of event design is central to the event management process. McLoughin identifies the drivers of change from 'gamification' to 'social media' which drive a futurism paradigm of technological change. The role of technology is clearly changing the experience for the event goer with a more participatory, visual and experienctial event concept emerging. The chapter discusses a number of emerging concepts focused on the event practitioner and as a experientialist and the mutuality of con-creation. Fundamentally, McLoughlin re-emphasis continually the relationship between event design and expeirence is evolutionary as the external environmental forces change consumer behaviours and events are at the forefront of these changes in society.

Chapter 19: eScaping in the City, Retail Events in Socio-Spatial Managed Futures

From figure 18, the chapter focuses on the future relationship between events and retail, focusing on an explanation of the drivers of change. These are 'urban socio-spatial management', 'the ageing population', 'technology and the retail industy'. The chapter uses a single scenario to propose a particular future as a demonstration of change. Robertson and Lees (2014) drive a series of propose that the resilience of city development in Australia will be a creative culture driver of events in that country, stating that organised event and festivals with integration into city socio-spatial activity,

inclusive of retail, will the prominent discourse of events in the future. The authors are not stating that technology does not offer a dystopian future for events but that is a key shaper as both a supplement and core avenue of consumption in society. The author's trend analysis concludes with a range of social changes that will occur given the cities become creative hubs for populations and future wealth.
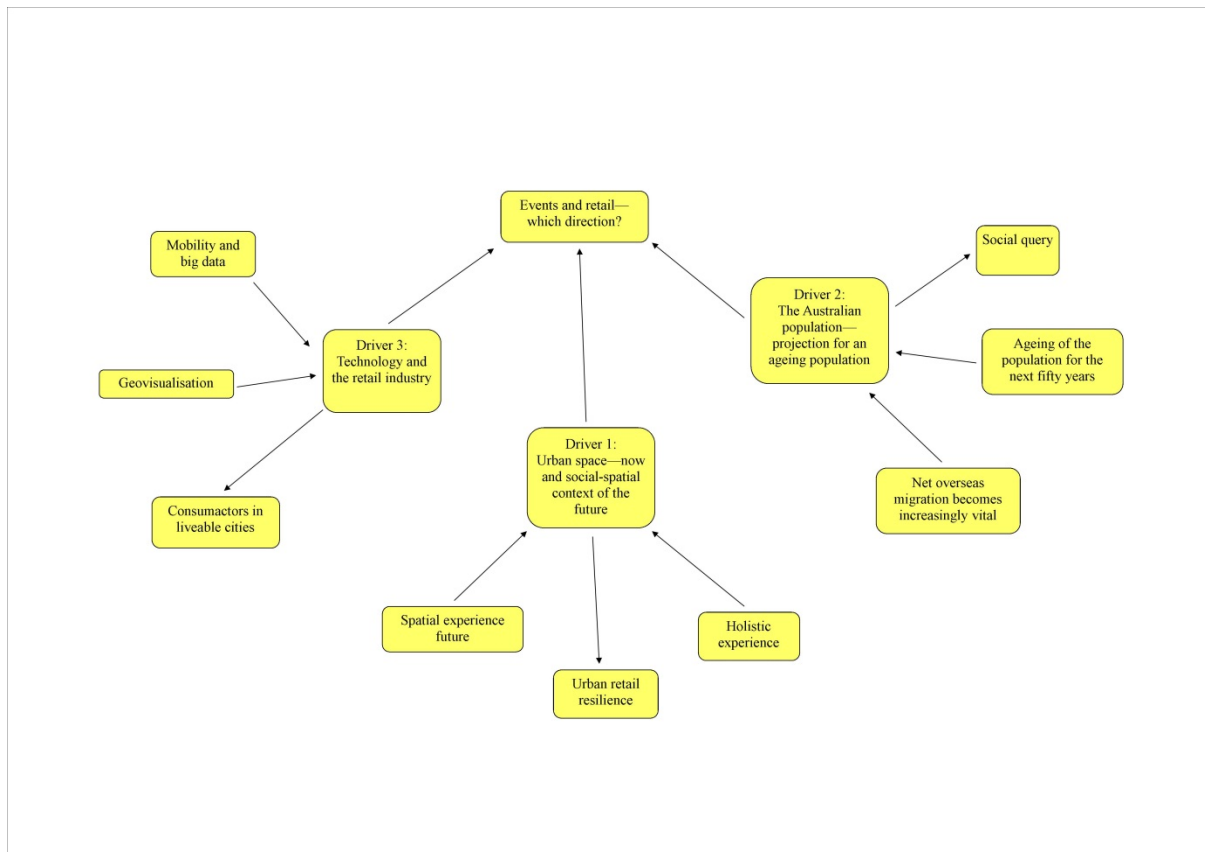

