Dealing with Drugs at Festivals

An Analysis of the Effectiveness of Local Security Networks in Dealing with Drug Related Incidents at Techno Music Festivals in the Netherlands

Thesis MSc Crisis and Security Management

Ron Hiemstra s1196642

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Supervisor Dr. Joery Matthys

Second reader Wout Broekema MSc

Faculty of Governance and Global Affairs

Universiteit Leiden

Campus Den Haag

Abstract

This research provides insights in the way a local security network, which must deal with drug related issues at Dutch techno festivals, can be organized, and the factors which can commonly be found in such local security networks that contribute to the effectiveness of these networks. This will be done using the following central research question: “What factors determine the effectiveness of a local security network in dealing with drug related issues at techno festivals in the Netherlands?”

To answer this research question, interviews have been conducted with organizers of two festivals, over two different years. This method provided insights in five independent factors which influence the goal achievement and thus effectiveness of a local security network in dealing with drug related issues at techno festivals in the Netherlands. The scores on the indicators for these factors have been compared to identify the most relevant ones after comparing all four cases against each other.

The most crucial factors for achieving effectiveness of a local security network in dealing with drug related issues at techno festivals in the Netherlands are the network structure, the network relationships and the network policy. More specific, the network needs to be configured following a hub design where the festival organization functions as the lead organization, although this function could be swapped to the municipality when permits are the focus of the local security network. The span of control of the managers needs to be below 12 employees, although less is even more desirable and the administrative intensity should be at least 0.09 managers per employee. During the preparatory stage of the festival the level of formality in the local security network needs to be high, although this might be less during the festival itself. The classification of shared information is not that important, although valuable information needs to reach its destination. Tasks and responsibilities must be divided amongst the network participants and this needs to be formally recorded so all network participants know what they need to do and what the other participants will be doing. The different contact persons at the network participants need to build relationships amongst each other, as this will lead to relationships between the corresponding organizations. In turn, these relationships between people and between organizations will lead to trust, which is very important for the functioning of the local security network. It would be best if network participants can be found who share commitment with the network and its goals. The network participants also need to be dependent on each other to increase the tightness and functioning of the local security network.

Key words: Effectiveness, Local, Security, Network, Techno, Drugs.

Preface

Before you lies the thesis ‘Dealing with Drugs at Festivals’, the basis of which are interviews conducted on two festivals, at two periods in time. This thesis has been written to fulfill the graduation requirements of the Crisis and Security Management Masters Program at Leiden University. I have been writing this thesis from May to August 2017.

The topic of this research is based on my own observations and interests, and the research question has been formulated together with my supervisor, dr. Joery Matthys. Although the research has not been easy, thorough research and investigation has allowed me to answer the research question we identified. Fortunately, dr. Matthys and instructor from the CSM Program dr. Jelle van Buuren have always been willing to assist me in my research and answer any questions.

I would like to thank my supervisor dr. Matthys as well as dr. van Buuren for their continued support and excellent guidance during the process of writing this thesis. I also would like to thank my interviewees, without whose valuable contributions I would not have been able to conduct this research and write this thesis.

Finally, I would like to thank my family for their patience and support during my studies. My girlfriend deserves a particular note of thanks: If I ever lost interest you kept me motivated. Without your love and support writing this thesis would not have been possible.

I hope you enjoy reading this thesis as much as I have enjoyed writing it.

Ron Hiemstra

Delft, August 11, 2017

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List of Acronyms and Abbreviations

BPM	Beats Per Minute.
EDM	Electronic Dance Music.
EHBE	Eerste Hulp Bij Evenemten, the First Aid station at a festival.
GHOR	Geneeskundige Hulpverleningsorganisatie in de Regio, the regional medical services
House	A form of Electronic Dance Music within the broader genre of Techno.
IDM	Intelligent Dance Music.
Techno	A genre of Electronic Dance Music, which consists of several slightly distinctive sub-genres.

1. Introduction

As this thesis is being written, the temperatures outside are soaring and trees are blossoming. There is no real news on the TV and the daily rush hours have disappeared. These are all indications that summer has started in the Netherlands, which can also be observed by the ever-increasing number of Electronic Dance Music (EDM) festivals, or more specific: the number of techno festivals, scattered throughout the country (EM-Cultuur, 2016).

A quick search on the Internet shows the widespread popularity of techno festivals in the Netherlands, which is also indicated by the number of techno festivals which is organized in the Netherlands. There is a definite trend in which the traditional clubs and discotheques are closing while the number of festivals rapidly increases (Goossens & van Hasselt, 2015: 2) The total amount of festivals (in all categories and genres) in the Netherlands is estimated at 865 in 2017, of which 216 festivals will be EDM festivals (EM-Cultuur, 2017) with millions of visitors (Marketing Tribune, 2016). This popularity can also be observed as some media call techno festivals part of the Dutch culture (NOS op 3, 2016) or even the Dutch identity, although both views have not been adopted by cultural authorities.

One of the reasons why techno festivals are so widely popular in the Netherlands is the recreational drug use which occurs at these festivals. Most visitors of techno festivals are using drugs during the festival, especially ecstasy (XTC) but also other so called 'hard drugs[1]' are popular (Monshouwer, van der Pol, Drost & van Laar, 2016: 58; de Greeff, Goossens, Kooke, Sannen & van Hasselt, 2016: 22). Since so many of the visitors (estimates range from 50 to 90 percent) of the festivals are under the influence of drugs (Lubberding, 2014), the atmosphere at such festivals is unique and unlike any other. This is also being associated with the popularity of techno festivals, making the use of party drugs essential to the popularity of a Dutch techno festival (Lubberding, 2014).

[1] The Opium Act distinguishes between hard and soft drugs. Selling and using soft drugs is tolerated in the Netherlands under certain strict conditions, hard drugs are forbidden by law. (Nederlandse Opiumwet).

The policies of the Netherlands regarding drugs have historically been amongst the most liberal in the Western world. Currently, there is a lively debate surrounding drug use at techno festivals in the Netherlands, which can be related to a dilemma between health and a strict interpretation of the law (Bestuursdienst Gemeente Amsterdam, 2015: 6). This can be explained from a government perspective where actions against the law should be punished, but the health of the population must be guaranteed at the same time (de Greeff, et al., 2016: 9). When drugs possession and drug use are prosecuted, it is to be expected that these actions will go underground, making it very hard for the government to monitor the drug related activities and act on it. The risk of people overdosing might also increase when drug activities are going underground due to the lack of supervision and control, leading to dangerous situations where the public health is at risk (Bestuursdienst Gemeente Amsterdam, 2015: 6).

Since liberal (soft) drug policies and the associated drug use are part of the Dutch culture, the support within society for oppressing measures by the government against drugs can be expected to be low. Therefore, creating policy measures against drug use at festivals is unpopular for politicians, since this will likely result in a loss in popularity of that politician, possibly leading to a loss in support for the political party as a whole. This thesis will not focus on policy options aimed at reducing drug related activities as this will not be the favorable solution from a political perspective. The alternative is a focus on the way in which the different actors have organized themselves into a network in which they cooperate to achieve security goals during techno festivals in the Netherlands (Dupont, 2004: 78). To effectively deal with challenges related to drug use at techno festivals in the Netherlands, specialized public private participation teams are created, often at the local level of the municipality (Dupont, 2004: 77). These ad-hoc local security networks (Whelan, 2012b: 20) and the way in which they become efficient in dealing with drug related incidents will be the central theme in this thesis. A more structural approach is to look at the local security network itself and determine what factors contribute to the success of the network in performing its tasks.

1.1 Research objective

This research aims to provide insights in the way a local security network, which has to deal with drug related issues at Dutch techno festivals, can be organized, as well as the factors which can

commonly found in such local security networks that contribute to their effectiveness. These findings will be put in perspective by analyzing the effectiveness of the local security network from which they originate.

The popularity of topics about drug use in the Netherlands can be seen through the vast number of scientific articles on this subject, as well as the seemingly endless number of newspaper articles, political transcripts, online blogs and diverse internet forums. Even the drug use at dance events such as techno festivals has been thoroughly investigated by scholars and governments alike, resulting in an extensive body of knowledge.

On the subject of local networks, and more specific local security networks, there has been less research and resulting literature, although the scientific world has started to see the possible advantages of network thinking. Since there is some literature on local security networks, this topic is interesting for scholars as well, but the subject is clearly less explored compared to the use of drugs in the Netherlands.

When the literature on both these subjects is combined, the existing body of knowledge is created. A gap in this body of knowledge can be observed where both topics meet: the local security network which must deal with drug-related incidents during a techno festival is still unexplored in the academic literature.

1.2 Research question

To achieve the objective of this research, a central research question has been formulated, which will be answered throughout the research, which will come together in the conclusion where the answer to this research question will be presented. The central research question is as follows: *What factors determine the effectiveness of a local security network in dealing with drug related issues at techno festivals in the Netherlands?*

In the conclusion of this thesis, an answer to this central research question will be presented from the findings of this research.

1.3 Academic and Societal Relevance

An important aspect of this research, is the necessity or relevance of this research. When the relevance is concerned, there are two fields of relevance which can be satisfied: the academic and the societal relevance. Providing security is always a complex process, especially when the problems which are the root of the threats become 'wicked problems' (O'Toole, 1997: 46). And although drug use in itself poses problems for society and its lawmakers, it seems logical security issues at events where drug use is common provide real challenges for the actors responsible for providing security at that event.

1.3.1 Societal relevance

Networks as such are relatively new, but are becoming ever more important in our society. In the public sector networks are becoming a preferred means of coordination for 'whole-of-government' solutions, or to wicked, complex problems across many different areas of government (O'Toole, 1997: 46; Weber and Khademian, 2008: 336).

In private businesses, the advantages of a network approach have also been noted, enabling organizations to obtain resources and manage risks more effectively through cooperation with other organizations (Ebers, 1997: 4; Gulati & Sytch, 2007: 33). Networks in various levels of complexity are therefore becoming ever more common, while they are also expected to increase in number, increasing their influence (O'Toole, 1997: 46). This might lead to a change in the way the society is functioning as we are growing towards a society of networks (Raab and Kenis, 2009: 199).

The more specific security networks are even more interesting, since these network aim to provide security services to the society. Security is a very important concept, which has an enormous influence on all aspects of society. The definition of security has traditionally been to protect a country or other community against attacks or threats that threaten the functioning of society itself (Zedner, 2009: 9). It is no secret that scholars see security as a pursuit rather than an end-goal, since a state of absolute security is a hypothetical one (Whelan, 2015: 541). Since the influence of networks, and more specific security networks, on society is increasing, knowledge about these networks becomes crucial to understanding and managing such networks. If networks are

providing security, which is traditionally one of the core functions of the government, political actors as well as elements from society will be interested in knowledge about the way in which these networks perform in their task of providing security. Networks will require funding; therefore, it is relevant to investigate the performance of the networks in relation to the resources spent on them. Although this element will not be part of this thesis, the tools for assessing the performance of a local security network are one of the main concepts in this research.

1.3.2 Academic relevance

The knowledge about security is the domain of the academic world, in which the importance of more knowledge and thus research into networks is recognized (O'Toole, 1997: 50). Knowledge about the function of networks themselves is also stressed, as the need for more insights inside the operations of networks is required (Agranoff, 2006: 56). Here the network is seen as the unit of analysis, meaning whole networks have to be researched, not the actors within the networks or the characteristics of the network (Provan, Fish & Sydow, 2007: 480; Raab & Kenis, 2009: 200). Since networks are getting more important, the academic world might be interested to find out if networks are a reliable means of providing traditional public services, like security.

As stated before, this research aims to provide insights in in the way a local security network which has to deal with drug related issues at a Dutch techno festival can be organized. This will be done through identification of the factors and variables which are commonly found in local security networks which operate at techno festivals in the Netherlands, which contribute to the rate of effectiveness in these networks. This goal is also reflected in the central research question, which will identify both the factors and the effectiveness of a local security network in dealing with drug related issues at techno festivals in the Netherland. In other words, answering the central research question is relevant for society since the security at techno festivals in the Netherlands will be better tailored to be more effective. Answering the central research question is relevant from an academic perspective since this answer will increase the body of knowledge about local security networks through empirical research, through adding to the definition of, and the factors influencing the effectiveness of a local security network.

Since the subject of local security networks has seen quite some attention in the last decade, local security networks at techno festivals in the Netherlands are largely unexplored. Therefore, the fact that this research will consist of a small multiple case study does not discharge its relevance. It will be a worthwhile research as the limited body of knowledge will be tested against real life cases. This will either prove or disprove statements from the current existing literature, as well as add information to this body of knowledge. Therefore, this is a theory building study, as the result of the study will include a review of the theoretical framework which is obtained from the existing literature. The framework will further be used to explain network effectiveness in practice this framework it will provide a set of relevant factors which contribute to network effectiveness which will be evaluated.

1.4 Thesis outline

The structure of this thesis has been kept as logically as possible, which will start off in chapter 2 with the theoretical framework that has been created to function as a foundation of the research. First the definition of a network will be clarified, followed by more insights of the effectiveness of a network and the factors influencing the effectiveness. Then in chapter 3 the research methodology as well as a justification of why this methodology is the most suitable to obtain the information required to answer the research questions are presented. Delineations on multiple levels to increase research feasibility and to make sure the research will answer the central research question will be introduced, followed by an explanation of the method of data collection and analysis. The set of previously introduced variables will be operationalized in the last section of this chapter. In chapter 4 the different cases analyzed on the set of variables. The scores will be standardized where possible, allowing for a comparison of the different cases which will be done in the final paragraph of that chapter. This leads to the conclusion and the answer to the central research question which will be formulated in chapter 5.

2. Theoretical Framework

In this chapter, the currently available relevant theories and ideas related to local security networks will be introduced. This will provide the framework against which the research for this thesis will be conducted, meaning the analytical approach of this study will be scientifically justified through the theoretical framework (Thesis CSM, 2016: 19).

The concepts ‘local security network’ and ‘effectiveness’ are essential for this study and have to be made tangible to be usable for this research. These key concepts will be defined in this theoretical framework, starting with the concept of networks. Networks, or more specifically ´local security networks at techno festivals in the Netherlands´, make out the backbone of the research, as the focus of this research is the perspective of network as the unit of analysis (Whelan, 2012b: 18; Whelan 2015: 537).

The theoretical framework will then explore the second key concept ‘effectiveness’ in relation to local security networks. The focus of this second part of the theoretical framework will be on how the effectiveness of a local security network can be assessed, using the available literature on network effectiveness. This will eventually lead to a structured approach to local security networks which can be used to review the effectiveness of local security networks at techno festivals in the Netherlands as well as provide insights in how this effectiveness can be improved.

2.1 Networks in general

When local security networks are to be examined, the first concept which needs to be made clear is the definition of a network in general, as well as the importance of networks. A definition of a network on which all scholars agree has not been formulated yet (Whelan, 2012b: 15; Moynihan, Provan & Lemaire, 2012: 639). This is remarkable since we may be on the way to becoming a society of networks (Raab and Kenis, 2009: 199), as networks are more flexible, efficient, powerful, have better information processing capacities, are more responsive, and more suitable to tend to their clients’ needs, compared to more traditional hierarchical systems (Moynihan et al., 2012: 640; Whelan, 2012b: 15). Therefore, networks are expected to become increasingly

important in our society (O'Toole, 1997: 46), indicating the need for a better understanding of networks to be able to study, optimize and be critical about networks in a more structured way.

To be able to study networks, first of all a definition of networks is required. This leads to the first challenge in dealing with networks, as there is no universally agreed definition of a network. Networks are described in different definitions as 'a set of actors that are linked by various relationships' (Whelan, 2012b: 11), 'autonomous organizations that work together to achieve individual and shared goals are becoming increasingly important and prevalent' (Whelan, 2015: 536), 'a group of three or more organizations connected in ways that facilitate achievement of a common goal' (Moynihan et al., 2012: 639), 'structures of interdependence involving multiple organizations or parts thereof, where one unit is not merely the formal subordinate of the others in some larger hierarchical arrangement' (O'Toole, 1997: 45). These definitions are slightly different, although all definitions mention several social entities which are linked (directly or indirectly) by various ties (Raab and Milward, 2003: 417).

Just like a lack of consensus on the definition of a network, there is also a lack of knowledge about networks which specifically applies to 'whole networks' where the unit of analysis is the network itself, not the different actors within networks or the specific network characteristics (Provan, Fish & Sydow, 2007: 480; Raab & Kenis, 2009: 200). Most research into networks has been conducted to investigate the different actors in the network and the ways in which they behave and function as a part of the network. The network is then analyzed as a combination of different actors, not as a 'whole network', where the network is seen as a single entity.

2.1.1 Security networks

Just like networks in general, goal-oriented security networks (Kilduff & Tsai, 2003: 92) are relatively unknown to the academic world (Moynihan et al., 2012: 639; O'Toole, 1997: 50; Whelan, 2012b: 11). Networks are increasing their presence in the world of security (Whelan, 2012b: 11), making knowledge about security networks even more necessary. Despite the need for more knowledge, limited studies of security networks have been conducted, as the concept of a 'network' is mostly used and studied to explain the provision of security and not to explain the functioning of security networks itself.

A formal definition of a security network has not been agreed upon, although it is apparent this specific type of network can be described as ‘a network in which a set of actors have formed relationships to advance security-related objectives (Whelan, 2012b: 19), or more plainly put, a network which pursues security related goals. A possible definition which does describe a security network is ‘a set of institutional, organizational, communal or individual agents or nodes that are interconnected in order to authorize and/or provide security to the benefit of internal or external stakeholders’ (Dupont, 2004: 78).

