

4 The organisational dimension

Learning objectives

- **Understand the criteria for high-quality events** – Identify technical, emotional, participatory, technological, experiential, and memorable aspects that contribute to the quality of cultural events (Cherubini & Pattuglia, 2007).
- **Explain the festival as a complex supply system** – Distinguish between core, enriched, and ancillary activities, and understand how these contribute to audience attraction, retention, and overall experience.
- **Describe organisational structures and coordination mechanisms** – Understand functional, divisional, matrix, and modified functional structures, as well as formalization, direct supervision, mutual adaptation, and horizontal coordination for effective festival management.
- **Assess leadership in cultural event management** – Recognize different leadership styles (authoritarian, democratic, laissez-faire), situational leadership models, and the role of formal and informal leadership in guiding teams and volunteers.
- **Understand the role and responsibilities of a cultural/festival manager**, including project integration, human resources, communication, supply, quality, risk, process, time, cost, and relationship management.
- **Evaluate and assess human resources** using structured job analysis, job description, job specification, and job evaluation methods to support fair and strategic remuneration.

The pulsating nature of event organisations

According to Carlsson-Walla *et al.* (2017), event organisations, particularly sport event organisations, are often characterized by a “*pulsating*” nature: they expand rapidly during the event through the involvement of a large number of temporary staff (often volunteers) and subsequently contract, returning to a small stable core of personnel. This characteristic was first referred to as ‘pulsating’ by Toffler (1990), who used the term to denote organisations that quickly expand and then contract. More specifically, the majority of staff involved in event organisations are employed by the organisation for a limited