Figure 18: eScaping in the City, Retail Events in Socio-Spatial Managed Futures

Developing an Aggregate Map of the Future of Events and Festivals

The purpose of this section in the chapter is to demonstrate how a construction of the aggregate cognitive map took shape. Because of the complexity and subjectivity of the construction, the section is only an illustration of the process in order to guide readers understanding of how the process happened. At this stage, all the chapters had an individual cognitive map. The merger of the individual cognitive maps into an aggregation is a process in which the researcher immerses into the maps and searches for concept connections - driven by semantic similarity. These allow the drawing out of key concepts from each individual map and remapping the concept Decision Explorer (DE). Once this is complete and after several iterations an aggregate cognitive map is formed (See figure 19).
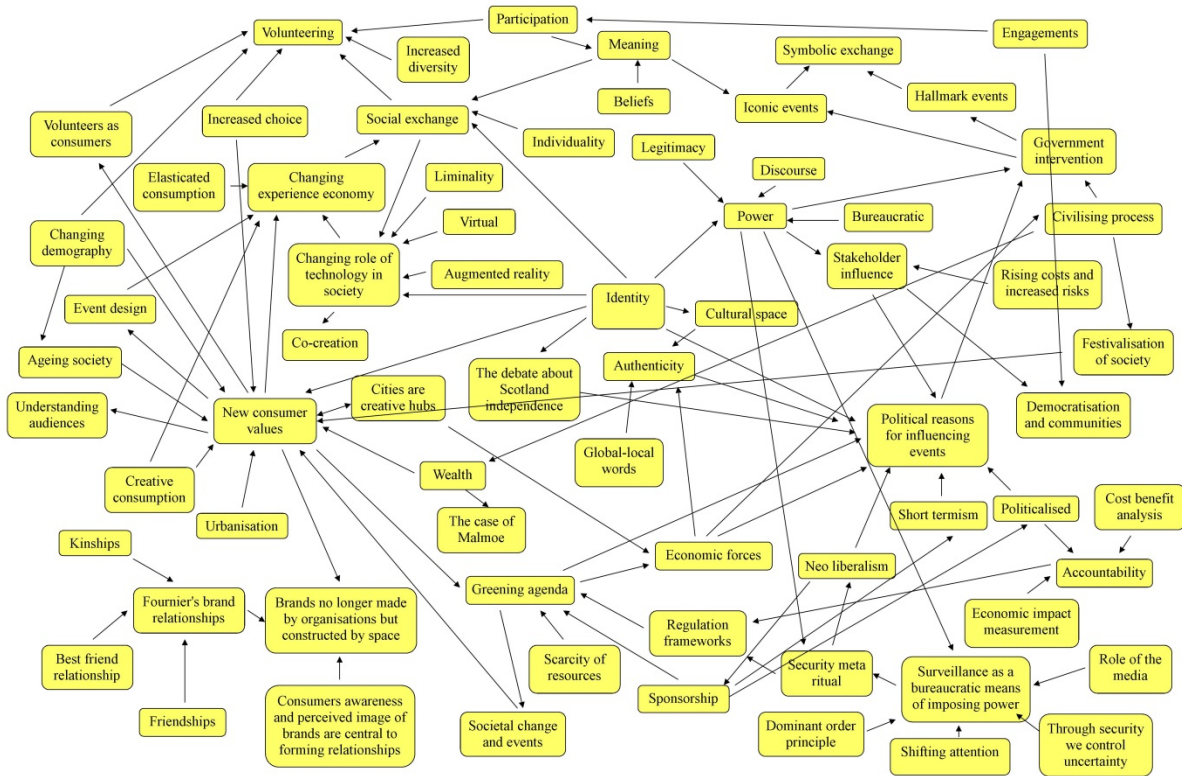
Figure 19: Aggregate Map of Events and Festivals Futures