Although there is no formal consensus amongst scholars on the definition of a security network, an assumption about the characteristics of a security network can be made. A security network can be described as a network as formulated previously in this chapter, with the addition of a security related goal which is shared by all participants in the network. As such the network will try to achieve a security related goal through coordinated efforts by all participants in the network. The output, performance, or effectiveness of the security network is expected to be higher compared to an addition of the output of all individual network participants. In other words, in the security network a synergy is expected to occur which increases the possible output of the network as a whole, over the output of all separate network participants combined.

Security networks have been analyzed in multiple ways, where the concept of the network is described as a set of actors and relationships, and the perspectives of ‘network analysis’ where the separate segments of the network are analyzed (Whelan, 2012b: 12), as well as the ‘network organizations’, in which the network is analyzed as a whole (Whelan, 2012b: 15), are incorporated in the body of criminological literature on the governance of security (Whelan, 2012b: 18). This body of literature provides basic insights in the dynamics and effectiveness of security networks, which makes this literature a suitable starting point for the analysis of the local security networks at techno festivals in the Netherlands.

2.1.2 Local security networks

A further narrowing of the concept of security networks leads to local security networks. These networks can be characterized as networks with security related goals, which are functioning in

local communities, use public and private resources, and deal with complex crime problems which are negatively impacting social conditions within the community (Dupont, 2014: 79).

2.2 Effectiveness in general

To understand the meaning of effectiveness, it is useful to compare the meanings of effectiveness and efficiency as these two terms are often used as synonyms (Productivity Commission, 2013: 1). The definition of effectiveness in the English language is 'the degree to which something is successful in producing a desired result' (Oxford Dictionary, 2017a), whereas the definition of efficiency is 'the state or quality of being efficient' (Oxford Dictionary, 2017b). More plainly put, effectiveness is about the way in which something does what it is intended to do, and efficiency is about reaching effectiveness corrected for the required costs. When one of two measures which are equally effective costs less, that measure will be more efficient. Effectiveness is thus about the extent to which stated objectives are achieved (Productivity Commission, 2013: 6).

2.2.1 Network effectiveness

As mentioned before, networks are increasingly important in our society, indicating the need for knowledge about the way they function and ways to assess their performance. As a result, network effectiveness is a topic which has been researched increasingly, which is also true for the internal dynamics of security networks (Whelan, 2012b: 22). There are however, still no well-established and generalizable theories for assessing network effectiveness (Wang, 2016: 376).

The in the previous paragraph defined definition of effectiveness can also be applied to networks. The definition of effectiveness of a security network will then become 'the degree to which a security network is successful in producing the intended security related goals'. Or, more simply put: the security network does what it is supposed to do. Although this can be seen as a definition, it is still not really tangible or measurable. Therefore, the goals of a local security network at techno festivals in the Netherlands needs to be defined. This will ultimately lead to creation of the possibility of actually assessing the effectiveness of a local security network at techno festivals in the Netherlands, compared to just a qualitative explanation of the successfulness according to the literature. This will also provide a way of comparing the theoretical network success against the

real-life successfulness, possibly leading to discrepancies between findings in theory and practice, possibly refueling the debate about network effectiveness.

Most currently available performance evaluation tools which can be used to assess effectiveness rarely penetrate the dynamics of networks (Johnston, 1998), although the framework introduced by Whelan (2015: 541) is suitable to assess network effectiveness from a network organizations perspective in which the network is analyzed as a whole, single entity. The definition of effectiveness which led to this framework has been formulated as 'information and intelligence sharing in the network' (Whelan, 2012b: 21), a definition which can been seen in other literature about network effectiveness as well. However, other literature uses 'information processing capability' as one of multiple indicators of network effectiveness (Moynihan et al., 2012: 643), although the importance of information has been widely accepted as a criterion for assessing network effectiveness.

Although the independent factors have originally been described as interconnected in the theoretical framework (Whelan, 2015: 542), in the operationalization for this thesis the choice has been made to exclude the interdependent links between the five levels of analysis since this interdependence assumes rather than empirical proof. The interdependency is based on the processing of resources and information (Gittell & Weiss, 2004: 312), which is in this thesis not defined as a measurable factor contributing to effectiveness of a security network, thus irrelevant for the conceptual framework which is central to this research. In addition to this irrelevance, these five levels of analysis are supposedly interdependent since managerial interventions at one level are likely to have an impact on another (Whelan, 2015: 542). This is however, also without proof. This thesis is not about the managerial perspective on network studies, therefore the links by which the independent factors can influence each other are to be neglected in this research. The only relevant links between factors are between the independent factors and the dependent variable in this conceptual framework.

2.2.2 Goal achievement

The goals of the network which is responsible for the organization of the festival are to organize a profitable event, which is in line with the reputation of the festival. The use of alcohol by minors

should be prevented, whether these try to buy their own alcohol or have other to buy it for them. All visitors should be prevented from getting drunk or suffering health issues due to alcohol or drugs. Dealing or using drugs should also be prevented. All forms of violence should be prevented, whether the violence originates from alcohol or drugs is irrelevant. Nuisance on known hotspots or popular locations for mischief should be prevented, as should driving under the influence of alcohol or drugs (de Greeff, et al., 2016: 16).

For the effectiveness of the local security network at techno festivals in the Netherlands, the achievement of the goals of the local security network is crucial. The first goal and the reason the local security network is created is to successfully organize the techno festival itself. Other goals can be found in the description of responsibilities of the network participants, which define the goal achievement of the network. So is the festival organization responsible for the safety and the compliance to the laws, as well as dealing with drug related issues (Bestuursdienst Gemeente Amsterdam, 2015: 19). Medical staff and private security suppliers are also the responsibility of the festival organization, as is the layout of the festival (Bestuursdienst Gemeente Amsterdam, 2015: 20). The municipality in which the festival is organized is responsible for issuing the necessary permits and will therefore assess whether the requirements for issuing the permits are met, and will call in the help of the police and medical actors for consultancy in this assessment. The police is furthermore responsible for maintaining public order outside the festival area (Bestuursdienst Gemeente Amsterdam, 2015: 19).

This can be translated to a set of goals for the local security network, which are the amount of drugs abandoned at the entrance, the amount of drugs confiscated on the festival terrain, the number of apprehended drug dealers, drug and alcohol incidents at the first aid station (EHBE), the number of ambulance rides for medical issues which cannot be treated by the EHBE, the number of people who are rejected at the entrance, the number of caught drug users, the number of people handed over to the police, and the number of overall security incidents.

These goals of a local security network at techno festivals in the Netherlands are providing a first insight in the process of defining the factors which contribute to network effectiveness. A first observation is that the responsibilities of the local security network, and thus the goals which have

to be met in order to achieve effectiveness, might be separated in two categories if necessary: during the preparation stage in which the local security network is planning the festival, as well as during the festival itself. It is possible that the local security network will have distinctive characteristics during these two distinct phases or stages, which should be kept in mind when assessing effectiveness of a local security network at techno festivals in the Netherlands.

2.2.3 Factors influencing network effectiveness

Assessing the effectiveness of a local security network can be done using a multi-level theoretical framework (Whelan, 2015: 541). This framework builds on earlier elementary studies in which relational components of coordination have been important concepts. Coordination is regarded as factors which are likely to form important properties of networks (Whelan, 2015: 542). Interdependent actors in a network must process and share information and other resources to achieve outcomes (Gittell & Weiss, 2004: 312). Factors like frequency, timeliness, and accuracy of communication, shared goals, knowledge, and mutual respect amongst network members are influencing relational coordination (Whelan, 2015: 542). These factors have been made into five relevant interdependent levels of analysis: structure, culture, policy, technology, and relationships (Whelan, 2015: 542). As previously mentioned, the interdependency will not be relevant for this thesis.

Although it is expected there are more than just five levels of analysis to assess the effectiveness of a local security network at techno festivals in the Netherlands, although these five levels are intended to examine the network as a whole, so the unit of analysis is the network itself. Also, the five levels of analysis are interdependent, where it is expected that interventions by the management at one level are likely to influence other levels. This indicates possible tensions in organizing and managing dynamic networks (Whelan, 2015: 542), like local security networks at techno festivals in the Netherlands.

When the issue of network effectiveness and its criteria are not properly defined or operationalized, it is possible the research is focusing on different conditions or ‘success factors’ contributing to effectiveness rather than the effectiveness itself (Kenis & Provan, 2009: 441). The five levels of

analysis have to be specified further in order to define measurable factors which can explain the effectiveness of a local security network.

The first factor, and as previously stated one of the most key factors for local security networks (Whelan, 2015: 538), is ‘network structure’. This factor refers to the design of a network and how that design responds to unforeseen events (Whelan, 2015: 542), in other words the network structure influences the flexibility of a network. To analyze the structure of a network, there are three factors which are relevant. The configuration of the network, the governance method, and the existence of shared goals within the network.

The second factor contributing to network effectiveness is ‘network culture’. In this regard, not the cultures of the different actors within the local security network are analyzed, but the culture of the network from a holistic perspective (Whelan, 2015: 543). Network culture has been defined as the beliefs, values, and attitudes which exist and evolve from the founding of the network and which influence how the network as a whole thinks and acts when dealing with challenges (Schein, 2010: 18).

The third factor contributing to network effectiveness is ‘network policy, which refers to the formal procedures which influence courses of action of the local security network, a mechanism of network control which should increase the possibility of goals of the network can be achieved (Kenis & Provan, 2006: 228).

The factor network technology influences network effectiveness as it is about the technological infrastructure that supports networks, because networks have to process information when they function, the infrastructure is directly influencing the information sharing capacity of network participants and therefore the effectiveness of the local networks (Whelan, 2015: 545). This leads to the first variable for this factor, which is the sharing of digital files where the focus is on the facilitating network technology, which can be none, by e-mail, or via a shared folder.

The final independent factor, and together with network structure the most important factors for local security networks, is ‘network relationships’ (Whelan, 2015: 538). This is underlined as

relationships are seen as more important than the nature of resources in networked environments (Lavie, 2006: 638). Relationships are expected to be crucial to network effectiveness when effectiveness is viewed in terms of how well that network operates (Whelan, 2015: 546).

3. Methodology

In this chapter, the methodology which has been used for this research will be introduced. This will start with the research design, which leads to a thorough explanation of the method of analysis, as well as a justification of that method of analysis. Then the collection and analysis of the data will be discussed, followed by a review of the reliability and validity of both the research as well as the data. The chapter is concluded by the operationalization of variables.

3.1 Research design

In this research design the theoretical framework from the previous chapter is translated into a research methodology which will provide the means to answer the central research question, leading to a fulfilment of the research objective.

The five identified relevant interdependent levels of analysis: structure, culture, policy, technology, and relationships (Whelan, 2015: 542), which form the theoretical framework in this thesis, can be directly influenced by the network itself. Therefore, these factors are the basis of the conceptual framework on which the research for this thesis is based. As is illustrated in figure 3.1, these five independent factors influence the dependent variable 'network effectiveness'. As discussed in the theoretical framework, the interdependent links between the five levels of analysis will not be part of the conceptual model in this thesis since this interdependence assumes rather than empirical proof and the interdependency is based on the processing of resources and information (Gittell & Weiss, 2004: 312). In this thesis, this is not defined as a measurable factor contributing to effectiveness of a security network. Managerial interventions at one level are likely to have an impact on another (Whelan, 2015: 542), although there is no empirical proof for this theory and this thesis is not about the managerial perspective on network studies. The links by which the independent factors can influence each other are thus to be neglected in this research. The only relevant links between factors are between the independent factors and the dependent variable in this conceptual framework which can be seen in figure 3.1.

The factors as presented in the theoretical framework are more tangible, although not yet measurable. Therefore, a further specification will be made, from the five factors to measurable

variables. The result is presented in paragraph 3.5, which is concluded with a table of operationalized variables. This table provides a clear overview of the representation of the five factors by a set of variables.

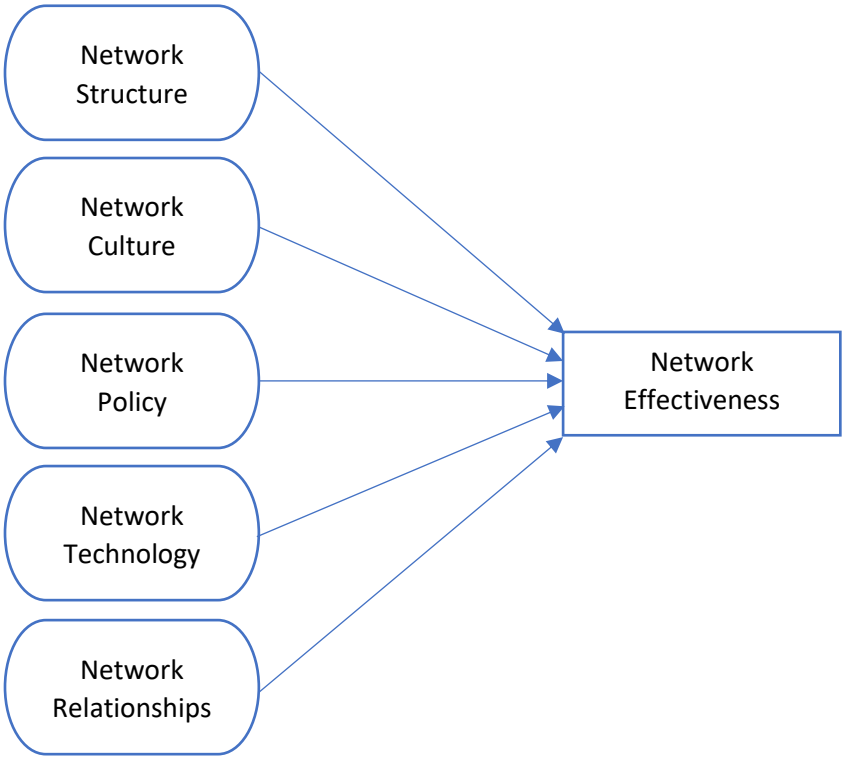

Figure 3.1: *Independent variables influence the dependent variable*

3.2 Method of analysis: Multiple case study

This study is based on a qualitative research method where the phenomenon under investigation is intertwined with its context. To be able to assess such phenomena, in-depth research must be conducted to understand the prin ciples at work while the holistic and meaningful characteristics of real-life events are maintained (Yin, 2009: 4). Local security networks at techno festivals in the Netherlands operate on an ad-hoc basis with the purpose of providing security at the festivals for which the network has been constructed.

3.2.1 Why case studies

Since the local security networks at techno festivals in the Netherlands, as well as their functioning are not readily distinguishable from their context, providing a definition of subject is problematic as there is a complex interaction between the local security network and its context. The local security network can partly be seen as a community organization operating within the community itself, and therefore case studies are the preferred method of analysis (Yin, 2003: 4), as a case study presumes the cases to be within their context and cover the contextual conditions in which the phenomena under investigation are situated (Yin, 1994: 13). Other research are not capable of investigating a phenomenon in its context, or are limited in doing so. Since a local security network at a techno festival in the Netherlands is embedded in and intertwined with its context, case studies are the preferred method of analysis.

Differences or similarities between festivals are difficult to interpret without a sound theoretical base. The theory specifies the differences between the festivals that are considered substantively critical (Yin, 2003: 23). These differences will be assessed through the variables which will be presented later in this chapter, although these should not simply be used as a provided toolkit, researchers should also be well informed about the topics of the study to be able to use the required perspective (Yin, 2003: 27).

3.2.2 Why multiple case studies

In general, case studies which are based on more cases, will be more powerful compared to case studies which use less cases. Therefore, multiple case designs are to be preferred over single-case designs, which should lead to more robust results which are more suitable to be generalized to other, similar cases (Yin, 2003: 135).

3.2.3 Why these cases

The cases which have been selected for the multiple case study on which this research is based, originate from two comparable festivals, of which two editions have been chosen. These two editions of the same festivals have been selected on two separate moments in time. This way each festival provides two cases, which are the two editions over time. At one of the two cases each festival provides, the performance of the local security network is supposedly worse compared to

the other case. This will be discussed with the festival organizer before the definite selection of the festivals will be made, to ensure the festivals are suitable for the multiple case study in this research.

A small side note to selecting two cases from each festival must be made. One of the processes which are to be expected when an organization is functioning for a longer period in time, is that this organization will probably learn from earlier events and situations. This learning aspect changes behavior in organizations, which leads to improved performance. Especially in dynamic and turbulent environments the processes of learning is expected to influence performance (Slater & Narver, 1995: 64). This should also apply to a local security network at a techno festival in the Netherlands, although this 'learning' ability of organizations is not present in the five levels of analysis (Whelan, 2015: 542), and are therefore not included in the theoretical framework for this thesis.

There are a lot of festivals in the techno genre in the Netherlands, although not all these festivals can be compared to each other. Priorities must be set using the theory, as collecting information about everything will not work and will lead to problems in limiting the scope of the research during the actual research (Yin, 2003: 23). A certain similarity should be expected between festivals to be able to compare the two (Yin, 2011: 226), especially when each festival provides two different cases which will be analyzed. The festivals have been selected on basis of the following three criteria:

- Maximum number of visitors;
- Location in the South-Holland province of the Netherlands;
- Opening hours of the festival during the day and evening, not during the night.

The selected festivals are a festival in the area around the city of Leiden, and a festival in the The Hague area. Both these festivals are relatively small, as they have a maximum number of visitors below 2000 people. They are both being held in the South-Holland province in the Netherlands, approximately 20 kilometers apart from each other. Since these are both techno festivals, their audiences can be expected to be similar in consistency. The final criterion is also met, as both festivals start early in the afternoon, and carry on until late in the evening. Both festivals do not

have a night program, which leads to the conclusion these cases are comparable according to the three introduced criteria for assessing the possibility for comparison.

