

8 How to plan the social value of a festival

Learning objectives

- **Understand** the multidimensional impacts of festivals (social, cultural, economic, ecological, and structural) and their role as agents of systemic change.
- **Explain** the Theory of Change (ToC) framework and its application to festival planning, impact assessment, and social value creation.
- **Explain** how to analyze the internal conditions, external factors, and stakeholder dynamics that shape the outcomes of a festival within a specific territorial context.
- **Design** a Theory of Change model for a festival by defining objectives, preconditions, assumptions, causal pathways, and key impact indicators related to social value.
- **Identify and select** appropriate qualitative and quantitative impact indicators to assess social capital, cultural capital, quality of life, economic growth, and territorial reputation.
- **Apply** organisational, communicative, and economic causal pathways to evaluate festival outputs and outcomes and support evidence-based strategic planning and decision-making.

Planning for change

Festivals represent a complex form of value creation that encompasses multiple dimensions. According to Getz *et al.* (2024), the main objects of study in analysing the impact of a festival are the social dimension, the cultural dimension, the ecological dimension, the economic dimension and the structural dimension (built environment). The starting point for studying the results or analysing the impact of a festival is to ask: who or what has been impacted and in what way? There are several subjects or organisations that may be involved at the local or global level, therefore, the results should be considered from a systemic and multi-stakeholder perspective. Similar to an industrial process, festivals aim to transform inputs into outputs, generating