

## Book review

Michael B. Duignan, *Managing Events, Festivals and the Visitor Economy: Concepts, Collaborations and Cases* (CABI Publishing, Wallingford, UK 2021) 192 pp.

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Mike Duignan curates a mixed bag of treats in this edited collection of case studies around the management of events, festivals and the visitor economy. The volume consists of an introduction and examination of the complexities of events and festivals followed by 11 very diverse case studies from around the world, written by prominent scholars working in the visitor economy. As such, the volume makes for interesting reading and will be of use to researchers engaging with these topics.

First, Duignan in the one-page introduction notes the importance of industry-focused learning. Second, Robertson, Mair, Lockstone-Binney and Duignan again bring management and organisational theory to bear on events and festivals in the visitor economy. Specifically, resource dependency theory (RDT) and stakeholder theory (ST) serve as instrumental behavioural means for interpreting visitor behaviour. Subsequent case studies present analyses from this implicit theoretical lens: such as dementia-friendly destinations in Scotland (Hansen, Fyall, Leask and Wardrop – chapter 3) where holidays are times for rehabilitation with the potential to add legislative and marketing value to the location. Or ethnic return tourism as German *Heimat* (homeland) tourists engage physically and existentially with their Romanian mother-city (Bieber, Gilde and Wee – chapter 4), home-finding as opposed to developing an home-from home.

Chapter 5, by Halpenny, Yan and Macmillan, expands upon the idea that festivals are essential temporal anchors for local residents. This is especially apparent in hostile natural environments such as the Canadian winter. Ice on Whyte in Edmonton is their example of a festival struggling to gain traction in a competitive market of winter cities. Here, rebranding as Boardwalk Ice on Whyte – attempting to re-focus the festival's elements geographically in the city (ice bar, ice sculpture, ice carving, 'high end' dining in tents), and trying to appeal to a more adult audience – failed to attract the level of patrons they had traditionally enjoyed. It is a salutary warning in the vein of Davydd Greenwood's (1977) classic analysis of the Alarde festival of Fuenterrabia where selling 'culture by the pound' disinvested the protagonists.

Duignan's volume develops with case studies on the Grand Egyptian Museum as a catalyst for tourism to Egypt (Selima, Fyall and Hara), assessing overtourism in Malta (Briguglio and Avellino), mitigating overtourism at Cambodia's Angkor Wat (Green and Vaschetto) and engaging locals in the problem of overtourism in Winchester (Seraphin and Korstanje). The last study presents an ambidextrous management (AM) approach to the sustainability of tourist visits: a positive for every negative and

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vice versa such as profitability with overtourism, community services with gentrification. As an eventful city, the authors advocate a dialogue between Winchester locals and Winchester visitors to prevent the development of any hostility be it stranger-danger or tourist overtourism aka terrorism (Tarlow's instrumentalism of the 'Other' to maximise goals). The key to this festival city is to maintain a balance of local provision and visitor consumption.

Two chapters in the volume consider place identity in the context of the visitor economy and return debate to the complexities of return tourism. Chen, Rao and Li show that there are generational differences to factor into the different mobility dynamics of migrants. They expand: in 2001, 998 villagers migrated *en masse* away from Wushan in Guangdong Province due to flooding. The researchers found that the elder generations struggled to fit into their new home Zhaoqing more so than the teens and kid generation who were born and raised in the new home place. They tried to retain their 'old hometown culture' (p. 91). The young adult generation was of a 'half-and-half ratio' in terms of adopting and preserving culture, demonstrating a scale of reduced flexibility with an increase in age. The eviction of 4,000 families from structures in Rio to give way to the 2016 Olympics infrastructure is a similar urban illustration of leisure by leverage for Vandembroucke, Gérard and May. Both mass relocations raise human rights issues of entitlement and disenfranchisement whether from natural disaster or 'man'-made mega-event.

The final two chapters in the volume both articulate student research collaborations investigating the visitor economy with one of the longest and strongest contributions of 16 pages (Ardley, Taylor, Voase and Hedison) and with one of the shortest and weakest at six pages (Hunt and Taylor). The former is a study of visitor experiences to the Magna Carta held in Lincoln, and the latter is a consultancy project with Lincoln City Football Club. A new exhibition space is developing an experiential servicescape for visitors to appreciate the manuscript. But it needs more than that. It needs a touch of sacredness to give it an aura and at the same time balanced with a capacity to relate to the everyday visitor – so that it links to their individual self-concept even ('the document "is part of what I am and what I believe in"', p. 177). In both chapters, the authors press for the university student to be considered as the producer of the research; they give an involved, immersed perspective to an intellectual project. This demonstrates research-engaged teaching and delivers valuable advice for stakeholders in the community.

In sum, the volume introduces the reader to a plethora of cases, examples, illustrations and riffs around the world on disturbances in the visitor economy and their management. This can involve academic researcher in Rio, student practice-based worker in Lincoln and stakeholder in Malta, Cambodia or Canada. It serves then as an enthusiastic compilation that encourages the reader to pick up their interests in that direction of study. For that, the work can be commended.

## REFERENCE

- Greenwood, D. (1977). Culture by the pound: An anthropological perspective on tourism as cultural commoditization. In: Valene Smith (Ed), *Hosts and Guests: The Anthropology of Tourism* (pp. 129–138). Philadelphia: University of Pennsylvania Press.