3.2.3.1 Techno festivals

When research is conducted on the effectiveness of local security networks at techno festivals in the Netherlands, it is essential to formulate a definition of a techno festival. This definition is twofold as both the techno music genre and a festival itself have to be defined. When the music genre is considered, a definition is difficult to formulate.

Techno is a style of music within the Electronic Dance Music (EDM) genre, generally with 130 to 150 beats per minute (BPM), 4/4 time signatures with bass drum on each quarter note pulse, backbeat played by snare on second and forth pulses, and open hi-hat on every second eighth note (Diffen, 2017). Although this sounds like a clear definition, the techno genre has evolved into multiple sub-genres which causes a blurring of this definition. Some techno artists are varying with the style of their techno music, further confusing a clear definition (Djmag, 2016). In this thesis, the definition of techno has therefore been constructed using an overview of the currently popular techno sub-genres, which combined form the techno genre as a whole. These sub-genres are acid techno, ambient techno, minimal techno, tech house, dub techno, hardcore house, Intelligent Dance Music (IDM), ghettotech, house, and disco.

An early definition of a festival is a 'periodically recurrent, social occasion in which, through a multiplicity of forms and a series of coordinated events, participate directly or indirectly and to various degrees, all members of a whole community, united by ethnic, linguistic, religious, historical bonds, and sharing a worldview' (Falassi, 1987). To elaborate on this, the definition of a festival can be sharpened when common characteristics of festivals are identified, which leads to the following five characteristics. A festival is (1) held in a public space which is (2) normally not intended for use as an event location, (3) during a specific period in time, (4) has been planned and organized with a specific goal, and provides visitors with a unique experience, and (5) offers unusual situations and actions (van Vliet, Bosch, Brussee, de Boer, Rovers & de Nus, 2012: 17).

3.2.3.2 Geographical area

The geographical scope of this research has been limited to the Netherlands, since this means the federal laws and regulations are kept the same. The visitors of techno festivals in the Netherlands can also be seen as a homogenous group, since the differences in a small country like the Netherlands are minimal.

This decision has been made to exclude the capital of the Netherlands from the scope of this research, since Amsterdam hosts almost just as much festivals as the whole province of South-Holland (EM-Cultuur, 2017). Therefore, the expectancy is that local security networks at festivals in Amsterdam have to abide by very strict rules, which are enforced by the municipality of Amsterdam. With such a predominant actor in the local security network the functioning of the network is presumably not relevant for this research. Suitable festivals are outside the area of Amsterdam, where the local security network gets the opportunity and freedom to create itself in a less restricted way compared to in the city of Amsterdam.

Furthermore, the scope of this research will be limited to the festival terrain itself, the area surrounding the terrain will be out of scope. Therefore, the performance of the local security network will be analyzed on the festival itself, while other events which might occur outside of the influence of the local security network will not be included in the research.

3.2.3.3 Time window

The time window which defines the scope for this research has been limited to the period from the year 2000 onward. Since then the techno festivals became more popular, which can be seen as the oldest mainstream techno festivals date from this year on. Although no academic literature exist of this history of techno festivals in the Netherlands, there are other sources which indicate this year as the starting point for large scale techno events (Lhooq, 2016).

3.3 Data collection and analysis

For this theory building research a dataset needs to be created to be used in the analysis. Therefore, data needs to be collected, which will then be analyzed using the theoretical framework which has previously been introduced.

3.3.1 Data collection

To gather the required data, interviews will be held with relevant participants of local security networks at techno festivals in the Netherlands. The festivals have been selected in the previous paragraph and the corresponding festival organizers will be asked for their insights from practice, against which the theoretical framework will be tested. Then their opinion about effectiveness and the factors which contribute to effectiveness will be asked, which might lead to new insights about the effectiveness of local security networks at techno festivals in the Netherlands. This new knowledge can be added to the body of knowledge about local security networks, but it might also spark new debates about the subject.

As described in the last paragraph, each of the two festivals will provide two cases. Therefore, the amount of necessary interviews is limited, because each festival is organized by the same festival organization. One interview can therefore supply the data for two editions of that festival, or in other words: for two of the selected cases of this case study. For each festival, one of the key figures of the festival organizations are willing to cooperate, and are willing to be interviewed to supply the data for this multiple case study, as long as the final published thesis will be anonymized.

The interview for assessing the festival in the Leiden area will be held with one of the two founders of the festival organization. These two founders are still the organizing actors who are responsible for the complete festival. The partner of the interviewee is focusing on the organization of the festival, whereas the area of expertise of the interviewee is the security at the festival, making him the most knowledgeable of the two organizers about the topic which is studied in this research, and therefore the most relevant for this research. As this thesis is being written, the two founders are busy organizing the 2017 summer edition of their festival.

The data for the two editions of the festival in the The Hague area will be gathered through an interview with the Programmer of the festival organization. As programmer, the interviewee is responsible for planning and designing the events organized his organization, as well as booking the artists. All concepts for all events are in the portfolio of the interviewee as well, meaning he is also head of marketing for the festival organization. The other two people which are part of the

management and who are also part of the festival organization, are the owner of the event venue which organizes the festival, and the general manager. The interviewee knows everything that happens at the venue and their events, and is involved in the decision making process as well. He has been at the festival organization since the founding of the event venue, and has always had a significant role in organizing the parties and events which makes him an excellent choice for conducting the interview.

The interviews will be conducted in Dutch since the interviewees are Dutch as well. To limit the chance of misinterpretation, the answers to the interview will be later translated into English, which will carefully be done to avoid any errors. Although all efforts will be taken to translate the answers as best as possible, the risk of losing information might still occur. It is however undesirable to place Dutch text in this English text; therefore the choice has been made to translate the answers to fit the language of this thesis. The full original interview transcripts will be added in appendix II.

The festival in the The Hague area will provide two cases, which will be called Festival A and Festival B, the two cases originating from the festival in the Leiden area will be called Festival C and Festival D. This is because of the explicit wish of the interviewees to anonimize their

3.3.2 Data analysis

Parts of transcriptions of the conducted interviews will be categorized according to the theme, the corresponding factors and variables. Then the theoretical framework, the five interconnected factors, will be used as a mold for this data. This will lead to a comparable view on the data, which can be translated to effectiveness and the way in which effectiveness was achieved through the identified variables and indicators which will be introduced in paragraph 3.5.

The scores of the different cases on the multiple indicators and thus variables, and their corresponding score on effectiveness will then be combined in a single table which allows the several factors, variables, and effectiveness scores to be compared against each other. Similarities and opposites, as well as other patterns should be observed and assessed using the most desirable characteristics for the network as a whole.

3.4 Reliability and validity

The reliability of this research is heavily dependent on the reliability of the information given by the interviewees. Miscommunication can possibly influence the research outcome, and should therefore be minimized to avoid a negative influence on the quality of the research (Kuzmanić, 2009: 40). Therefore, the interviewer will ask multiple questions about the same topic, so the interviewee can explain his or her views, experiences and ideas in more detail.

To achieve validity of the research, the data needs to be properly collected and interpreted to ensure the conclusions accurately reflect and represent the actual world (Yin, 2011: 78). Festivals should possess certain similarities to be able to compare them (Yin, 2011: 226), although there are other measures which should combat threats to validity in qualitative research. In this thesis, the validity will be strengthened through 'respondent validation' where feedback on the transcripts of the conducted interviews from the interviewees are obtained and misinterpretation of the observed answers are lessened, 'quasi statistics' to create tangible data where possible by using actual numbers instead of adjectives, and 'comparison' where the results across different cases is compared to discover errors (Maxwell, 2009: 244). Although a triangulation of research methods is often described as a way of strengthening the validity of a study (Yin, 2011: 81), the need to triangulation will be less important for this research as the actual data is recorded directly through sound recordings of the conducted interviews, reducing the need for corroboration of the evidence (Yin, 2011: 82).

3.5 Operationalization of variables

In this paragraph, the factors as identified in the theoretical framework will be transformed into measurable variables. The five independent factors have been defined as network structure, network culture, network policy, network technology, and network relationships (Whelan, 2015: 542). These five factors influence the dependent variable network effectiveness, as has been illustrated in figure 3.1.

As mentioned before, local security networks at techno festivals in the Netherlands are goal-directed networks, of which one of the characteristics is that these involve two basic properties which can be related to the 'structural' and 'relational' factors in the network (Whelan, 2015: 538),

meaning that these two factors are the most important ones for these local security networks. This information will be used when the cases are compared in the next chapter, using the factors and variables presented in this paragraph. For the comparison, the cases will be assessed on the five factors using the variables as described in this chapter. Because all cases will be assessed using the same factors which will consist of the same variables and a defined set of possible outcomes on the indicators, these variables and thus the factors can be compared with those of other cases. These comparisons can then be combined with the measurable value of the effectiveness of the corresponding cases, which should lead to the possibility of an analysis of the effect of the different variables, and thus factors, on effectiveness. The emerging patterns in the variables can be used to explain certain outcomes, which can in turn be generalized to other, uninvestigated cases to explain their effectiveness.

3.5.1 Network structure

Using three predefined configurations, a local security network can be conceptualized as a hub design, an all-channel design, and a chain design when the patterns of information sharing among actors are analyzed (Whelan, 2015: 542. These configurations have been visualized in figure 3.2 in which the actors are connected to each other to share information. In the hub design a central actor, which all other actors are connected to, controls the flow of information. In the all-channel design, all actors are connected to each other, meaning they all share information amongst each other. In the chain design a direct line is involved which is used by all actors to communicate through. If two actors are not directly linked in the chain design, these actors must communicate through an intermediate actor in order to reach beyond the one or two actors to whom they are directly tied. These configurations are seldom observed in pure form in a network, mostly combinations of different configurations exist in a network (Whelan, 2015: 542). The dominant network configuration in a local security network at a techno festival in the Netherlands is the first indicator which contributes to the factor network structure. The value of this indicator can either be a hub design, an all-channel design, or a chain design as is illustrated in figure 3.2.

The second feature of network structure is the way in which the network governance has been organized, where a distinction is made between the highly centralized 'brokered' network governance where a lead organization coordinates all activities and decisions of the network (Provan & Kenis, 2008: 233), or the highly decentralized 'shared' network governance where all network participants contribute equally to the governance of the network (Provan & Kenis, 2008: 234).

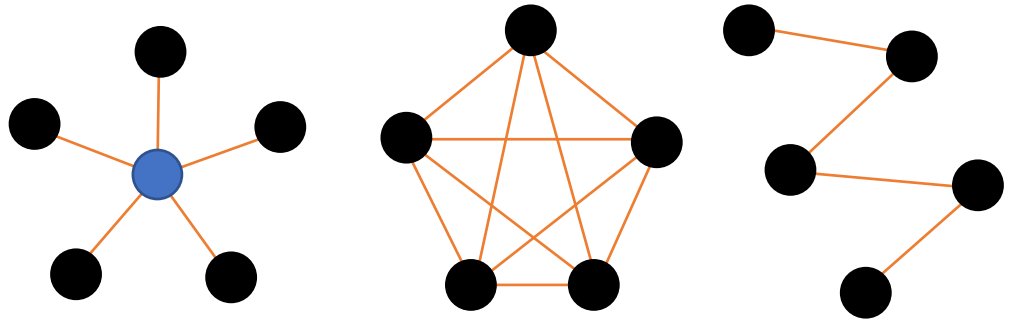

Figure 3.2: *The three network configurations: hub, all-channel, and chain*

As with the network configurations, network governance is seldom observed as a pure form of one of the two identified forms of network governance (Provan & Kenis, 2008: 234). A pure form of brokered network governance should require the network to be configured as a hub design. Since of both these variables no pure forms are expected in reality, these two variables are independent of each other. This means that a dominantly brokered network can have a dominant design different than the hub design, thus it is relevant to include both variables in the study. Therefore, the dominant network governance form of a local security network at a techno festival in the Netherlands has been added to the set as the second variable which contributes to the factor network structure, which can be either brokered or shared. Centralization is measured by the extent to which the chief executive involves others in key decision making (Cosh, Fu & Hughes, 2012: 303).

The size of the local security network in different sub-participants, the span of control of the managers, form of the hierarchy, administrative intensity which can be seen as the ratio of managers to the total number of employees, specializations in the management team, and the level of centralized decision making are the most important dimensions of an organization for the

influence of organizational structure on the performance of the organization (Dalton, Todor, Spendolini, Fielding & Porter, 1980: 51).

3.5.2 Network culture

The second factor contributing to network effectiveness is 'network culture'. In this regard, not the cultures of the different actors within the local security network are analyzed, but the culture of the network from a holistic perspective (Whelan, 2015: 543). Network culture has been defined as the beliefs, values, and attitudes which exist and evolve from the founding of the network and which influence how the network as a whole thinks and acts when dealing with challenges (Schein, 2010: 18).

To better understand the network culture, first an assessment of subcultures must be made. In analyzing the (sub)culture of a group, there are three fundamental levels of analysis to be regarded. These are the artifacts, the espoused beliefs and values, and the basic underlying assumptions (Schein, 2010: 23). To really observe a (sub)culture of a group, a prolonged study must be made so the researcher can blend into the group which is under investigation. This research method is unfeasible for this research since it is time-consuming and the results of the study are subjective since they represent the ideas of the researcher rather than the real underlying principles which define the (sub)culture of the group. Therefore, it is more advisable to talk to insiders to analyze the espoused beliefs and values (Schein, 2010: 25).

The existence of subcultures in organizational or even sub-organizational levels of a local security network at a techno festival in the Netherlands is therefore the first variable which contributes to the factor network culture. This variable will be measured through three fundamental areas: the external survival issues, internal integration issues, and the deeper underlying assumptions (Schein, 2009: 39). To assess the existence of sub-cultures, for these three areas several topics can be explored. For the external survival issues these are the mission, strategy, goals of the network, the means of the network (structure, systems and processes), and the measurement (error-detection and correction systems). For the internal integration issues, these are the existence of a common language and concepts, group boundaries and identity, the nature of authority and relationships, and allocation of rewards and status. For the deeper underlying assumptions, these are human

relationships to nature, the nature of reality and truth, the nature of human nature, the nature of human relationships" (Schein 2009: 39). These three areas have been translated to a set of questions to deepen cultural insights (Maximini, 2015: 24) which provides the indicators for assessing subcultures in the local security network.

Possible similarities between subcultures within the network contribute to the culture of the network as a whole. Similarities in subcultures between network participants are very relevant for the network culture, the network cultures of the different organizational subcultures within the network are relevant for understanding the network culture as well (Whelan, 2015: 543). Similar subcultures can influence network culture and thus network effectiveness, since similar views and ways of the corresponding diverse ways of thinking and acting can promote positive outcomes. However, subcultures can also have a negative influence on network effectiveness, when cultural differences can negatively influence cooperation and collaboration (Whelan, 2015: 544). Subcultures can co-exist in harmony, independently, or in conflict with each other (Maximini, 2015: 9), making their influence on network effectiveness often unpredictable.

The existence of a central culture in a local security network at a techno festival in the Netherlands, so as culture which is shared amongst all network participants, is the third variable which contributes to the factor network culture. Culture evolves over time (Schein, 2010: 196), which might mean a central culture might not exist for the local security network at techno festivals in the Netherlands as a whole, due to their ad-hoc character. When existing subcultures show similarities, these similarities might indicate a central culture, or at least shared elements of a central culture.

3.5.3 Network policy

The first variable of the factor network policy is the existence of formal policy in the local security network. Formality is also a measure of the organization structure and can be measured through the chief executive's perception on the (in)formality of the organizational structure (Cosh, Fu & Hughes, 2012: 303). Not all networks have formal rules to abide by, so the existence of formal policy rules as perceived by the chief executive of the local security network at a techno festival

in the Netherlands is the first variable which contributes to the factor network policy, which can be either High, low, or none.

The level in which information is shared amongst network participants also contributes to the factor network policy. Policy can be used as a tool in local security networks to define which network members are cleared to access information (Whelan, 2015: 544). The level of information sharing in the local security network at a techno festival in the Netherlands is the second variable which contributes to the factor network policy. The level in which information is shared can be none, classified or freely.

Policies provide formal mechanisms for internal network control, but policies can also be used to prescribe the roles and responsibilities of network members (Whelan, 2015: 545) which might in turn influence network policy and thus network effectiveness. This leads to two variables for the local security network at a techno festival in the Netherlands, the division of tasks, as well as the recording of responsibilities. Both variables can be yes or no.

3.5.4 Network technology

Technological infrastructure should enable information to be shared among network members efficiently and effectively, where it is relevant in what way the technological infrastructure has been designed and how it is used by network members (Whelan, 2015: 545). The infrastructure can be enabling, but it could also be disabling network participants in sharing information efficiently. This leads to the second variable, insights in whether the technology is enabling or disabling members in sharing information amongst each other. Possible reasons for disabling infrastructure are interoperability, where two systems cannot effectively communicate with each other, people can use the system incorrectly by not following the rules, or information overload might occur where the relevant information is lost in an overwhelming flow of irrelevant information (Whelan, 2012a).

When network participants are sharing a lot of information between the multiple network members, a risk of information overload arises where the amount of information available exceeds the limited information processing capacity (Eppler & Mengis, 2004: 328). This can also be

described as receiving too much information, the result of which is that not all relevant information gets to its destination, reducing the efficiency of the network in processing information. This third variable for the factor network technology, the existence of information overload, can either be yes or no for a local security network at techno festivals in the Netherlands.