As this aggregate map is complex, and given that are a great number of connections, DE has a number of features which allows the breaking up of the aggregate map into viewpoints. From this the researcher can build, explore and reflect on these maps as component parts of the total aggregate map. The 'central' command looks at specified band levels which are connected to the concepts. This allows the researcher to view the importance of the length of linkage between concepts. Each concept is weighted according to how many concepts are traversed in each band level. Fundamentally, the central command shows how many concepts are dependent upon one concept. *Image 1* demonstrates this view.

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Banxia Decision Explorer - Conceptual map - View 1

File   Edit   Property   View   List   Analysis   Control   Window   Help

Cent Scores Calculated...

39 New consumer values
31 from 55 concepts.

23 Identity
31 from 62 concepts.

1 Political reasons for influencing events
28 from 56 concepts.

25 Power
26 from 55 concepts.

37 Greening agenda
25 from 48 concepts.

5 Social exchange
22 from 48 concepts.

14 Changing experience economy
21 from 42 concepts.

2 Changing role of technology in society
21 from 46 concepts.

24 The debate about Scotland independence
20 from 52 concepts.

4 Government intervention
20 from 43 concepts.

20 Economic forces
19 from 41 concepts.

Image 1: Central Analysis

The 'domain' (*Image 2)* command performs a hierarchical domain analysis which lists each concept in descending order of the linked density around that concept. Those concepts with the higher link density are listed first. The importance of the 'domain' command highlights the importance of the

closeness of the local links between concepts.   The researcher used both the 'central' and 'domain' commands as a means to identify the most important concepts in order to explore and construct maps. Further, both the 'central' and 'domain' commands identify a number of concepts to map in which the modeller makes a judgement to construct and explore these concepts while holding them as a central view
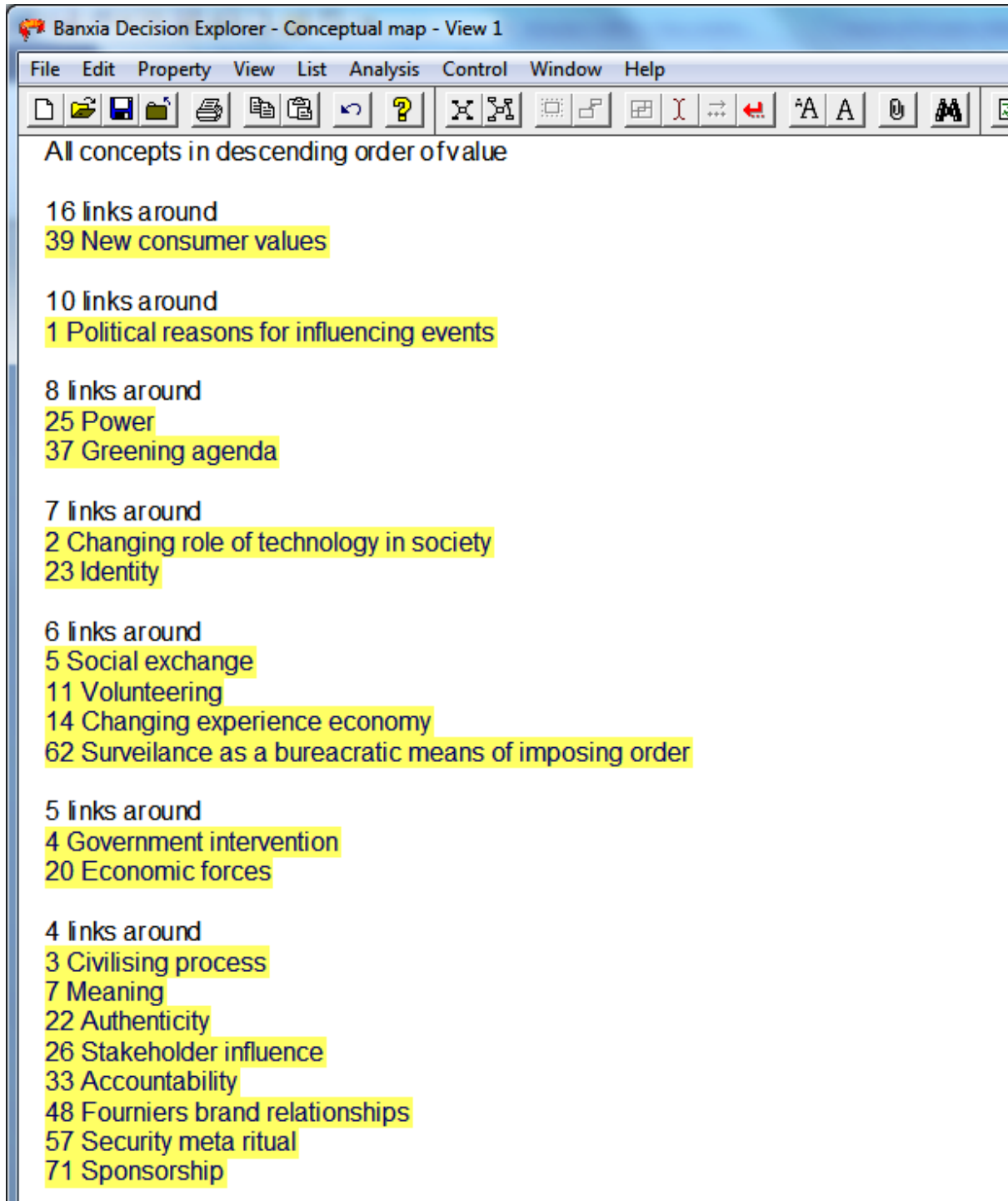

