**Abstract of Research Project**

**«Team Building in Pulsating Organizations: the Case of Arts Festivals»**

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*Introduction*

It is becoming increasingly difficult to ignore the role of tourism and the creative industries for sustainable economic development. The fact is reflected in the event tourism and event management development. Organization of large-scale events and festivals becomes an effective way to attract tourists, especially it concerns places where there is no historical or cultural background. Small villages and towns are transformed into international cultural centers by event policy.

One of the most significant current discussions is effective way to manage the festival in terms of increasing competition. Besides, unlike manufacturing companies, festivals do not have a continuous production cycle, and are in some cases large-scale international events. Such features as large scope of work, number of staff functions, different categories of employees, involvement of various stakeholders (local community, government, media, banks, partners, participants of the festival, sponsors) make festival to stand out of other business projects.

Human resources management is an important area in event management. However, HR department and HR manager in the structure of common case festival is not assumed.

As far as current state of knowledge is concerned, team building phenomenon at festivals has not been studied yet by experts. The topic is an intersection of several scientific disciplines - project management, human resources management, and event-management.

Project management and personnel management are areas of scientific interest of many specialists. A lot of foreign and Russian authors studied team management [Katzenbach, J. & Smith, D., 1992; Hackman, J. R., & Wageman, R., 2005; G.S. Topchik, 2007; Tannenbaum, S., Mathieu, J., Salas, E., Cohen, D., 2012; M.Garfield & A.Dennis, 2013; W.Gibb Dyer Jr., J.H.Dyer, W.G.Dyer, 2013; Е.Ксенофонтова, 2001; А.А.Свойская, 2013; Д.А. Зверев, 2013; Рыбаков М.Ю., 2006; Л.Томпсон, 2006]. Literature review on the subject has shown that building team is a matter of great importance for organizations. Examination of empirical data gives ground to assert that the popularity of this technique is very high.

Nowadays much attention is paid to event-management [Yeoman, M. Robertson, J. Ali-Knight, S. Drummond, U. McMahon-Beattie, 2003; Shone, A. & Parry, B., 2004; C. Stone, A. Millan, 2011; L.G.Beesley & L.Chalip, 2011; Sh.-Ch. Ma, D. Egan, I. Rotherham and Sh.-M. Ma, 2011]. The research to date has tended to focus on specific events, statistical information, data about visitors. Surveys are concentrated mostly on external functioning – estimation of market situation, interaction with external stakeholders [M. Williams & G. Bowdin, 2007; Axelsen M. & Swan T., 2010; Getz D. & Andersson T., 2010]. So far, however, there has been little discussion about internal process. Few authors examine festivals in the context of mobility. Therefore, such works as books of L.Wagen [Wagen, 2007] and articles C.Hanlon should be highlighted. But Hanlon studies take into consideration only major sport events, arts festivals are not studied.

*Aim and objectives of the project*

Research paper reveals a new approach towards arts festivals organization and management. Festivals are studied in terms of organizational structure. In the paper festivals are described as structures with “pulsating effect”. Famous futurist A.Toffler discussed this phenomenon in his book “Powershift”. He called organization that expands and contracts during its lifetime (changes structure, reorganizes all the time) as pulsating.

While a variety of definitions of the term ‘festival’ exist, in the paper the following one is used. Festival is a complex social campaign characterized by sophisticated planning with a fixed deadline, involving numerous stakeholders who assemble for a short period to reach common goal [L.Wagen, 2007]. This definition highlights festival’s project structure.

Special attention should be drawn to the paradox. On the one hand, though in the context of festival management, the term ‘team’ is not widely used and commonly accepted, the feasibility of using teamwork techniques at festivals is determined by structure of arts festival. Festival has a project structure, and the main unit in projects is a work team. On the other hand, specific nature of festivals as staff mobility and pulsating effect makes difficult to form and preserve stable team. The term can be described as inflows and outflows of employees due to changing need in personnel that is hard to predict.