3.5.5 Network relationships

The factor network relationships can be influenced by the existence of relationships between organizations within the local security network, but also by the existence of relationships between individuals as part of the network. Both the micro level relationships between individuals, as well as the macro inter-organizational relationships are considered important in this regard (Whelan, 2015: 546), which is why these are the first two variables for the factor network relationships, which can both be yes or no.

Interdependence is crucial in ongoing business relationships, as a cooperation between network participants requires some form of mutual commitment. If both network participants possess means which are essential for the process and require means from other participants as well, a mutual dependency will arise which contributes to value creation (Holm, Eriksson, Johanson, 1999: 469), or in the case of local security networks at techno festivals in the Netherlands, network effectiveness. Mutual commitment and mutual dependency have been incorporated as indicators for network relationships.

A different but very important aspect of network relationships is the concept of trust, which has been defined as a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another (Rousseau, Sitkin, Burt & Camerer, 1998: 395). The more interdependent network participants become, the more important it is that networks involve some form of trust to operate at their optimum level (Whelan, 2015: 546). Therefore, the importance of trust amongst participants of the local security network is the fourth variable for the factor network relationships, which can be none, some, or a lot.

3.5.6 Network effectiveness

The responsibilities of a local security at techno festivals in the Netherlands have been formulated through actor specific goals. The festival organizer is responsible for the safety during the festival, and making sure all laws and permits are properly implemented and lived up to during the festival. The security is ultimately the responsibility of the festival organizer, although in practice a private security provider will be contracted to provide the security services on behalf of the festival organizer. The private security provider will then make sure all visitors are acting in compliance with the house rules, as well as deal with violators of those house rules. The signaling of visitors who require medical assistance is also amongst the responsibilities of the private security provider. The police is not involved on the terrain of the festival itself, but outside the perimeter of the festival terrain, the responsibility for all security related topics lies with the police. The government at the local level, often the municipality, is involved in approving the festival through permits, as well as monitoring the compliance to the laws and permits of all involved network participants during the festival itself (de Greeff, et al., 2016: 9).

The local security networks at techno festivals in the Netherlands are the unit of analysis in this thesis, where whole networks will to be researched, and not just the actors within the networks or the ways in which these actors perform individually in the network (Provan, Fish & Sydow, 2007: 480; Raab & Kenis, 2009: 200). This will provide insights in the functioning and performance of the network as a whole, and not the separate entities which form the network. The factor 'network effectiveness' of the local security network at a techno festival in the Netherlands has is linked to the variable 'goal achievement'. The dependent variable 'network effectiveness' will therefore be assessed through twelve indicators for the variable 'goal achievement', which can be measured, meaning they can be compared with each other after adjustment has been made for the number of visitors present at the festival. The adjustment is made by dividing the actual number by the number of visitors. The obtained value is then multiplied with 1000 to get a number which is more usable in the comparison when using two decimals.

The first two indicators are about the amount of drugs which has been voluntarily handed over without consequences at the festival, where a distinction will be made between hard drugs and soft drugs, according to the Dutch Opiumwet law. These drugs will be deposited in a drop box, after

which the festival organizer will collect the drugs and store it in a so-called drug safe, which is often mandatory for the festival organization to have present at the festival (Bestuursdienst Gemeente Amsterdam, 2015: 31).

The second two indicators are about the amount of drugs which has been confiscated at the festival, where also a distinction will be made between hard drugs and soft drugs. These confiscated drugs will be stored in the drug safe, which is often mandatory for the festival organization to have present at the festival (Bestuursdienst Gemeente Amsterdam, 2015: 31).

The fifth indicator is the number of apprehended drug dealers. The festival organizers are responsible for instructing the private security provider in dealing with drug trafficking on the festival terrain (Bestuursdienst Gemeente Amsterdam, 2015: 31). The security provider should keep records of all drug dealers which have been caught and dealt with. This information can be obtained from the debrief information.

The sixth indicator consists of the number of people who are not feeling well because of drug use at the festival are escorted by the private security provider to the first aid station, the EHBE. Those people will receive medical care if needed, or they can simply get some rest at the EHBE (Bestuursdienst Gemeente Amsterdam, 2015: 31). Records are kept of all people who are treated at the EHBE, which could provide the data needed for assessing the effectiveness of the local security network at a techno festival in the Netherlands.

The seventh indicator consists of the number of people who are brought to the EHBE for the consumption of too much alcohol. These people will be treated by medical personnel, and the required follow-up steps will be assessed. Records are kept of all people who are treated at the EHBE, which could provide the data needed for assessing the effectiveness of the local security network at a techno festival in the Netherlands.

The eighth indicator is the number of people with medical conditions which are beyond the medical capabilities of the EHBE, which have been brought to the hospital by ambulance. Records of these

ambulance rides are kept at the EHBE (Bestuursdienst Gemeente Amsterdam, 2015: 28) and which can be used for this variable.

The ninth indicator is the number of people who have been rejected at the entrance, people who have been denied access to the festival. There are a number of reasons why people can be rejected at the entrance, like the discovery of weapons or drugs during the frisk search by the private security provider (Gemeente Amsterdam, 2015: 31), behaving violent or impolite, or simply not following the rules. This data will probably have been recorded by the private security provider, which will be transferred to the security debrief.

The number of caught drug users is the tenth indicator. Although drug use in itself is not illegal in the Netherlands according to law, possessing or selling drugs is. Most techno festivals in the Netherlands have a zero-tolerance policy, which implies no drugs should be used or possessed at the festival. The private security should deal with people who do use drugs in public, of which records should be kept for the security debrief (Bestuursdienst Gemeente Amsterdam, 2015: 28).

Some violators of the law or the house rules of the festival are handed over to the police by the private security provider. Violations can be drug related, aggression related, although all other kinds of violations can take place (Bestuursdienst Gemeente Amsterdam, 2015: 31). People handed over to the police is the eleventh indicator, records of those people handed over should be kept by the private security provider for the security debrief (Bestuursdienst Gemeente Amsterdam, 2015: 28).

The twelfth and last indicator is a combination of all other security incidents where the private security provider had to step in to provide security. All these events should also have been recorded by the private security provider for the security debrief (Bestuursdienst Gemeente Amsterdam, 2015: 28).

3.5.7 Table of variables

The in this paragraph introduced variables and indicators have been combined in a table which is presented in Table 3.1. The six different factors, both the dependent as the independent, have been

included and used as grouping elements. The variables will be used as the leading principal in the interviews to obtain the empirical data about the theoretically obtained variables. The answers given in the interview will provide the scores on the variables for each case, of which the possible scores have been included in the third column of the table. These scores will be compared to each other with regard to the network effectiveness in chapter 4, where the importance of the factors network structure and network relationships can be considered. Some variables are nonexclusive, meaning these variables can have two or more ‘scores’ simultaneously. In that case the most dominant score should be recorded, or an additional remark should be made explaining the situation.

Factor	*Variable*	*Indicators*	*Unit*
Network Structure	Network configuration	- Dominant network design configuration	- Hub - Chain - All-channel
	Governance method	- Brokered network governance or shared network governance	- Existence of a lead organization - Participants governing equally
	Organizational structure	- Size of the organizational network - Span of control of managers - Form of hierarchy - Administrative intensity - Specializations - Centralization	- Number of network sub participants - Employee per manager - Flat or tall - Total managers / total employees - Different specialties of management - Concentration of decision making
Network Culture	Subcultures	- Common language and concepts	- Technical jargon - Emotional jargon
		- Group boundaries and identity	- Dress norms - Badges, Uniforms, symbols or privileges - Insider and outsider
		- Nature of authority and relationships	- Formal or informal relationship between people - Formal or informal relationship with bosses - Pecking order in meetings - Source of authority - Openly voiced criticism
		- Allocation of rewards and status	- How to gain power - What is rewarded - What is punished

				-	Reward mechanisms
		-	The nature of human nature	-	Are people intrinsically or extrinsically motivated
				-	Like people coming to work
		-	The nature of human relationships	-	Espoused values
				-	Focus
				-	Leadership style
	Similarities between subcultures	-	Similarities in subcultures amongst some network participants	-	Yes
				-	No
	Central culture	-	Shared culture amongst all network participants	-	Yes
				-	No
Network Policy	Formal policy rules	-	Perceived level of formality in the network	-	High
				-	Low
				-	None
	Information sharing	-	Way in which information is shared	-	None
				-	Classified
				-	Freely
	Division of tasks	-	Has tasks division amongst network participants been formally recorded	-	Yes
				-	No
	Recorded responsibilities	-	Has the division of responsibilities amongst network participants been formally recorded	-	Yes
				-	No
Network Technology	Sharing of digital files	-	The facilitating technology used for sharing files in the network	-	None
				-	E-mail
				-	Shared folder
	Technology infrastructure	-	The way in which the used technology is facilitating information sharing	-	Enabling
				-	Disabling
	Information overload	-	Existence of information overload	-	Yes
				-	No
	Between individuals	-	Have relationships formed between participating individuals	-	Yes
				-	No

Network Relationships	Between organizations	- Have relationships formed between participating organizations	- Yes - No
	Mutual commitment	- Do mutual commitments exist in the network	- Yes - No
	Mutual dependency	- Do mutual dependencies exist in the network	- Yes - No
	Importance of trust	- How important is trust between network participants	- None - Some - A lot
Network effectiveness	Goal achievement	- Hard drugs abandoned	(unit / number of visitors) x -1000
		- Soft drugs abandoned	(unit / number of visitors) x -1000
		- Hard drugs confiscated	(unit / number of visitors) x -1000
		- Soft drugs confiscated	(unit / number of visitors) x -1000
		- Apprehended dealers	(Dealer / number of visitors) x -1000
		- Rejected visitors entrance	(Rejectee / number of visitors) x -1000
		- Caught drug users	(People / number of visitors) x -1000
		- Handed over to police	(People / number of visitors) x -1000
		- Drug incidents at EHBE	(People / number of visitors) x -1000
		- Alcohol incidents at EHBE	(People / number of visitors) x -1000
		- Ambulance rides	(Ride / number of visitors) x -1000
		- Security incidents	(Incident / number of visitors) x -1000

Table 3.1: *The operationalization of relevant variables into measurable indicators*

4. Analysis

In this chapter, the different cases will be analyzed through the described multiple case study in which the factors, variables and indicators as formulated in the previous chapter will be used. As mentioned in the previous chapter, the festival in the The Hague area will provide two cases, which will be called Festival A and Festival B, the two cases originating from the festival in the Leiden area will be called Festival C and Festival D. Each case analysis will start with an introduction in which the case is described through some identified characteristics of the festival. Then all indicators of the variables will be discussed, based on the transcripts of the conducted interviews which can be found in appendix II, as well as the assessments of the effectiveness in appendix V. The results will then be compared against each other, to identify possible trends leading to scores on effectiveness of the local security networks at the researched techno festivals. The comparison will then be concluded in the final paragraph of the chapter where the deducted findings will be discussed.

4.1 Case 1: Festival A in 2015

The first case is a festival in the The Hague area in the summer of 2015, which was also the first edition of the festival. The location of the festival is in a natural area, a small beach area next to one of the smaller lakes in the Netherlands. The maximum number of visitors was set at 800 people, of which 700 did eventually attend the festival. For the gathering of the data, an interview was held with one of the two founders of the festival. Both founders are still the organizers of all the festival editions organized by their festival organization. The police region in which the municipality of the festival location is situated, is Hollands Midden, and security services have been provided by the private security provider as described in appendix II. A full transcript of the interview has been added in appendix II. If references are made to the debrief of the first aid station (EHBE), this document can be found in appendixes III.

4.1.1 Effectiveness in Case 1

As discussed in chapter 3, the effectiveness of the local security network at Festival A will be assessed through several indicators which have been deducted from the goals of the local security

network, these indicators provide the structure for this paragraph. This information has been provided by the interviewee, as can be seen in appendices III, IV and V.

At this festival there have no drugs been abandoned by visitors at the entrance, as far as the local security network knows. There was no so-called ‘drop box’ where visitors could voluntary abandon their drugs without consequences. There has not been any detection of drugs at the entrance where all visitors were frisk searched, although during the festival itself a small amount of soft drugs, two joints, has been confiscated from visitors. These visitors have not been removed from the festival however, nor have these visitors been handed over to the police. No drug dealers have been caught at the festival. There have been three visitors at the first aid station who were not feeling well while under the influence of drugs, and two people who had too much to drink. One of the people who were brought to the first aid station because of drug issues has been handed over to an ambulance for medical treatment. A total of six people were rejected at the entrance, although this was not related to drugs. This group of people were not trusted by the private security provider, and after consulting with the police, who checked the registration plates of the cars of these visitors, have been rejected on suspicion of wanting to cause trouble at the festival. Two people were caught using drugs, this were the two owners of the confiscated joints. There were no general security incidents at the festival. See table 4.1.1 for a schematic representation of this information and the source of the information. This information has been standardized by correcting for the festival size, so the scores for all four investigated cases can be compared with each other.

Indicator	*Number*	*Score*	*Source*
Hard drugs abandoned	0	0	II-I.67
Soft drugs abandoned	0	0	II-I.67
Hard drugs confiscated	0	0	II-I.67
Soft drugs confiscated	2	2,86	II-I.67
Apprehended dealers	0	0	II-I.69
Rejected visitors entrance	6	8,57	II-I.24
Caught drug users	0	0	II-I.73; II-I.71
Handed over to police	0	0	II-I.71
Drug incidents at EHBE	3	4,28	Appendix III-I
Alcohol incidents at EHBE	2	2,86	Appendix III-I
Ambulance rides	2	2,86	II-I.71
Security incidents	0	0	Appendix II-I

Table 4.1.1: *The scores on goal achievement indicators of Festival A*

4.1.2 The Network of Case 1

The local security network at the first case, the first ever edition of this festival, was relatively small. It was not just the first edition of this festival at this particular location, it was the first ever techno festival ever held in the municipality. Therefore, the local security network was really ad-hoc, as it was formed especially for this festival, without any previous experience as a team.

> *In 2015, we were the first ever event to be held in the municipality. Prior to our festival no policy existed in the municipality, and the officials had no idea how to handle the situation. They still had to find out where to request inspections and if these inspections were required at all. They had no idea. The municipality asked us for input in this situation. We informed them a private security provider would be hired to provide security services, while the interviewee will be coordinating security issues. We would like your advice on what aspects of a private security provider would be essential in selecting the right provider. The municipality assisted us as well as they could, although the novelty of the situation made the municipality function mostly in the background.*
>
> - One of the founders/owners of the festival in the Leiden area, see answer II-I.22 [2]

The two organizers, one of which was interviewed for this research, have been the organizing actor in the local security network without other involved parties or consultants. The local government was the municipality, and the responsible police was from the Hollands Midden police district. The private security provider was selected by the organization because of the estimated price which was offered for the provision of the security services, which was lowest of all private security providers which were qualified according to the police and the municipality.

> *Eventually we selected the private security provider which had the lowest price, as the provision of security on an event is very expensive. The company looked good on paper and even on the phone it all sounded adequate. They were going*

[2] References are made where possible and are referring to the appendix, sub-appendix and interviewee answer (e.g. answer II-I.22 is appendix II, part I, answer 22).

to provide the security plan which was essential for acquiring a permit from the municipality. The municipality and the police all their required papers were OK.

- One of the founders/owners of the festival in the Leiden area, see answer II-I.60

4.1.2.1 Structure Case 1

When the dominant network design configuration was discussed, the interviewee believed the local security network was organized mostly like the hub-configuration. Elements of the all-channel configuration were also observed during meetings with all network participants, but the dominant configuration was clearly a hub design.

In this network, we as organizers function as the chairman. We forward all information to the involved other network participants and organize a meeting when required. During meetings, we function like an all-channel configuration, but when the network as a whole is considered we operate like a hub configuration. Unless there is a specific issue which needs to be handled directly, then a chain configuration can be observed. But this is for calamities only, so I think we can say we function as a hub configuration.

- One of the founders/owners of the festival in the Leiden area, see answer II-I.40

The governance method differs during the preparation stage where both the municipality and the festival organization are taking turns in performing as the central actor, and during the festival itself where the festival organization is the central actor. In both these situations there is a brokered network governance structure, although in these two situations a different network participant takes the role of the lead organization.

During the preparation phase, we as festival organizers are the central actor in the network. When permits are involved, the municipality takes over this leading role as they have to review the security plan and issue the required permits. During the festival, itself we are the leading actor again. We rent the terrain from the municipality for the duration of the festival and we are responsible for everything that happens there. The municipality and the police are of course fee

to point out certain issues should these arise, although in practice this has never happened. It will more likely be discussed during the debrief after the festival.

- One of the founders/owners of the festival in the Leiden area, see answer II-I.5 and II-I.48

The organizational structure consists of seven organizations; the festival organization, the private security provider, the municipality, the regional police force, the fire department, the regional medical services GHOR, and the food and beverages supplier. These organizations have supplied eight managers who combined manage a total of 89 employees. This means the span of control is 11,125, while the administrative intensity is 0,09. The hierarchical structure of the festival can be seen as fairly flat, with little managers and very few layers in the 'pyramid'. Both the festival organization and the municipality are at the top, where it differs which actor has the highest position, corresponding with the lead organization in the brokered network structure. On the next level, the police can be found, followed by the head of the private security provider and the food and beverage manager are located on the next level. This relatively flat line of management controls all employees on the operational level located at the bottom of the pyramid (answers II-II.63 and II-II.64).