Image 2: Domain Analysis

Image 3, shows a DE screen with the concept 'new consumer values'. By using the command 'show unseen links', the modeller is able to find the connection between the concepts and thus start to build and feel a cognitive map. From here the researcher can start to build a map, explore links and reflect upon them.
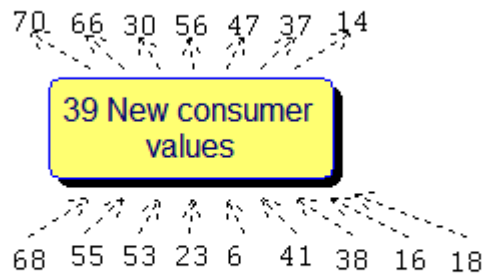
```
70  66  30  56  47  37  14

        39 New consumer
             values

68  55  53  23  6    41  38  16  18
```

Image 3: Mapping unseen links for the concept 'new consumer value' from the aggregate map

Other commands within DE can be used to recall multiple concepts that surround the concept of 'new consumer values'. For example, as the concept 'identity' was a high ranking central and domain analysis score, the command 'explore' was then used to build a view illustrating the connectivity between 'identity' and 'new consumer values (See figure 20) . This process is repeated several times until a number of views make sense to the researcher.   Therefore, three viewpoints were identified as significant, new consumer values and identity, political reasons for influencing events and power and future role of technology in events and festivals. These viewpoints are discussed in the next section.
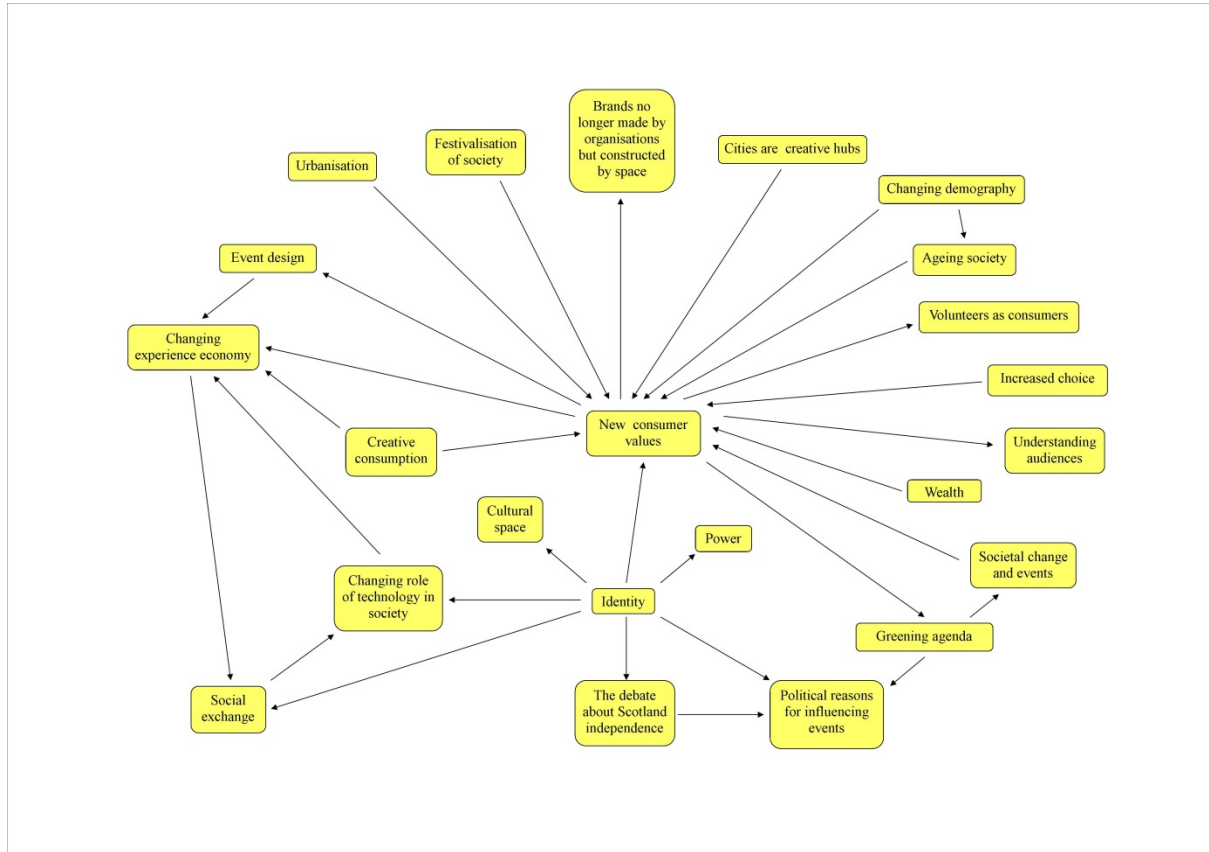
View 1: New consumer values and identity

Figure 20: New consumer values and identity