The main purpose of the paper is to identify the festival features, that influence team management approach. The statement is following: building team approach is affected by several factors.

*Methodology and data*

To achieve the goal several criteria were identified, they are expected to differentiate festival teams. Different kinds of festivals were studied. In total 21 interviews were conducted, involving employees (permanent and temporary) of 9 Saint-Petersburg arts festivals.

In addition to interviews, other methods of gathering information were used: the analysis of documents, social networks, official websites and articles, method of observation.

On the basis of interviews and collected empirical data several case studies were generated. These case studies describe actual problems occurring at festivals.

Comparison of existing practices at various festivals and the analysis of festival characteristics facilitated to confirm the hypothesis, which was following: Team building at different arts festivals varies considerably depending on several factors.

*Results*

In this study, for the first time Toffler’s concept of “pulsating organization” was applied for festivals. Empirical study showed that frequency of organizational upheavals is high. Staff mobility takes place, need for employees always changes and is hard to predict. Following findings were made:

* Team management approach is different from team formation mechanisms in other projects. These distinctive features are dictated by peculiarities of festival management.
* Team building at different arts festivals varies considerably.
* Team management depends on regularity of the festival & joint work activities during the year.

For example, in teams, whose members are not working together during current activities, it is difficult to define at once the number of employees needed. On the contrary - if team does work together and the scale of the event requires additional resources, team has already accumulated data base of contacts (assistants, specialists, interpreters, etc.). There are suggestions that management teams is also affected by the scale of the event; festival audience; age of the festival; industry; financing; the identity of the director of the festival.

There are several common problems at arts festivals: lack of training, lack of feedback system, unclear distribution of functions among team members, absence of induction procedure, low level of involvement in decision-making process, etc. Managers and team leaders can use the results in practice. Festival organizers often perceive instability of team for granted. However, the effective use of team building practices can increase employee loyalty and control fluctuations in the number of employees. Moreover, organization of festival implies hiring temporary employees who are not always professional and responsible (especially volunteers). Managers should use different approaches for different types of employees with different motivation.

Another important finding of the study was widespread usage of IT-technologies. One may talk about virtual teams. Members of some festivals studied do not meet, they have discussions by Skype, via email.

It should also be mentioned that there is an obstacle for festival researchers; it is hard to get access to reports and documents of festivals.

*Further research*

Festivals are not the only project-based structures in culture. Ideas discussed in the project can be further developed.

Economic actors in the field of culture are increasingly using project-based approach for the implementation of their tasks. There are new organizational structures, new ways of creating and delivering services, new forms of cultural policy (the system of grants on a competitive basis for specific projects). Instead of rigid stable forms of organizations occur temporary flexible adaptive structures.

In the cultural sphere there are organizations that are created for a specific task, and after project is finished, they transform or change activity. Results obtained in project are developed in new form. Thus, the project is sort of a base for new activities.

Development of such projects and organizations is caused by crowd funding platforms (such as Kickstarter, GogetFunding) and foreign experience.

For example, the idea of creating Museum Quarter in St. Petersburg was borrowed from foreign colleagues in Vienna. International programs in the field of culture also encourage implementation of joint projects. Strasbourg and Novgorod participated in the program of the European Union's TACIS City Twinning. Several projects were elaborated. One of them is a first tourism office on the base of public-private partnership in Russia.

Project work provides opportunities for financial cooperation with the commercial sector of the economy, implementation of creative ideas or meaningful projects for the community. In addition, the partnership in culture can encourage further cooperation in other sectors at regional and international levels.

Further research should explore features and principles of this kind of organizations operating in cultural field. Many cultural projects get grants, but projects rarely turn into organization operating on the market. There is a question – how to make such projects sustainable and effective? Set of measures to improve the organization and management of project organizations in the sphere of culture should be developed.So, various management aspects such as resource planning and interaction with other organizations need to be studied further. The research will fill gaps in theory and develop new perspective on the problem.

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