The private security provider is lower on the management level since we hire them to provide their services for us. We ask them for the security plan which they have to write based on our preferences and their capabilities. They have to adapt quickly to the wishes of the other network participants, which makes me believe they are lower in the hierarchy. At the top are the municipality and us, with the police slightly below us in the hierarchy surrounding the decision making process. During the festival, itself we are clearly at the top, the municipality will not be present during the festival. The police is in charge outside the festival area and will intervene on the terrain if we invite them to do so. As long as we stick to the rules and laws that is, otherwise the police will probably take over control of the festival area as well.

- One of the founders/owners of the festival in the Leiden area, see answer II-II.67

In the local security network, there are presumably some managers with unique specializations. Each manager in the network has as specialty either the subject 'security' or 'safety' within his or her own organization. This means the managers in the local security network are all specialized in safety or security, and bring the expertise of their own organization as specialization to the network. Further specializations have not been identified in this small local security network, other than the festival organizers which are either focused on the security or on all other festival related topics.

> *All managers who are participating in the meetings are specialized in safety or security within their own organization. My own specialty is organizing events, where the specialization of the municipality officials has to do with abiding by the (local) laws and regulations. The police is of course more security oriented, just like the private security provider.*

- One of the founders/owners of the festival in the Leiden area, see answer II-I.55 and II-I.56

Variable	*Indicators*	*Score*
Network configuration	Dominant network design configuration	Hub
Governance method	Brokered or shared network governance	Brokered
Organizational structure	Size of the organizational network	7
	Span of control of managers	11,125
	Form of hierarchy	Flat
	Administrative intensity	0,09
	Specializations	Yes
	Centralization	Yes

Table 4.1.2: *The indicator scores for Network Structure of Festival A*

4.1.2.2 Culture Case 1

In the local security network for Festival A there has not been a lot of jargon used by network participants. All written information in the security plan has been in plain Dutch, as was the speech used during the meetings, so there has not been a lot of technical jargon. With all network

participants, as well as the fire department and the medical services which have been acting as advisors, there has been a pleasant atmosphere where jokes and humor were appreciated, the so-called emotional jargon.

> *I don't think there was a lot of jargon used in the network, I had no prior experience in the festival organizing lingo, but I was able to follow all documents and conversations with my general knowledge of the Dutch language. If you can logically think about the subjects which should be in a security plan, then you are able to follow the discussions. Perhaps more jargon is used at the private security provider before the festival, things like 'frisk searching', although this is a regular, normal Dutch word as well.*
>
> - One of the founders/owners of the festival in the Leiden area, see answer II-II.4

> *We could speak freely at the municipality because we got to know our contact over there very well. He was a younger guy like us who was able to level with us on festival related topics, although he did not strike me as the type which goes to a lot of techno festivals. When we had meetings with the emergency services, who officially are not part of the local security network except the police, there has certainly been a lot of room for jokes and humor.*
>
> - One of the founders/owners of the festival in the Leiden area, see answer II-II.11

When the different dress codes are reviewed, the police is clearly standing out as they are joining meetings as part of their daily working routine, which means they are wearing their full uniform. The other network participants are wearing casual clothing, where slight differences in style can be observed. The municipality employees are wearing casual business wear, like formal pants with a business shirt, the security provider is wearing sports brands, and the festival organizers are wearing comfortable beach clothes since they are both living close to the beach.

> *The police is working when they come over to visit us, and is therefore wearing their full uniform with everything that comes with it like their weapon but also the signs indicating their ranks. The municipality is more formal casual, government*

like if you will, and their employees have to wear badges indicating their department and clearance. Those badges are necessary for opening the doors in their building as well. I don't know if they have to wear them, or if they wear the badges because it is convenient for walking through the office. We are fairly easy in our choice of clothes; my apartment is next to the beach so I usually wear shorts. Security personnel is wearing sporty casual clothing.

- One of the founders/owners of the festival in the Leiden area, see answer II-II.14

During the festival, itself the organization and their employees all wear recognizable t-shirts. Different wristbands identify clearance for specific areas on the festival terrain. The security wears their own outfit with the logos of the company, which is recognizable as the outfit of a security guard.

- One of the founders/owners of the festival in the Leiden area, see answer II-II.20

In this local security network, all people are addressing each other by their first names, both inside the network and also within their own organizations. This also applies to the people in power, the managers.

People call each other by their first names, not by their last names. Also within their own organizations, it all seems very informal to me. There is no difference for regular employees or their managers, it's all on a first name basis.

- One of the founders/owners of the festival in the Leiden area, see answer II-II.27 and II-II.28

It is difficult to say something about the way in which meetings are held at the different individual network participants other than the festival organization. Presumably the municipality and the police will have a more formal setting where the meeting is officially opened by the chairman, after which a strict agenda is used for the rest of the meeting. The private security provider might not have meetings at all, other than the briefing and debriefing at the festival itself. Individual meetings are probably pretty informal, but meetings with the complete network have a higher level of formality. During meetings, the one with the biggest portfolio or the most experience in the subject has the most important opinion, although well founded arguments should always be heard.

I don't think I can tell anything about how the other participants organize their meetings, as I will not be there. When the two of us are planning the festival, everything is very informal. There is also a difference when we have a meeting with the police or the municipality, because then we will have a strict agenda and know the topics to discuss during the meeting. This is the preferred option for the police and the municipality, so maybe that is how they are used to structure their meetings. How the private security provider handles their meetings I don't know, I don't even know if they have meetings at all other than the briefings and debriefings at events. I think it is pretty informal for all network participants internally, although it gets pretty formal when we all meet for a joint meeting.

- One of the founders/owners of the festival in the Leiden area, see answer II-II.29

When security is concerned, the person with either the most experience with the matter or has the biggest portfolio, has the most powerful position and the most valued opinion during meetings. When I refer to the festival organization where security is my responsibility, my opinion on security matters most. Of my partner disagrees with me we can have a discussion. If he presents arguments which I did not consider before, my stance on that topic might change. But if we do not reach an agreement on that topic, my opinion matters most and I will have the final word in the matter. So I think experience in the matter is most important.

- One of the founders/owners of the festival in the Leiden area, see answer II-II.30

When one of the employees disagrees with the decision of the management, this criticism can be openly voiced at the festival organization. This can be done in front of the group and does not have to wait for a private conversation between manager and employee. All input is highly valued and even encouraged, as different opinions and viewpoints can provide additional information for the management. How this is done at the other network participants is not known.

In our organization, we encourage employees to think along and provide us with their opinions and thoughts. We recently had a meeting with our complete team for the summer edition of our festival, where we talk our employees through the

complete event. Everyone can intrude in this briefing and present a different idea, as we think this feedback will make our festival even better and provide support amongst our crew for our ideas. This does not have to be in private, unless the employee chooses to do so on his or her own behalf. Although I have no information on how this works for our network partners.

- One of the founders/owners of the festival in the Leiden area, see answer II-II.31 and II-II.32

There are differences in how someone gains power and is promoted amongst the network participants. At the festival organization, it depends on the capabilities and the attitude of a volunteer, combined with his or her own interest. If the volunteer performs well he or she will be asked to lead a team during the next festival, or a volunteer can express his or her own interest in a bigger role. At the police and the municipality promotion is made through experience and satisfactory performance as well, while taking initiative, being active, thinking along, acting proactively and think ahead is also appreciated. At the private security provider climbing the ladder is not really an option since the organization is really flat. Uncertified security staff can get their license after which they can operate as a fully trained security employee, but other than that there is no real way to get a promotion at the private security provider.

If you perform really well as a volunteer at our festival or if you tell us you want to do more, we can find a suitable function for you, so at future festivals you can be promoted. Sometimes we are looking for somebody to take a certain position and we just ask our volunteers if any of them would like to take on that role. That is also a way of getting promoted. At the police using your head will be rewarded most in my opinion. With that I mean taking initiative, being active in your role, think along, behave in a proactive way, and thinking ahead during tricky situations. At the municipality, we are dealing with only one person, who has a manager who he can ask for advice when he needs guidance or information. In the organization of the municipality communication and thinking ahead is, or should be, rewarded.

- One of the founders/owners of the festival in the Leiden area, see answer II-II.34 and II-II.37

Immoral behavior should be punished in all organizations, which means for the festival organization that acting against the law will result in expelling the employee from the festival terrain. Then a follow up meeting will be held with the employee to assess the situation and find out if the undesired behavior was intended or happened by accident. If it was malicious intent this means the person will not be asked again to work at future festivals. A comparable situation will occur when a police officer or municipality official is not performing as is expected. Then there will be a meeting with his or her manager, where the situation is discussed and the deeper motivations and situation are revealed. If the employee knowingly acted in an undesirable way, this might mean the employee will be investigated further or might even be fired.

> *Well if someone does something wrong, we will first assess the situation and find out whether he or she did it on purpose. Could the situation have been prevented by acting in a different way for example, and did the person choose to act in the way he or she did. This might lead to us not asking that person for future festivals, although serious offenses like selling drugs at the festival will mean we send that person away immediately.*

- One of the founders/owners of the festival in the Leiden area, see answer II-II.40 and II-II.41

The police, municipality and festival organization all believe people are intrinsically motivated to work, although the private security provider needs some monetary reward for its employees to function. Half the security staff is intrinsically motivated while the other half is working solely for the purpose of earning money. The festival organization runs completely on volunteers, which is a good illustration of their standpoint. Volunteers are thanked by the organization through a volunteer drink where all food and beverages are paid for by the festival organization. The police and municipality are both public organizations which means their employees are working for the greater good. All people working at the network participants enjoy working there, except for some of the security staff who are really working for the money.

> *In our organization, all employees work on a voluntary basis, so there are no paid employees. People are working for us because they want to help us, on top of that we are making the work as enjoyable as possible. We make sure there are enough*

people working so stressful situations are avoided wherever possible. Of course there are always times when it can get busy, for instance behind the bar, but these situations are rare. I believe this is key to our success, this guarantees people to volunteer again next festival. We also thank our volunteers by organizing a drink for the whole team, where they can eat and drink all they want, something which is not possible during the festival itself. A lot of volunteers enjoy these events a lot, although about half of them would still volunteer of we would not organize these drinks, they believe it is unnecessary. All people who are working for the network participants enjoy their job, they enjoy working for these organizations. This goes for all involved parties, although perhaps less for the private security provider since some of their employees are working just for the money.

- One of the founders/owners of the festival in the Leiden area, answers II-II.42, II-II.43 en II-II.44

The identified espoused values within the network are similar between the police and the private security prover, as they both need to provide security and be approachable for the public at the same time. This is confirmed through the formal core values of the Dutch police, which translate to brave, reliable, connecting and honest. The festival organization is pushing the limits to create the best festival experience for the visitors, within the limits set by laws, regulations and permits, as well as other network participants.

The security and police are acting in a comparable way, especially during the festival itself. The security acts on our terrain and the police outside it, but they are acting accordingly. The municipality is not present at the festival itself, they are overall hard to reach to be honest. The police and the security have to be approachable and look approachable as well, while performing their tasks in providing security.

- One of the founders/owners of the festival in the Leiden area, see answer II-II.48

The leadership style of the municipality and the police are very formal, based on the internal hierarchy of those organizations. At the festival organization, the leadership style is very relaxed

and informal, comparable to the private security provider although it is expected the leadership style at the private security is less informal.

> *We as festival organizers use a 'gezellig' leadership style, which means we have use a friendly and enjoyable approach. The police and municipality are more formal. If I would arrange the organizations, then I would say it is most 'gezellig' at our organization, followed by the security, the police and finally the municipality. At the municipality, it is a little boring, which probably originates from the leadership style.*

- One of the founders/owners of the festival in the Leiden area, answers II-II.53, II-II.54 en II-II.55

Concluding the cultural paragraph of this first case, there are some similarities between organizations in the local security network, although these similarities are mostly not for all participants. There are similarities in the common language and concepts, especially when the use of jargon and the way in which employees are motivated are considered. This does not lead to a central culture which can be observed in the local security network as a whole however.

Variable	*Indicators*	*Score*
Subcultures	Common language and concepts	Partly shared
	Group boundaries and identity	Different
	Nature of authority and relationships	Different
	Allocation of rewards and status	Different
	The nature of human nature	Different
	The nature of human relationships	Different
Similarities between subcultures	Similarities in subcultures amongst some network participants	Yes
Central culture	Shared culture amongst all network participants	No

Table 4.1.3: *The indicator scores for Network Culture of Festival A*

4.1.2.3 Policy Case 1

When questioned, the festival organization indicated the level of formality was very low in practice, although everything looked highly formal on paper. This formality originates in the requirements of the permits, but when the local security network itself is reviewed the perceived level of formality is very low. When decisive actions have to be taken during the festival itself, the network participants have to use a higher level of formality since they are acting out of their function. Amongst each other, the network participants maintain the low level of formality however, ensuring effective communications and a pleasant working environment.

> *On paper, the network is very formal, but during meetings and evaluations the atmosphere is very informal and relaxed. Normally the meeting is opened by the municipality, everyone has studied the topic, whether it is the security plan or something else, and then everyone gets their say about it. We write everything down so we can improve our festival, and all that in a very informal setting. During the festival itself it is also very informal, although when something happens and we need to act formally because of our function and the hierarchy, then it can get very formal.*
>
> - One of the founders/owners of the festival in the Leiden area, see answer II-I.46

Information is shared directly between involved participants through e-mail, there is no classification or secret information. This also indicates a low level of formality in the network.

> *When safety and security are involved, we share all information freely in the network. When it comes to information about our clients or relations, that is information we keep to ourselves since the other network participants have nothing to do with that.*
>
> - One of the founders/owners of the festival in the Leiden area, see answer II-I.59

Tasks and responsibilities have been recorded prior to the festival itself, as this is a requirement for the permits being issued. Network participants also appreciate this division of tasks and recording of responsibilities, as this increases transparency and clarifies agreements between

participants. Sharing responsibilities and tasks also increases the direct communications, as it is clear which network participant has to act on specific, predefined subjects.

> *Yes, prior to the festival it is our goal to come up with a plan for the festival which is as safe as possible. This is guaranteed by the safety services like police, fire department and medical services GHOR, who all want the event to be as safe as possible too. For them it is essential we provide the plan including a map, risk scenario's and so on. To show them we have thought about it and have distributed the responsibilities and recorded them accordingly. This also applies to the different tasks, so it is clear for all participants like the police who does what. So if the private security provider does not perform one of their tasks and we get the blame, we can show the police the division of tasks and point them to the private security provider. If we would not record these responsibilities and tasks and someone does not what we agreed upon, I have no proof to indicate our agreements, which means I will have a problem as organizer.*
>
> - One of the founders/owners of the festival in the Leiden area, see answer II-I.5

Variable	*Indicators*	*Score*
Formal policy rules	Perceived level of formality in the network	Formal on paper, informal in practice
Information sharing	Way in which information is shared	Freely
Division of tasks	Formally recorded division of tasks	Yes
Recorded responsibilities	Formally recorded division of responsibilities	Yes

Table 4.1.4: *The indicator scores for Network Policy of Festival A*

4.1.2.4 Technology Case 1

The preferred facilitating technology used for sharing files in the network is e-mail, although there are not a lot of files which need to be shared in this relatively small network. The only file which is shared amongst the network participants are the different versions of the safety plan, the

document which is required for the permit issuing by the municipality, as well as its reviews and possible revisions.

> *The only document shared is the security plan, which is shared between network participants through e-mail. We also discuss the contents of the security plan during meetings with all other network participants, where we take notes on what needs to change. We then apply the changes to the security plan and e-mail it again to the involved network participants. If we are in a hurry, using the phone to obtain information is the best option. During the festival itself we also use radios to communicate.*
>
> - One of the founders/owners of the festival in the Leiden area, see answer II-I.56

The technology infrastructure serves its purpose, but is at the same time a one-way means of communicating. Files are shared between the sender and the receiver, meaning other network participants will not have access to the shared file, even though it might also be relevant for them. The used system cannot be classified as disabling however, since the network participants can all send, receive and read e-mails, know how to use the e-mail programs, and there is no information overload as the small number of shared files leads to a minimal risk of information overload. The risk for information not reaching its destination is not based on the size and amount of available information, but the disabling file sharing technology and the possible risk of not labelling and archiving information correctly could possibly lead to a loss of relevant information which does not reach the intended destination. This was however not the case since the small number of files which were shared meant all involved parties could spot irregularities or errors fairly quickly, so these could be corrected.

Variable	*Indicators*	*Score*
Sharing of digital files	Technology used for sharing files in the network	E-mail
Technology infrastructure	Is technology facilitating information sharing	Enabling
Information overload	Existence of information overload	No

Table 4.1.5: *The indicator scores for Network Technology of Festival A*

4.1.2.5 Relationships Case 1

Relationships have formed both between individuals and between organizations in this local security network, based on experiences and communication. Although not all experiences have been positive, leading to a decrease in relationship. Relationships originate between people, which leads to better relationships between the corresponding network participants. Bad experiences also reflect on the involved organizations, which can be illustrated by some bad experiences the festival organization has had with the private security provider. For this festival the security provider did not supply qualified personnel which did not live up to the expectations and did not fully follow their assigned responsibilities, and eventually overcharged the festival organization for the supplied security services. This decrease in the relation between the festival organization and that specific private security provider means the festival organization will not hire them to provide the security services at future festivals.

> *We organized the first techno festival ever in the municipality, which meant we had to work with the municipality and the police to find out everything that needed to be arranged and done. We called in the help of the private security provider who had some experience in writing the security plan and knew what was needed to organize a festival. The police and municipality both asked around at their colleagues in different regions what they had to do. We were dealing with people who represented their organizations, which meant we started off building relationships with people, which led to relationships with their organizations. Especially with the municipality the pleasant cooperation has increased our*

relationship with them. The same goes for the fire department and the GHOR, although these organizations are not part of the local security network.