Consumption and consumers may resonate in the minds of many as attributes or skills sets arising from economic exchange and industrialisation, i.e a concept born of monetary value. Indeed, even for many who have produced work that introduces and discusses the experience economy (Pine & Gilmore, 2011) will also talk of this. But it is not certain that this will be the focus of consumption in the future. Creativity and values associated with life (and lifestyle) are changing. The aggregate map shows how a levelling of perception and a levelling of authority (or power) is exercising the researchers of the future (or event of the future). Age and other demographic shifts - alongside volunteerism and the use of technology - are seen to facilitate much of this change.

Consumption, both in respect of how people experience and how society consumes day–to-day is converging (Deuze, 2007; Han, Chung, & Sohn, 2009; Hur, Yoo, & Chung, 2012). In melting the sharp and distinctive ways people have lived life in the past, forward to a more fluid set of activities in the future (where work and none-work time divisions dissipate) the gluing effect of events offers a myriad of research perspectives. In looking at consumer values so identities of consumers (and non-consumers) may emerge. Events are both testing ground and barometer of that identity. As the contributing authors have shown, both consumption and identify cluster around the areas of managing and designing events, social and cultural influence and effect and psychological and technical, respectively. But these are also linked (as the aggregate maps, Fig. 19 shows) and evolving rapidly as an area of research. The future of events research in this area is a rich one indeed.