- One of the founders/owners of the festival in the Leiden area, see answer II-I.60

In the local security network there has been a high level of mutual commitment, as all network participants were committed to make a success of this festival to meet their own targets. Mutual dependencies have been very important as well, as every actor had some essential means which were required to organize the festival. Possible means were approval, permits, advise, money, security as a service, and the location itself.

Trust has been especially important for this festival as this was the first techno festival for both the municipality and the festival organization. Several factors were discovered during the planning phase, where trustworthy communication has been essential for the local security network to function as it did. Trust is also crucial for the relationship between network participants and for future events which could be organized by the local security network in the same composition of network participants. The discontinued cooperation with the private security provider after this 2015 edition of the festival due to a decline in trust is a clear illustration of the importance of trust.

In the first year we organized the festival, it was important for us to hire a cheap private security provider, since this is one of the major costs when organizing a festival. This led us to a company we had never heard of before, but everything was in order and they could supposedly supply all the products and services we needed, which was confirmed by the municipality and the police.
The private security provider however, did not at all perform the way we expected. Some of their staff were capable security guards, although the majority were not fit and had no clue how they should act and behave. One female security guard which we specifically requested for frisk searching female visitors was suffering from migraine attacks and left her post every 30 minutes or so to go to the bathroom, without telling her supervisor. This was totally unacceptable. The other security guards were not performing up to our standards as they dropped the ball on many occasions. For instance, one of them had to guard our office location

where the vault was also located. This vault contained over 10.000 euro's, but the guard let unauthorized people near that vault. The people he let in were volunteers of us, so they were part of the festival staff, but they did not have the right clearance to be there since they were not part of the organization. On top of all this, they sent us an incorrect invoice after the festival. We had paid them in cash already right after the festival, but the invoice should be correct as well. I have sent numerous e-mails and made several phone calls to the security company, but I am still waiting on the correct invoice…

- One of the founders/owners of the festival in the Leiden area, see answer II-I.60

I believe trust is very important, as we are doing something very exciting. In 2015 we were really young guys, but we were organizing something cool and getting 1000 people to our festival. And we are responsible for everything that happens at our festival, so if you have some people around you who you can trust and who know what they are doing, that is very important. Also for the safety and security.

- One of the founders/owners of the festival in the Leiden area, see answer II-I.63

Variable	*Indicators*	*Score*
Between individuals	Relationships between individuals	Yes
Between organizations	Relationships between organizations	A little
Mutual commitment	Existence of mutual commitments	Yes
Mutual dependency	Existence mutual dependencies	Yes
Importance of trust	How important is trust	A lot

Table 4.1.6: *The indicator scores for Network Relationships of Festival A*

4.2 Case 2: Festival B in 2017

The second case is the winter edition of this festival in the Leiden area. The location for this festival was at the same location in the same municipality, the same location as the first edition of that festival which has been analyzed in the first case. Because of the different conditions at this winter festival compared to the summer edition in the first case, all stages and dance areas have been placed in heated tents. The maximum number of visitors was set at 1000 people, of which 850 did eventually attend the festival. For the gathering of the data for this case an interview was conducted with one of the two founders of the festival, who is still organizing of all festival editions organized by this festival organization. The police region in which the municipality is situated, is Hollands Midden, and security services have been provided by a local private security provider. This different private security provider indicates the local security network has been changed for this festival, compared to the first case. A full transcript of the interview has been added in appendix II. If references are made to either the debrief of the first aid station (EHBE) or the debrief of the security, both these documents can be found in appendixes III and IV. Since most of the information is similar to case 1, in the analysis of this second case only the differences are discussed.

4.2.1 Effectiveness in Case 2

The effectiveness of this case will also be analyzed using the same set of indicators which have been deducted from the goals of the local security network, which will be used as the structure for this case analysis. This information has been provided by the interviewee, as can be seen in appendices III, IV and V.

At this festival there have no drugs been abandoned by visitors at the entrance, as far as the local security network knows. There was no so-called ‘drop box’ where visitors could voluntary abandon their drugs without consequences. At this festival, there has not been any detection of drugs at the entrance where all visitors were frisk searched. During the festival itself a small amount of soft drugs, a user amount of hashish, has been confiscated from one visitor. This visitor has not been removed from the festival however, nor has this visitor been handed over to the police. No drug dealers have been caught at the festival. There have been no visitors at the first aid station under the influence of alcohol or drugs. No people have been rejected at the entrance. One visitor

has caught using drugs, this was the owner of the confiscated hashish. There were no general security incidents at the festival. See table 4.2 for a schematic representation of this information and the source.

Indicator	*Number*	*Score*	*Source*
Hard drugs abandoned	0	0	II-I.67
Soft drugs abandoned	0	0	II-I.67
Hard drugs confiscated	0	0	II-I.67
Soft drugs confiscated	1	1,17	Appendix IV-I
Apprehended dealers	0	0	II-I.69
Rejected visitors entrance	0	0	II-I.24
Caught drug users	1	1,17	Appendix IV-I
Handed over to police	0	0	II II-I.71; Appendix IV-I -I.71
Drug incidents at EHBE	0	0	Appendix III-I
Alcohol incidents at EHBE	0	0	Appendix III-I
Ambulance rides	0	0	Appendix III-I
Security incidents	0	0	Appendix IV-I

Table 4.2.1: *The scores on goal achievement indicators of Festival A*

4.2.2 The Network of Case 2

The local security network at the second case, the winter edition of the festival in the Leiden area was relatively small. Since the same festival organization has organized a festival two times before this edition at the same location, having a festival organized within the limits of the municipality was no longer a novelty for the local government. The local security network has performed its tasks before on an ad-hoc basis, although the different network participants had now built some history and experience together. One difference was the choice for the local security provider as the provider of private security services, which has previously been done a very affordable private security provider from a different region in the Netherlands. See for more information on these actors appendix II.

The two organizers, one of which was interviewed for this research, have been the organizing actor in the local security network without other involved parties or consultants. The local government was the municipality in the Leiden area, and the responsible police was from the Hollands Midden

police force. The private security provider which was a local security provider from the Leiden area, which has been selected by the organization after some less desirable experiences the previous private security provider. The reputation of the local private security provider was very good according to the police and other festival organizers from the Leiden region, which has led the organizers of the festival to hire a local private security provider for their private security services.

4.2.2.1 Structure Case 2

The network structure of the winter edition of the festival was identical to the one identified in the previous case, although one of the network participants had changed. This did not change the structure of the network itself however. Therefore the dominant network design configuration could also be classified as a hub configuration, although during meetings the all-channel configuration was adopted. The governance method at this festival is also a brokered network governance structure, where during the distinct phases in the organization process either the festival organization or the municipality took on the role of the lead organization.

> *The structure of the network was the same as in 2015. Although we have previously worked together with the same municipality and police force, this meant the cooperation went smoother than before. We knew who was behind the computer when e-mailing with a network partner, and we also learned from each other and the experiences.*
>
> - One of the founders/owners of the festival in the Leiden area, see answer II-I.75

The organizational structure is slightly different, because of an increase in expected visitors and therefore a separate set of requirements. The same seven organizations were present: the festival organization, the private security provider, the municipality, the regional police force, the fire department, the regional medical services GHOR, and the food and beverages supplier. These organizations supplied ten managers, who manage 98 employees in total. This This means the span of control is 9,8, while the administrative intensity is 0,10. The hierarchical structure of the festival can also be seen as fairly flat. The festival organization and the municipality are at the top, where it differs which actor has the leading role. On the next level the police can be found again, above

the head of the private security provider and the food and beverage manager which are located on the next level. This relatively flat line of managers controls all employees on the operational level located at the bottom of the pyramid (answers II-II.63 and II-II.64).

Just like in the first case there are presumably some managers with unique specializations, although these have not been identified in this small local security network, other than the festival organizers which are either focused on the security or on all other festival related topics. There has not been a need for a further specialization amongst managers.

Variable	*Indicators*	*Score*
Network configuration	Dominant network design configuration	Hub
Governance method	Brokered or shared network governance	Brokered network governance
Organizational structure	Size of the organizational network	7
	Span of control of managers	9,8
	Form of hierarchy	Flat
	Administrative intensity	0,1
	Specializations	Yes
	Centralization	Yes

Table 4.2.2: *The indicator scores for Network Structure of Festival B*

4.2.2.2 Culture Case 2

The cultural analysis of the local security network for case 2 is very similar to the one made in the first case. The only difference is the changed private security provider, which will therefore be assessed. There is no use of technical jargon and humor can be observed when there are no pressing issues at hand. The security provider also wears sporty casual clothing, perhaps that is one of the characteristics which can be found throughout the whole branch of private security providers. When working, security employees also wear their own security outfit, although at this company a distinction is made between certified security guards and other employees who are not authorized to perform the full range of security tasks. These employees perform other tasks like guarding emergency exits or stage entrances, but are not allowed to act as a security guard.

There is however a difference between certified security guards and other security staff like people guarding the emergency exits, as only the certified staff wears the security-V which is very recognizable in the whole of the Netherlands.

- One of the founders/owners of the festival in the Leiden area, see answer II-II.20

At this private security provider, all personnel uses first names to address each other, so it seems the atmosphere was also informal, which also applies to the management. As for motivation of the employees, at this private security provider all employees seemed to like their job. The employees were having an enjoyable time while working, which differs greatly from the previous security provider. Therefore less security personnel needed monetary compensation to be motivated to work, as these security employees seemed to be more intrinsically motivated.

At the previous festival there were just one or two security guards who seemed to enjoy the work, at this new private security provider this was completely different. Most employees seemed to like working in this business, they were less working just for the money.

- One of the founders/owners of the festival in the Leiden area, see answer II-II.47

In the local security network at this winter festival, the common language and concepts were partly shared like it was at the previous festival. The view on the nature of human nature was shared amongst the network participants, which could have increased the atmosphere and thus had a positive influence on the working environment. These two similarities were however not enough to speak of a common culture amongst all network participants, there are just some similarities amongst them.

Variable	*Indicators*	*Score*
Subcultures	Common language and concepts	Partly shared
	Group boundaries and identity	Different
	Nature of authority and relationships	Different
	Allocation of rewards and status	Different
	The nature of human nature	Shared
	The nature of human relationships	Different
Similarities between subcultures	Similarities in subcultures amongst some network participants	Yes
Central culture	Shared culture amongst all network participants	No

Table 4.2.3: *The indicator scores for Network Culture of Festival B*

4.3.2.3 Policy Case 2

In this case there have also not been notable changes, since the private security provider does not change policies, they merely follow the instructions given to them. The festival organization indicated the level of formality was also very low in practice at the winter edition of the festival, although a high level of formality was again needed in the required documents like the safety plan which were produced by the local security network. When the local security network itself is reviewed the perceived level of formality is very low. During the festival itself the network participants are acting out of their function and have to use a higher level of formality, although they maintain the low level of formality amongst each other, ensuring effective communications and the desired pleasant working environment. Information is shared directly between participants through e-mail before the festival itself, there is no classification or secret information. This also indicates a low level of formality in the network. Tasks and responsibilities have been recorded prior to the festival itself, as this is a requirement for the permits being issued. Network participants also appreciate this division of tasks and recording of responsibilities, as this increases transparency and clarifies agreements between participants. Sharing responsibilities and tasks also

increases the direct communications, as it is clear which network participant has to act on specific, predefined subjects.

Variable	*Indicators*	*Score*
Formal policy rules	Perceived level of formality in the network	Formal on paper, informal in practice
Information sharing	Way in which information is shared	Freely
Division of tasks	Formally recorded division of tasks	Yes
Recorded responsibilities	Formally recorded division of responsibilities	Yes

Table 4.2.4: *The indicator scores for Network Policy of Festival B*

4.2.2.4 Technology Case 2

The method of choice for sharing files in the network is e-mail, just like in the previous case. There are however not a lot of files which need to be shared in this relatively small network. The only file which is shared back and forth amongst the network participants is the safety plan which has to be changed until perceived correct. The technology infrastructure is adequate although it is at the same time a one-way means of communicating. Files are shared between the sender and the receiver, meaning other network participants will not have access to the shared file, even though it might also be relevant for them. The used system cannot be classified as disabling however, since the network participants can all send, receive and read e-mails, know how to use the e-mail programs, and there is no information overload as the low number of shared files leads to a low risk of information overload. The low number of shared files leads to a low risk of information overload. Because of the low number of shared files, a loss of relevant information is not to be expected, simply because the amount of information is so low everyone should be able to obtain the information.

Variable	*Indicators*	*Score*
Sharing of digital files	Technology used for sharing files in the network	E-mail
Technology infrastructure	Is technology facilitating information sharing	Enabling
Information overload	Existence of information overload	No

Table 4.2.5: *The indicator scores for Network Technology of Festival B*

4.2.2.5 Relationships Case 2

In this local security network the relationships have formed both between individuals and between organizations in this local security network, based on experiences and communication. Since this local security network has been developed and evolved since the first festival in 2015, the network participants have had some time getting to know each other and thus building a relationship.

> *We learn from each festival, and our relationships grow with all involved parties. For example with the emergency services which are advising us during the planning phase of the festival. They provide feedback in which they compare possible incidents to the situation at the previous festival. They see we are handling challenges better and know what to do and who to contact is a situation arises. For instance, during the winter festival the cold weather posed new challenges which we were able to handle better with the help of everyone around us. We get to know our partners better, since we work mostly with the same people.*
>
> - One of the founders/owners of the festival in the Leiden area, answers II-I.19, II-I.31 and II-I.75

The bad experiences the festival organization has had at previous festivals with the private security provider has led to a new partnership with the local private security provider. The previous private security provider has thus been replaced in the local security network by the private security provider from the Leiden area because of bad experience and a bad relationship at previous festivals. This is a good example of the importance of relationships in a local security network. In order to function correctly, a relational base is essential. When that relation is missing, the relation

has to be built or the network partner has to be replaced by a new partner with who a desirable relationship is more likely.

At this winter edition of the festival mutual dependencies have also been very important, as every actor had access to some essential means which were required to successfully organize the festival. Such means have been approval, permits, advise, money, security as a service, and the location. The mutual commitment has also been strong, as everyone involved wanted to create an enjoyable and safe festival. Trust was still important for this festival as the municipality and the festival organization have been building their experiences together, and have therefore also been building a successful relationship.

> *If we would act against the agreements and rules twice, then this would lead to a much stricter interpretation of our agreements. Then we would be asked what we were going to do to make sure this would not happen again. The security plan and the formal rules are great to have as a backup, although trust and the knowledge all problems will be solved helps a great deal in getting things done.*
>
> - One of the founders/owners of the festival in the Leiden area, see answer II-I.77

> *Our relationship with the municipality has really grown since the first festival. We mostly contact them by e-mail, although we can call them as well. We do not use WhatsApp, although during a pressing issue we can always call them. I also have some phone numbers from the police, although we usually contact the police through e-mail or via the municipality when the security plan is involved.*
>
> - One of the founders/owners of the festival in the Leiden area, see answer II-I.60

Variable	*Indicators*	*Score*
Between individuals	Relationships between individuals	Yes
Between organizations	Relationships between organizations	Yes
Mutual commitment	Existence of mutual commitments	Yes
Mutual dependency	Existence mutual dependencies	Yes
Importance of trust	How important is trust	A lot

Table 4.2.6: *The indicator scores for Network Relationships of Festival B*

4.3 Case 3: Festival C in 2014

The third case in this analysis is the festival in the The Hague area in the summer of 2014. This year has proven to be a real challenge for the festival organization, since the municipality of The Hague would ban the festival organization from organizing events for six months after widespread drug use and distribution was found at the Festival. This incident and the closing of the festival organization has made the headlines in all regional newspapers. This situation illustrates an example of bad functioning of a local security network.

The festival organization is an events venue in the area around the city of The Hague, which is located on the quiet part of town. This remote location has made the location famous for its parties which would sometimes last until noon the following day. The festival organization hosts parties on a weekly basis, but a couple of times a year a bigger event, the festival is held in and around the venue. For this 2014 edition of the festival, the maximum number of visitors was set at 1500, of which 800 attended the festival (appendix II). This analysis is based on data which was obtained through an interview with the programmer of festival organization, which is the manager responsible for booking the artists and designing the events. The police region responsible for the The Hague region is Politie Haaglanden, and security services have been provided by a local security company from The Hague. A full transcript of the interview has been added in appendix II. Documents provided by the security provider or the first aid station (EHBE) summarizing the events have not been provided.

4.3.1 Effectiveness in Case 3

As in the last two cases, the effectiveness of the local security network at Festival C will be assessed through the same indicators which have been deducted from the goals of the local security network, these indicators will again provide the structure for this paragraph. This information has been provided by the interviewee, as can be seen in appendix V-II.

At this festival, 20 user units of hard drugs have been abandoned without consequence by visitors at the entrance in the so-called drop box. However, no soft drugs were found in the drop box after the festival was finished. During the festival itself, ten drug users have been caught and their drugs have been confiscated by the staff. Also three drug dealers were caught during the festival, one of them has been handed over to the police. During the festival 30 user units of hard drugs have been confiscated and no soft drugs have been confiscated during the festiva l. At the first aid station one person has been treated for drug related issues, but this person has not been handed over to an ambulance for further treatment. Around 80 visitors have been rejected at the entrance because the security guards did not trust their good intentions. Three general security incidents occurred at the festival. See table 4.3.1 for a schematic representation of this information. This information has again been standardized by correcting for festival size, so the scores for all four investigated cases can be compared with each other.