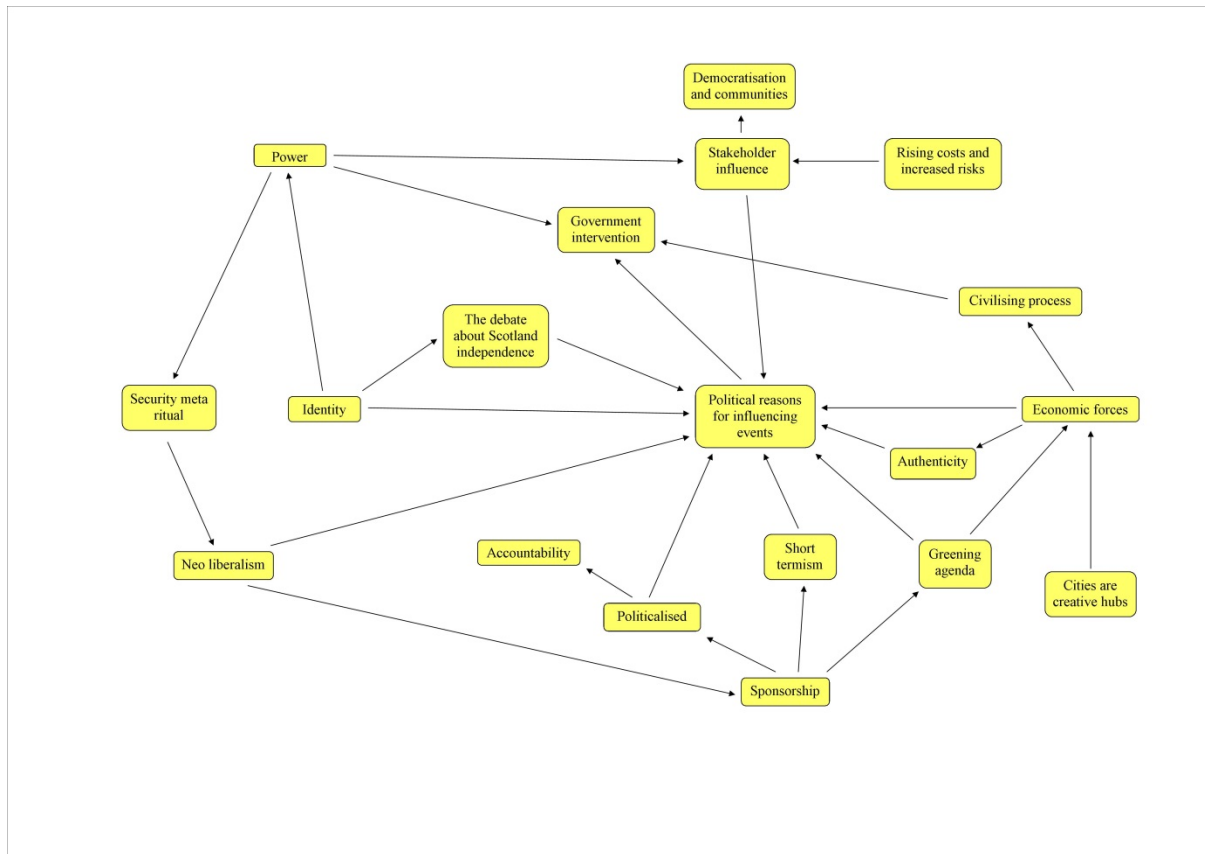## View 2: Political reasons for influencing events and power

Figure 21: Political reasons for influencing events and power

It is interesting to view the significance attributed to politics as an influencing agent in the future of events and festivals. It emerges at a time when many believe that the subject of politics has become anathema in the minds of the populace (Robertson and Wardrop, 2012). Yes, organised events are profoundly political, their whole purpose is linked to (local) resolution or defined policies (Dredge & Whitford, 2011; Getz, 2012; McGillivray, Foley, & McPherson, 2011; Robertson & Wardrop, 2012; Waterman, 1998; Whitford, 2009). While not disregarding or disputing the importance of founding concepts and the historical foundations of political theory, Robertson and Wardrop (2012) suggest that issue led activity (protest or otherwise) and has important roots in political thought and ideology. Consequently the pursuit of research in the area of issue led events is as linked to political philosophy as are the concerns of neo-liberalism and short termism agenda setting.

Events are and have always been a manifestation of civil and social purpose (celebration, protest, allegiance, formation, control and destruction), so this should be of little surprise. Organised events are not only thermostats of society they are also instruments of change – possibly enlightening, possibly democratising, possibly stupefying or possibly subduing. It is very much for this reason, as

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the world is at tipping point (Gladwell, 2002; Yeoman, 2013; Yeoman, Robertson, & Smith, 2012), futures research necessarily needs to be pursued and developed in the areas of politics and policy. The work indicated here by the contributing authors and shown in the aggregate map offers a substantial starting point for that.

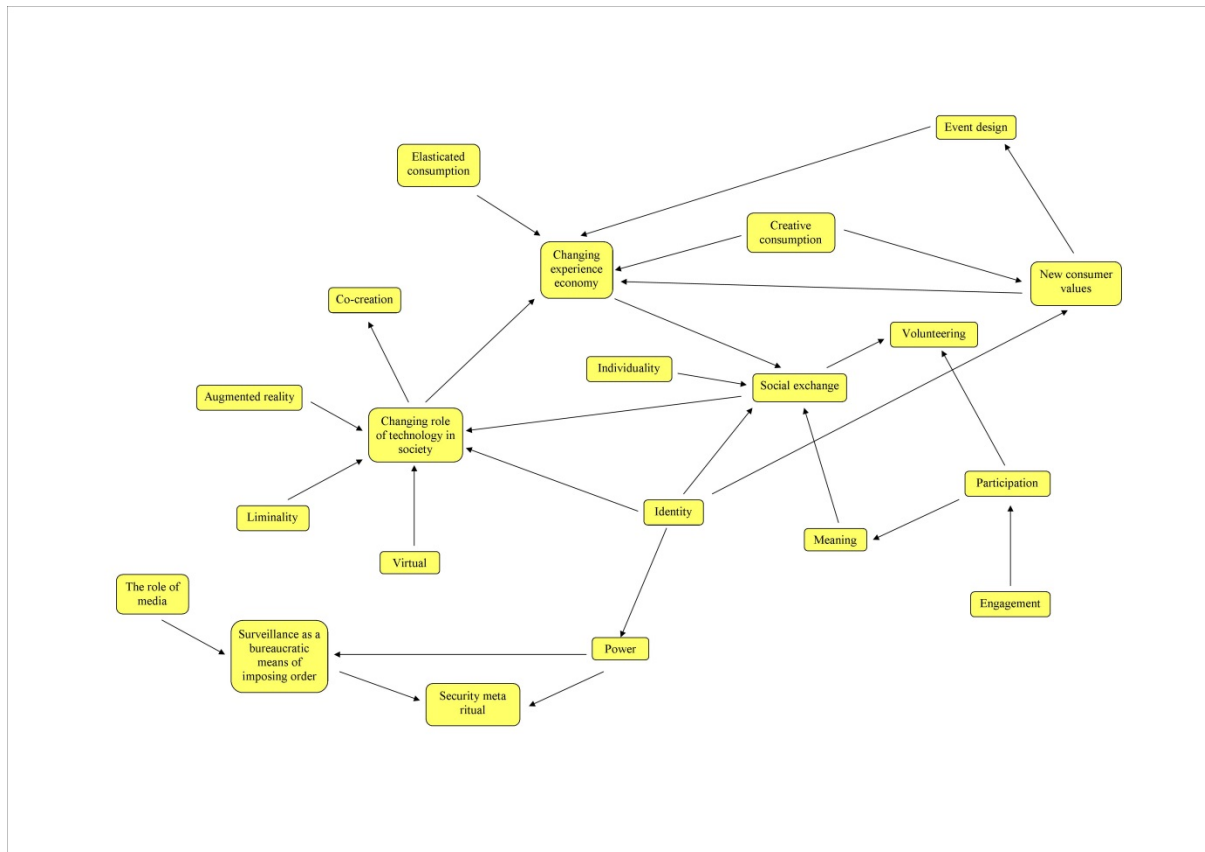## View 3: Future role of technology in events and festivals