Indicator	*Number*	*Score*	*Source*
Hard drugs abandoned	20	25	Appendix V-II
Soft drugs abandoned	0	0	Appendix V-II
Hard drugs confiscated	30	37,5	Appendix V-II
Soft drugs confiscated	0	0	Appendix V-II
Apprehended dealers	3	3,75	Appendix V-II
Rejected visitors entrance	80	100	Appendix V-II
Caught drug users	10	12,5	Appendix V-II
Handed over to police	1	1,25	Appendix V-II
Drug incidents at EHBE	1	1,25	Appendix V-II
Alcohol incidents at EHBE	0	0	Appendix V-II
Ambulance rides	0	0	Appendix V-II
Security incidents	3	3,75	Appendix V-II

Table 4.3.1: *The scores on goal achievement indicators of Festival C*

4.3.2 The Network of Case 3

In this case the local security network was so small, one may wonder whether this was a local security network at all. However, there was a cooperation between a private security provider and the festival organization with the purpose of that cooperation was to provide security at a local event. The police and municipality were involved in the network as well, because the festival organization did obtain the required permits to organize the festival. The techno music scene is relatively new to the municipality of The Hague, as are the parties and festivals. Therefore the municipality had little or no experience in dealing with these kinds of events, but allowed the festival organization organize the festival without looking into the details. Although these four parties all played a role in the local security network, it was hardly a network since there was no real communication between the participants. The network consisted of two separate networks, namely the festival organizer and the private security provider in one subnetwork, and the police and the municipality of The Hague in the other subnetwork. There was little communication between the two subnetworks, other than the basics needed for the formal permit for the festival organization to organize the festival.

> *Basically there was no network at all at that festival. We had the permits which allowed us to organize the festival, and we notified the police of the number of visitors we expected. The police would then make sure they had the necessary number of police cars available to intervene if things escalated at our festival, but that was about it.*
>
> - Programmer of the festival in the The Hague area, see answer II-III.31

4.3.2.1 Structure Case 3

During the festival in 2014 the dominant network configuration was a chain configuration. The location of the festival was a quiet location in the The Hague area, where the law was not really enforced making the area essentially a lawless free state. Since the government and the police had never bothered about what happened over there, the event venue and festival organization became known as a techno heaven where drug use was tolerated. The festival organizers hired the private security providers and instructed them to operate according to the customs of the event venue.

There was no 'slap on the wrist' from the municipality or the police, which made us believe what we were doing was okay. We told the security what we needed them to do, and they did what they were asked.

- Programmer of the festival in the The Hague area, see answer II-III.29

As a governance method the brokered network governance structure was the one in place during the festival, with the festival organizers as the lead organization. There was no real meeting in advance between the private security provider and the festival organization while planning the festival. Only a briefing right before the festival started in which the festival organization was clearly in charge of the distribution of information.

We were able to make our own decisions, without having to consult with the municipality, the police or the security. It was our party and whatever we would decide did not affect the permit.

- Programmer of the festival in the The Hague area, answers II-III.34 and II-III.44

The organizational structure consisted of three parties: the festival organization, the private security provider and the food and beverages provider. These organizations supplied three managers who managed a total of 54 employees. This makes the span of control 18 and the administrative intensity 0,06. This meant the organizational structure was really flat with only two layers: the managers and the operational employees. The managers each had their own specialty, although none of which were linked to security. The network was highly centralized because the decisionmaker was the festival organization (answer II-IV.28).

There was no real form of hierarchy, other than us telling security how to do their job. Things like who had to be thrown out and what they could tolerate and what not. We could make all decisions by ourselves, which means we were the central player in the network. Although this was hardly a network at all.

- Programmer of the festival in the The Hague area, see answer II-III.43

Variable	*Indicators*	*Score*
Network configuration	Dominant network design configuration	Chain
Governance method	Brokered or shared network governance	Brokered
Organizational structure	Size of the organizational network	3
	Span of control of managers	18
	Form of hierarchy	Flat
	Administrative intensity	0,06
	Specializations	Not related to security
	Centralization	Yes

Table 4.3.2: *The indicator scores for Network Structure of Festival C*

4.3.2.2 Culture Case 3

If the subcultures for this local security network are assessed, the two main actors are the private security provider and the festival organization. The police and the municipality were hardly involved in the network and did not actively participate in the organization of the festival or the festival itself, making their cultural assessment irrelevant for this analysis. The festival organization originates from an event venue, which focused heavily on serving food and drinks. Therefore the technical jargon used by the festival organization was mainly about food and drink related topics, like in any other restaurant or bar. The private security provider had a rougher jargon, based on street lingo and gym talk. No real professional terms were used by this security personnel. The emotional jargon or humor was also quite different, as the humor used by the festival organization was pretty intelligent and actually funny, whereas the security employees used a more barbaric kind of humor.

> *These security guys are a very different kind of people compared to us as the the festival organization and our audience. If I talk to one of them, they always strike me as kind of odd. They also enjoy different music styles like jump style, which does not match with the music styles we play at our venue or at our festival. Our audience is also different from the people they personally identify with, the security guys think our visitors were strange people.*
>
> - Programmer of the festival in the The Hague area, see answer II-III.45

This cultural difference has led to disagreements in the past, we even had to educate them a little if you will. We do prefer to have security guards who enjoy a little techno themselves and would visit a similar festival like ours when they are not working. Most security guards still have to find out everything that happens in the techno culture and are struggling with that. An example is a big guy from a neighborhood in The Hague which is known for its uneducated, aggressive population] who has been kickboxing for all his life. Then the head of security asks him if he wants to be a doorman, since he is so big. This dude has no experience whatsoever, and when things get tricky he gets aggressive immediately. That is not something you want at your festival…

- Programmer of the festival in the The Hague area, see answer II-III.46

The festival organization is wearing casual beach clothes, including bare feet and sleeveless shirts and during the festival itself they are wearing crew shirts. The security company is wearing mostly sports clothing when they are not working, during the festival they are wearing black company shirts with a light gray V on the chest. No different clothing is used to indicate ranks or a management position within the organizations.

Colleagues address each other, as well as their bosses, using their first names at both the festival organization and the private security provider. When in a meeting, the most valued opinion at the individual network participants is the opinion of the highest in rank or the expert in the field. At the festival organization this means the most important opinion is that of the venue owner, the manager, or the programmer, depending on the topic. At the private security provider the owner of the security company has the most valuable opinion. Disagreeing with the boss is possible at both the festival organization and the private security provider, although this needs to be done in private.

At the festival organization there are hardly ever people who are being promoted, although working hard and taking responsibility are always appreciated and might lead to promotion when a position becomes available. The same goes for the private security provider. There is no specific behavior that is rewarded or punished at both the festival organization and the private security

provider. Working against company policy is usually punished however, first by warning the employee, and if the behavior does not change the employee might be fired.

People are working better if they are rewarded, although a reward needs to be earned according to the festival organization. However a reward is not necessary, some people work because they like it and are intrinsically motivated. This is very different for the private security provider, where a monetary reward for performed services is essential for the employees to function. Employees are enjoying their work at the private security service, which also applies to the festival organization. At both the festival organization as the private security provider, the leadership style is informal and based on trust.

There are cultural differences between the festival organization and the private security provider, although there are also some similarities. This does not mean there is a central culture in the network however, since the observed cultural differences are as far apart as possible for these organizations.

Variable	*Indicators*	*Score*
Subcultures	Common language and concepts	Different
	Group boundaries and identity	Similar
	Nature of authority and relationships	Similar
	Allocation of rewards and status	Similar
	The nature of human nature	Similar
	The nature of human relationships	Different
Similarities between subcultures	Similarities in subcultures amongst some network participants	No
Central culture	Shared culture amongst all network participants	No

Table 4.3.3: *The indicator scores for Network Culture of Festival C*

4.3.2.3 Policy Case 3

When it comes to policy, there were hardly any rules or regulations which were followed. The Dutch drugs laws were not upheld, there were no guidelines from the municipality or the police which were enforced, and the opinion of the festival organization mattered most. Information was shared freely, but information was never written down meaning there was formally no information being shared amongst the network participants. The organization just discussed their views with the private security provider, which in turn had to enforce those oral instructions. Tasks and responsibilities were also discussed, although these were never formalized nor put in writing. This meant the security guards did their job, and the security organization did not have to worry about security related topics unless there was an incident in which decisions had to be made.

Variable	*Indicators*	*Score*
Formal policy rules	Perceived level of formality in the network	Informal
Information sharing	Way in which information is shared	None
Division of tasks	Formally recorded division of tasks	Yes, but not formally
Recorded responsibilities	Formally recorded division of responsibilities	Yes, but not formally

Table 4.3.4: *The indicator scores for Network Policy of Festival C*

4.3.2.4 Technology Case 3

In this local security network, there has been no file sharing amongst network participants. Even though there was no information being shared, the used system can however be classified as disabling, since the network participants could not all send, receive and read the required information, since they were not able to use a computer.

> *That security company work very low tech, I would be surprised if all of them knew how to turn on a computer…*
>
> - Programmer of the festival in the The Hague area, see answer II-III.72

The risk for information not reaching its destination because of the size and amount of the information did not exist since there was no information shared amongst the network participants.

Variable	*Indicators*	*Score*
Sharing of digital files	Technology used for sharing files in the network	None
Technology infrastructure	Is technology facilitating information sharing	Disabling
Information overload	Existence of information overload	No

Table 4.3.5: *The indicator scores for Network Technology of Festival C*

4.3.2.5 Relationships Case 3

At the festival in 2014 there have been no relations between the festival organization and the private security organization, other than that of a customer and the provider. The festival organization hired the services of the private security provider, which had to execute their tasks according to the wishes of the festival organization. There were no relationships between individuals or organizations whatsoever. The security guards would show up on the agreed upon time and leave right after the festival was over.

> *The only contact we had with the security provider was a short 'hello' when they arrived and a 'goodbye' when they left. 'We will see you again next week, we will let you know how many guards we need'. That is about it, there was no relationship at all.*
>
> - Programmer of the festival in the The Hague area, see answers II-III.68 and II-III.69

There were no mutual commitments or mutual dependencies, other than those of customer and provider. Trust was also very low, in the security provider but also in the police.

> *There was no bond whatsoever between the security and ourselves, since there was also little to no trust amongst us. It was purely business. There was also no*

trust between us and the police. Not because we did not trust the police, but we did not have a connection to them. We only saw the police when things went wrong and then they had to enforce the law on us and our visitors.

- Programmer of the festival in the The Hague area, see answer II-III.69, II-III.70

Variable	*Indicators*	*Score*
Between individuals	Relationships between individuals	None
Between organizations	Relationships between organizations	None
Mutual commitment	Existence of mutual commitments	No
Mutual dependency	Existence mutual dependencies	No
Importance of trust	How important is trust	Not

Table 4.3.6: *The indicator scores for Network Relationships of Festival C*

4.4 Case 4: Festival D in 2017

After the bad experience of the closure by the municipality in 2014, the festival organization decided to create a real local security network for future events. The festival of case 4 was also held in and around the venue in the The Hague area. The maximum number of visitors was 1500, of which 800 attended the festival. The data for this analysis was gathered through an interview with the programmer of the festival organization who is responsible for designing the events and booking the artists. The responsible police region is Haaglanden, and the municipality is The Hague. Security services have been provided by a local security provider from The Hague.

4.4.1 Effectiveness in Case 4

In this case the effectiveness will again be assessed using the same set of indicators which has also been used in the analysis of the other three cases. These indicators will again form the structure for this paragraph. This information has been provided by the interviewee, as can be seen in appendix V-II.

At this festival quite some drugs have been abandoned by visitors in the drop box at the entrance of the festival: 30 user units of hard drugs and 15 user units of soft drugs have been found in the drop box. During the festival itself one drug dealer has been caught, his drugs has been confiscated and he has been handed over to the police. Five people were caught using drugs, their drugs have also been confiscated and these people have also been handed over to the police. The total amount of confiscated drugs was 15 user units of hard drugs and 10 user units of soft drugs. At the entrance of the festival 120 people have been rejected by security for misbehavior or behaving in a suspicious way which does not comply with the party atmosphere at the festival. There was one general security incident at the festival. See table 4.4.1 for a representation of this information. This information has been standardized by correcting for the festival size, so eventually all scores for the four investigated cases can be compared with each other.

Indicator	*Number*	*Score*	*Source*
Hard drugs abandoned	30	37,5	Appendix V-II
Soft drugs abandoned	15	18,75	Appendix V-II
Hard drugs confiscated	15	18,75	Appendix V-II
Soft drugs confiscated	10	12,5	Appendix V-II
Apprehended dealers	1	1,25	Appendix V-II
Rejected visitors entrance	120	150	Appendix V-II
Caught drug users	5	6,25	Appendix V-II
Handed over to police	5	6,25	Appendix V-II
Drug incidents at EHBE	0	0	Appendix V-II
Alcohol incidents at EHBE	0	0	Appendix V-II
Ambulance rides	0	0	Appendix V-II
Security incidents	1	1,25	Appendix V-II

Table 4.4.1: *The scores on goal achievement indicators of Festival D*

4.4.2 The Network of Case 4

The local security network at this fourth case has evolved drastically compared to the local security network at the disastrous festival in 2014. Since then, the municipality has also grown in competence in dealing with techno events, which means they can assess an event like this Festival better than before. The police is also actively participating in creating better events by providing counsel als advice to avoid problems like before. The data for this case analysis was again obtained

through an interview with the programmer of the festival organization, who has first-hand experienced the evolution of the local security network from the virtually non-existent network in 2014 until the network that exists today.

The network itself consists of the festival organization of the event venue, the private security provider from The Hague, the municipality of The Hague and the Haaglanden police district. Even though past experiences with the local security provider have not been totally satisfactory for the festival organization, this security provider is still hired by the event venue for providing security at its events.

4.4.2.1 Structure Case 4

The network structure of the local security network shows characteristics of all three network configurations. The municipality and the police share information freely amongst each other like in an all-channel configuration, where the internal organization within the the festival organization looks more like a chain configuration with the owner at the top. The network as a whole can be classified as a hub network, where the festival organization has the central role.

> *I would characterize the structure of the network as a hub with ourselves as the central actor, although we function as a chain configuration ourselves. In this festival organization there are a couple of people, like the owner, the event planner, the food and beverage manager and myself. The owner is our boss and he distributes tasks amongst the other three people in the festival organization. The police and the municipality function more like an all-channel, since they contact each other on a regular basis, without interference of anybody else. An all-channel structure would not function for us as the organizing actor, since then everyone is contacting everyone else and no one is keeping track of all the flows of information. In the network as a whole, we are the central actor as the festival organization.*
>
> - Programmer of the festival in the The Hague area, answers II-III.73, II-III.74 and II-III

Governance method is brokered network governance in which the festival organization takes on the role of the lead organization, in which the owner is the highest manager.

> *We are definitely governed through brokered network governance where the owner of event venue is the head of the lead organization. He is not just the owner of this particular event venue by the way, he is also the owner of the event location next to this venue, as well as the one next to that. He owns half of the event venues in the region.*
>
> - Programmer of the festival in the The Hague area, see answers II-III.73 and II-III.77

The organizational structure has grown from the previous three organizations to a total of five organizations: the festival organization, the police, the municipality, the private security provider and the food and beverages provider. These organizations supply eight managers, who manage a team of in total 65 employees. The corresponding span of control is 8,125, while the administrative intensity is 0,12. There is a pretty steep hierarchy with four levels, and there are different specializations amongst the managers (answer II-IV.28).

Variable	*Indicators*	*Score*
Network configuration	Dominant network design configuration	Hub
Governance method	Brokered or shared network governance	Brokered network governance
Organizational structure	Size of the organizational network	5
	Span of control of managers	8,125
	Form of hierarchy	Steep
	Administrative intensity	0,12
	Specializations	Yes
	Centralization	Yes

Table 4.4.2: *The indicator scores for Network Structure of Festival D*

4.4.2.2 Culture Case 4

The level of technical jargon used by the network participants is low, although the festival organization still uses mainly jargon used in restaurants and bars and the private security provider

uses street lingo and gym talk. The police and municipality do not use any observable jargon, they both speak the Dutch language correctly and in a way you might expect from government officials. The organization still uses clever and witty humor, while the security employees use their familiar lower, macho oriented humor. The municipality has not been observed joking at all, while at the police very decent jokes were made.

> *We are still using the same security provider, although incidents in the past have led to discussions about certain security guards which are no longer welcome at our events. We sometimes still get complaints about their guards, which sometimes leads to us sending them away as well. This does not happen after just one complaint of course, but if three people indicate that the same guard is misbehaving, there must be something true to that story.*
>
> - Programmer of the festival in the The Hague area, see answer II-III.50

The festival organization is still very casually dressed in their beach wear, while the security personnel is often wearing their casual sportswear. During a festival the organization is wearing recognizable shirts and the security staff is wearing their black shirts with the light gray V on the chest. The police is always in uniform, whether it is during the planning phase or during the festival itself, on which their ranks are clearly visible. The municipality officials are wearing casual clothing.

At the festival organization and the private security provider all personnel is using each other's first names, even when addressing their bosses. At the police and the municipality people are addressing their colleagues and bosses by their last name, it is more formal there. The most valued opinion at the festival organization is of the owner, although it also depends on the topic which might be some other persons area of expertise. Which means the most valuable option might change depending on the subject that is being discussed. At the police and the municipality the most relevant opinions probably also depend on the topic, but also on the existing hierarchy.