Figure 22: Future role of technology

The future of technology in events and festivals is an immensely exciting one. Technology has, in many ways, brought us to a tipping point (Yeoman, 2013) from which society cannot reverse. It has influence – directly and indirectly – on nearly all facets of life. It has precipitated a cultural and social network more quickly than we can ever have imagined when the business based electronic networking system of the 1950's and 1960's developed into what is more commonly known as the internet. So too events are substantial influences in social and civil existence. It is not surprising thus that they come together and offer a great many area of research. In looking into the future, power, social influence and social exchange, identity and values emerge strongly. Clearly it is the social opportunity and social affect which exercises the contributors most. This is, of course, entirely understandable. Rationalisation and control is the order of research as we know it.

In looking at the 'the internet of things', in which data and the capacity to manage that data has grown at a rate that would never have been envisioned when it first emerged, security and identity threat,

theft and manipulation continues to be axis of research and concern (Sarma & Girão, 2009). While indeed some of those concerns may be apocryphal, this remains a very important area of research, and clearly spans many subject disciplines as well as research paradigms. Similarly though, social and consumption experience opportunity and how it influence identity and relationships is an area which continues to provide areas to be research. Technology, events and research clearly have a symbiotic relationship in the future. The contributions in this book, and the aggregation of the research indicated in the maps should offer an important launching pad for that.

Concluding Thoughts

The implications for the future of the event industry based upon the present is that this chapter is a pointer to where the future directions and discourse will be and a critical representation of experts thoughts about futures issues. The growth of events and festivals have been significant over the last decade, but they are not new as events and festivals have a strong history whether it is first recorded Olympic Games in 776 B.C. or the beginnings of Edinburgh International Festival in 1948.

As Dator and Bezold (1981:1) said:

No one can predict the future (meaning the next 30 to 50 years). But policy-makers are forced to attempt to do so very frequently. From my experience, most decisions which affect development policies, for example, are based on wholly inadequate forecasts. The problems of the present and the immediate past are generally reviewed and projected into the future, and then "planned" for. While no one can say what the future certainly will be, I am quite certain that it will not be, primarily or significantly, like the present. Thus most plans and policies for the future are made, in my judgment, on the least likely futures. One way that futures studies tries to increase the efficacy of long-range planning is through the development of significantly different alternative futures. While the range of such alternatives is, literally, infinite, there are several... that have captured the attention of most serious students of the future.

The contribution of this chapter lies in identifying the underlying principles, connections and spaces for the future in a comprehensive manner, thus bringing a robustness to explanation process. The chapter identifies that future discourses will evolve around the concepts of 'new consumer values and identity', 'political reasons for influencing events and power' and 'future role of technology in events and festivals' thus addressing the chapter's question 'what are the underlying layers, phenomena's and spaces associated with the future of events and festivals'.

The phenomenal future of events and festivals is similar to futures in general is complex, connected to the presented, blurred by viewpoints and history. It is of a heterogeneous nature, multidisciplinary with many ontologies and paradigms (Postma 2014). They are difficult to control and manage given the diversity of stakeholders and no one person is in charge. In fact events and festivals are fundamentally shared visions, co-operatives and community partnerships. They are networks of people who have different reasons for acting out in there sphere. Governments cannot alone in the

management of mega or hall mark events – community support is essential. And at the same time many events couldn't work without the support of government and agency as the neoliberal capitalist model usual doesn't work. Events and festivals are not like airlines or hotels, where Revenue Managers can forecast demand (Yeoman et al 1997) – the industry is still embryonic in the terms of professionalization (Getz 2014; Robertson & Brown 2014) and diverse. The events and festivals industry is part of the wider experience economy and competes with many other forms of entertainment, both in home and out of home. As consumers are more knowledgeable, better informed and astute these factors combine to increase uncertainty. However, events and festivals do have a future. This chapter and book is part of the development of the topic and subject – giving events and festivals a future studies paradigm.

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