Getting promoted is still difficult at the festival organization and at the private security provider, since the organizations are relatively flat with little management positions. Performing well and

taking responsibility are still key for getting a promotion. At the municipality and police being promoted happens through the hierarchical structure of these organizations, where outperforming colleagues is often appreciated. Being rewarded or punished for typical behavior does not really happen at the festival organization or the private security provider, although not following the company rules leads to warnings and ultimately dismissal.

The festival organization does still believe that people are partly motivated to work intrinsically and need motivation through salary for another part, whereas the private security needs a lot of financial compensation to do their job. Employees at the police and municipality are expected to be more intrinsically motivated to work, since they are working for the government and thus for society as a whole. All employees at all network participants are expected to enjoy working at their employers, although the motivations might differ amongst the network participants. The leadership style of the festival organization and the private security provider is based on trust like it was before, the police and municipality have a stricter leadership style based on the hierarchy.

There are cultural differences between the network participants, although there are also some similarities. A central culture in the network cannot be identified however.

Variable	*Indicators*	*Score*
Subcultures	Common language and concepts	Different
	Group boundaries and identity	Similar
	Nature of authority and relationships	Similar
	Allocation of rewards and status	Similar
	The nature of human nature	Similar
	The nature of human relationships	Different
Similarities between subcultures	Similarities in subcultures amongst some network participants	Yes
Central culture	Shared culture amongst all network participants	No

Table 4.4.3: *The indicator scores for Network Culture of Festival D*

4.4.2.3 Policy Case 4

Compared to the 2014 festival there have now a lot of formal policy measures been implemented at the venue, both for their regular events as for the festivals. These policy measures are based on formal procedures, although at the day of the festival itself a more informal setting is created. There are a lot more rules to be followed at the festival, both for the visitors and for the staff, and the implementation of practical measures ensures the festival stays within the limits of the guidelines set by the municipality and the police.

> *The local security network is based on formal rules, which in turn leads to trust amongst network participants. On the day of the festival the atmosphere is more relaxed and informal, although the preparation of the festival and the required paperwork is definitely formal. The rules are also way stricter than before, as the security staff now searches all visitors more thoroughly, as is advised by the municipality. We also have signs everywhere, which are stating the house rules and the zero-tolerance policy against drugs, which means visitors cannot say they have not been informed about our policies. All festival organization managers are wearing earphones to be able to communicate amongst each other, as well as the security guards. And even the suspicion of someone in possession of drugs is enough to pick that person out and search him or her. That might not be nice for innocent visitors who get picked out, but we prefer this procedure over being closed for six months.*
>
> - Programmer of the festival in the The Hague area, see answer II-III.88

Festivals now require information to be shared amongst network participants, especially between the festival organization and the municipality. That information is sent using a classification system, which means not all information is accessible for all network participants. Not all sent information is classified however, so all people involved should have access to the information needed to do their job.

We now have agreements with the municipality on what information we need to share with them before we organize a festival. Our contact person at the municipality stays in contact with a single contact person at our organization, the two of them supply each other with the required documents and other information. This is also related to the permits we need for a festival. That information is kept confidential for the other network participants, and even for our own staff who are not directly involved. Other information can be shared freely, but we do use some restrictions in the sharing of information.

- Programmer of the festival in the The Hague area, see answer II-III.92 and II-III.93

Tasks and responsibilities have been formally recorded between the network participants. A standard security plan which is used by event venue for all their parties can be slightly changed to be usable for the festival as well. Therefore additional information needs to be provided to the municipality in order to obtain the required permit.

We have a standard security plan, which has been communicated and approved by the municipality. This is because we organize a lot of parties, sometimes even multiple parties per week. The security plan does also cover our festivals, although we still need to present the details of each festival to the municipality. We also have an ongoing agreement with security which has recorded the responsibilities and the tasks at our different events. We just have to provide the security company with the details of each event, like type of party, style of music, number of visitors and the number of required security staff they need to provide. Other than these details everything is covered, so we do not need to pay special attention to the security matters.

- Programmer of the festival in the The Hague area, see answer II-III.91

Variable	*Indicators*	*Score*
Formal policy rules	Perceived level of formality in the network	Formal
Information sharing	Way in which information is shared	Classified
Division of tasks	Formally recorded division of tasks	Yes
Recorded responsibilities	Formally recorded division of responsibilities	Yes

Table 4.4.4: *The indicator scores for Network Policy of Festival D*

4.4.2.4 Technology Case 4

The method for sharing digital files is through e-mail, since with this method is easier to control if all involved parties have received and read the information. A shared file system has been tested before, but that did not provide the service required for the festival, as it was never clear to network participants if all other participants had received and read the information. This meant extra work to check if everyone had received the information, which meant the file sharing system did not meet the requirements. This also meant the risk of information overload and possible disabling file sharing technology was avoided through human intervention. The festival organization kept track of the essential information and made sure by checking and sometimes double checking if all the information got to its destination. So technically the infrastructure was disabling and possible information overload could occur, but these undesirable situations were prevented through human efforts.

> *Files are being shared through e-mail, which also provides a reading confirmation. Or it is possible to check up on the receiver whether he or she has received the e-mail. We have tried a file sharing program, Wonderlist or something like that, which allowed everyone in the network to share their files. This became messy real fast and for the users it was not clear which information had been read by whom and what information did not reach its destination. This meant way more work for us than using e-mail, which is why we switched back to regular e-mail. We prefer using e-mail or just use the telephone.*
>
> - Programmer of the festival in the The Hague area, see answer II-III.94

Variable	*Indicators*	*Score*
Sharing of digital files	Technology used for sharing files in the network	E-mail
Technology infrastructure	Is technology facilitating information sharing	Enabling
Information overload	Existence of information overload	No

Table 4.2.5: *The indicator scores for Network Technology of Festival D*

4.4.2.5 Relationships Case 4

Relationships in the local security network start out as relationships between individuals, because the contact persons of each network participant are communicating with each other and getting to know each other. Both these contact persons share a responsibility in this, if multiple incidents happen in that relationship this will reflect on the image of the corresponding company of that contact person. This does not apply to the municipality and the police however, because these two network participants cannot be changed.

> *Relationships are formed between people, because they are in contact with each other. One of us has contact with one of you, which builds a relationship with that organization through that person. Both involved people have a certain responsibility in that process, because they are both representing their organization. If six or seven bad experiences occur with a specific person, than this might influence the opinion we have about that person and about his organization. This is especially true for the security, since we cannot choose the municipality or the police district, since we are based in The Hague.*
>
> - Programmer of the festival in the The Hague area, see answer II-III.96 and II-III.97

As the bad experience in 2014 illustrates, there can also be relationships between organizations. The police and municipality are now actively involved in the local security network to make sure the festival will be within the limits of the laws and regulations. This means there now is a relationship between both the police and municipality and the festival organization. Good

experiences with individuals employed at the network participants also reflect on the involved companies, which makes the relationships even stronger.

> *After we have been closed because of a drug problem in 2014, the relationship with the police and the municipality has really grown. They now support us in preparing in the best way possible when we are having a festival, to avoid similar situations as in 2014. The police is now really supportive of our activities, and even supports us on Facebook. That is really nice to see, our relationship has definitely grown.*
>
> - Programmer of the festival in the The Hague area, answers II-III.26, II-III.15 and II-III.105

All involved network participants are trying to increase the atmosphere and reputation of the beach, as they will all benefit from a better beach, which indicates a shared commitment which was absent in 2014. Festivals will increase the number of people spending a day in The Hague, which is a desirable situation for everybody involved. There are no real dependencies in the network, other than the municipality issuing the permits and for the private security provider to be hired by the festival organization. As previously mentioned already, trust is very important in this network, as trust will show you are a reliable partner which means cooperating with the other network participants will become smoother.

> *We all want an enjoyable beach, I believe the municipality will be just as happy with that as we are. We function as an attraction which lures people to The Hague, both tourists and party people from other cities. That is a shared commitment we all have. There is no real mutual dependency as we all function as one big organization within the network, apart from the municipality issuing the permits.*
>
> - Programmer of the festival in the The Hague area, see answer II-III.76

Variable	*Indicators*	*Score*
Between individuals	Relationships between individuals	Yes
Between organizations	Relationships between organizations	Yes
Mutual commitment	Existence of mutual commitments	Yes
Mutual dependency	Existence mutual dependencies	No
Importance of trust	How important is trust	A lot

Table 4.2.6: *The indicator scores for Network Relationships of Festival D*

4.5 Comparing the cases

As anticipated in the theoretical framework, there are different phases in which the local security networks operate during their existence. When the different cases are compared in this analysis, the local security network will be mostly assessed on its characteristics during the preparatory stage. The effectiveness of the local security network will be assessed during the festival itself, as this follows from the central research question.

Indicator	*Case 1*	*Case 2*	*Case 3*	*Case 4*
Hard drugs abandoned	0	0	25	37,5
Soft drugs abandoned	0	0	0	18,75
Hard drugs confiscated	0	0	37,5	18,75
Soft drugs confiscated	2,86	1,17	0	12,5
Apprehended dealers	0	0	3,75	1,25
Rejected visitors entrance	8,57	0	100	150
Caught drug users	0	1,17	12,5	6,25
Handed over to police	0	0	1,25	6,25
Drug incidents at EHBE	4,28	0	1,25	0
Alcohol incidents at EHBE	2,86	0	0	0
Ambulance rides	2,86	0	0	0
Security incidents	0	0	3,75	1,25

Table 4.5.1: *The standardized scores on goal achievement indicators of all analyzed cases*

In table 4.5.1 the scores on goal achievement, the measurable part of the effectiveness, have been presented for all four cases. These scores have been standardized to correct for the number of visitors at each festival. Therefore the scores of one of the cases on one indicator can be compared to the scores of the other cases on that same indicator. Further in this paragraph table 4.5.2 is shown in which the scores on all indicators for all variables is presented.

The first thing which can be observed in the table, is that for cases 1 and case 2 the scores on the top eight indicators are significantly lower than those of case 3 and case 4. This could be related to visitors at the Festival who are using more drugs compared to the visitors of the festival in the Leiden area. The (former) reputation of the event venue might have played a role in this as well.

However case 1 scores relatively high on the last four indicators, which are the incidents which have not been prevented by the local security network. People consuming too much alcohol or drugs, and incidents which had to be solved by the security guards. This might indicate a certain inexperience of the local security network, which is of course possible since this case was the first ever festival organized by the festival organization, and the first ever techno event in the municipality. In case 2 these indicators are all zero, which might indicate the local security network has learned from the experience and performed better.

Case 2 scores very low on all of the indicators, there was only one person using soft drugs during the festival. This could be because of characteristics of the visitors which might have been younger and were not using a lot of drugs. If there are less drugs on a festival, there will be less drugs abandoned or confiscated, also will there be less drug related incidents at the EHBE.

The number of people rejected at the entrance is really high in case 3 and case 4, which could indicate the people coming to the Festival are generally not looking for a nice party, like the people coming to the festival in the Leiden area are. Looking at the low scores on the security incidents in case 3 and case 4, the security certainly kept out most of the troublemakers. If their judgement was correct and so many people needed to be rejected remains to be seen.

A better cooperation between the network participants is illustrated in case 3 and case 4. The number of caught drug users and apprehended dealers does not correspond to the number of people handed over to the police in case 3, where it exactly matches the number handed over to the police in case 4.

At case 1 and case 2 there have no people been handed over to the police, not even when they were caught using drugs or carrying drugs when trying to get access to the festival terrain. This indicates a more laid back stance on drug use, which does not correspond with a strict reading of the Dutch law. However, this information is also discussed with the police and the municipality and apparently these practices are tolerated as they are tolerated on the streets as well as part of the Dutch ‘gedoogbeleid’.

Variable	*Indicators*	*Case 1 TNF15*	*Case 2 TNF17*	*Case 3 WF14*	*Case 4 WF17*
Network configuration	Dominant network design configuration	Hub	Hub	Chain	Hub
Governance method	Brokered network governance or shared network governance	Brokered network governance	Brokered network governance	Brokered network governance	Brokered network governance
Organizational structure	Size of the organizational network	7	7	3	5
	Span of control of managers	11,125	9,8	18	8,125
	Form of hierarchy	Flat	Flat	Flat	Steep
	Administrative intensity	0,09	0,10	0,06	0,12
	Specializations	Yes	Yes	Yes	Yes
	Centralization	Yes	Yes	Yes	Yes
Subcultures	Common language and concepts	Partly shared	Partly shared	Different	Different
	Group boundaries and identity	Different	Different	Similar	Similar
	Nature of authority and relationships	Different	Different	Similar	Similar
	Allocation of rewards and status	Different	Different	Similar	Similar
	The nature of human nature	Different	Different	Similar	Similar
	The nature of human relationships	Different	Different	Different	Different
Similarities between subcultures	Similarities in subcultures amongst some network participants	Yes	Yes	Yes	Yes
Central culture	Shared culture amongst all network participants	No	No	No	No
Formal policy rules	Perceived level of formality in the network	Formal on paper, informal in practice	Formal on paper, informal in practice	Informal	Formal
Information sharing	Way in which information is shared	Freely	Freely	None	Classified
Division of tasks	Has tasks division amongst network participants been formally recorded	Yes	Yes	No	Yes
Recorded responsibilities	Has the division of responsibilities amongst network participants been formally recorded	Yes	Yes	No	Yes
Sharing of digital files	The facilitating technology used for sharing files in the network	E-mail	E-mail	None	E-mail
Technology infrastructure	The way in which the used technology is facilitating information sharing	Enabling	Enabling	Disabling	Enabling

Information overload	Existence of information overload	No	No	No	No
Between individuals	Have relationships formed between participating individuals	Yes	Yes	Yes	Yes
Between organizations	Have relationships formed between participating organizations	No	Yes	No	Yes
Mutual commitment	Do mutual commitments exist in the network	Yes	Yes	No	Yes
Mutual dependency	Do mutual dependencies exist in the network	Yes	Yes	Yes	Yes
Importance of trust	How important is trust between network participants	A lot	A lot	Not	A lot
Goal achievement (standardized scores)	Hard drugs abandoned	0	0	25	37,5
	Soft drugs abandoned	0	0	0	18,75
	Hard drugs confiscated	0	0	37,5	18,75
	Soft drugs confiscated	2,86	1,17	0	12,5
	Apprehended dealers	0	0	3,75	1,25
	Rejected visitors entrance	8,57	0	100	150
	Caught drug users	0	1,17	12,5	6,25
	Handed over to police	0	0	1,25	6,25
	Drug incidents at EHBE	4,28	0	1,25	0
	Alcohol incidents at EHBE	2,86	0	0	0
	Ambulance rides	2,86	0	0	0
	Security incidents	0	0	3,75	1,25

Table 4.5.2: *The scores on the identified indicators of all analyzed cases*

A first observation when analyzing the scores on the indicators for case 3 and case 4, is that having a local security network in place really does help to deliver security. In case 3 there was no local security network which allowed for a lot of drug use and drug dealing, which eventually led to the closing of the event venue. Having a local security network in place leads to more drugs taken by the security guards, 100 percent of violators being handed over to the police, a dramatic decrease of security incidents and no more drug related incidents at the EHBE.

The theoretical framework indicated the importance of the structural and relational factors for a goal-oriented network (Kilduff & Tsai, 2003: 92), which means those factors should be most important in these local security networks. This is confirmed by the scores on the structural and relational factors for the three more successful cases. These cases all have comparable scores on all indicators for these factors, where relations between at least some employees of the participating organizations is very important for the functioning of the network as a whole. In these cases the importance of trust is also seen as very high.

All local security networks are operating using the hub network configuration with the corresponding brokered network governance. It appears the shared network governance is not favored in these local security networks at Dutch techno festivals.

Although it is difficult to compare the four cases in this matter, since the circumstances of the festival in the The Hague area and the Leiden area are too different to compare. If the corresponding cases are compared to each other, so case 1 is compared to case 2 and case 3 to case 4, it seems a smaller span of control for the managers and a corresponding higher administrative intensity leads to a better performance of the local security network.

The existence of a central culture for the local security network does not seem to make a lot of difference for the performance, as neither of the cases appears to have a common culture, although there are similarities in culture to be found amongst network participants.

5. Conclusion

To conclude this thesis, an answer must be formulated on the central research question. This question was: *What factors determine the effectiveness of a local security network in dealing with drug related issues at techno festivals in the Netherlands?*

The most important factors for achieving effectiveness of a local security network in dealing with drug related issues at techno festivals in the Netherlands are the network structure, the network relationships and the network policy. More specific, the network needs to be configured following a hub design where the festival organization functions as the lead organization, although this function could be swapped to the municipality when permits are the focus of the local security network. The span of control of the managers needs to be below 12 employees, although less is even more desirable and the administrative intensity should be at least 0.09 managers per employee. During the preparatory stage of the festival the level of formality in the local security network needs to be high, although this might be less during the festival itself. The classification of shared information is not that important, although important information needs to reach its destination. Tasks and responsibilities have to be divided amongst the network participants and this needs to be formally recorded so all network participants know what they need to do and what the other participants will be doing. The different contact persons at the network participants need to build relationships amongst each other, as this will lead to relationships between the corresponding organizations. In turn these relationships between people and between organizations will lead to trust, which is very important for the functioning of the local security network. It would be best if network participants can be found who share commitment with the network and its goals. The network participants also need to be dependent on each other to increase the tightness and functioning of the local security network.

Interviewees further indicated that building positive experiences amongst network participants and learning in general have been very important in the functioning of a local security network. Therefore these two factors have been also added as significantly contributing factors to the effectiveness of a local security network in dealing with drug related incidents at Dutch techno

festivals. Both these factors are not mentioned in the literature however, which might make them interesting subjects for future studies to the effectiveness of local security networks in general.

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