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Leisure and Events Management, Live Music and Dance Events  
Academic Year 2021/2022

Business Unit: Concept & Strategy  
Component: Strategy & Stakeholder Management  
Peter Jonkergouw and Eelco Westland

## **Stakeholder Meeting**

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## **Introduction**

In this report you will read about the project our group worked on for the past 5 weeks for the component strategy and stakeholder management. The course is about finding the right stakeholders for your concept, building support among stakeholders. Those stakeholders can have a lot of power for your concept.

In this report a stakeholder meeting about a next edition for Astroworld is explained. During this event that happened in November 2021, 8 people died because of bad crowd management. To have a proper meeting, research was needed. With the use of building blocks, interviews and news sites, a script could be made. During the meeting the 7 most important stakeholders will be present to talk about a next edition of Astroworld.

We would like to thank Eelco Westland and Peter Jonkergouw for their lessons and help during this project, and the experts for the interviews to share their insights on this case.

Enjoy reading the report!

# 1. Force Field Analysis

The force field analysis is a tool used to map the power and position of different stakeholders. Every stakeholder participating has its own power resources. Stakeholders that have a lot of power now with their opinion are the visitors, media and Cactus Jack Foundation, who mostly have a negative interest. However, regarding this case, whether a new edition should take place or not, other power resources could overrule the opinion power. The law enforcement has a huge power with the legislation and there is always the organizer together with the artist who are the initiators of the event. If the initiators still want it and the law enforcement allows it to happen, they have a big chance to be able to organize a next edition. All of this could also depend on factors such as interest, trust, expectation, attitude, and their position in this stakeholder network.

Stakeholders	Power resources	Interests (-/+)	Trust (Control mechanisms)
Visitors and victims' families	Opinion	-/+	+
Artist	headliner	positive	-
Event organizer and crowd manager	initiator	positive	+
Mayor	legislation	negative	++
Sponsors	budget	positive	+
Police	opinion/influence	negative	-
Cactus Jack Foundation	opinion	neutral	-

Expectation	Position in networks	Attitude
Better crowd management	Relation with the mayor and Cactus Jack Foundation	:) / :(
Attendance	Relation with the event organizer, the mayor and Cactus Jack Foundation	:)
Profit for next edition (positive in the news)	Relation with the artist, the mayor, the sponsors and the police	:)
Better emergency plan	Relation with everyone	:(
A good turnover	Relation with the event organizer and the artist	:)
Better image of the police	Relation with the event organizer and the mayor	:/
Donations for the youth	Relation with the artist, the visitors and the mayor	:/

Power resources: For this part we looked at the role of the different stakeholders. according to each stakeholder we assigned the roles, they vary from opinion to headliner and more.

Interest: For interest we looked at which stakeholder had a negative or positive interest in this case.

Trust: This section defines how much trust each stakeholder holds that their statements can change the outcome of the case.

Expectation: This section explains the perfect outcome for each stakeholder after the stakeholder meeting, considering a next edition.

Position in networks: For this part we looked at the direct relations between the stakeholders, considering the communication between them.

Attitude: This part describes whether each stakeholder has a negative or positive attitude towards organizing a next edition of the festival.

## 2. Building Blocks

The meaning of “building blocks” is different theories, which can be implemented in practice in order to help in the solution of each case. They are generally accepted and can be used in every situation.

### 2.1. Rings of Influence

The main goal of the model ‘Rings of Influence’ is to identify the influence that stakeholders have on the development of the project. This concerns mapping stakeholders, reflecting on stakeholder roles, the available knowledge, and the positions of the stakeholders in this case and anticipating on this. Sub goals of this model are mapping which stakeholder has an interest on solving the problem in this case. Another sub goal is ‘mapping which role stakeholders have and which role they could/should play in the process.

The quadrants represent a division in which stakeholder are categorized in regards of the interest/stake they have in solving the case. These quadrants are Influencer, Decider, Suppliers/implementers, and Users/customers. ‘The circles indicate the role the stakeholders (will) play in the solution of the problem. It is about the extent of influence they have on the current situation and to what extent they get influence in the desired process.’ These roles are Co-knowers, Co-thinkers, Co-workers, and Co-deciders (Rings of Influence, 2021).

The model is used in our case in terms of deciding which stakeholders have the most influence. In our case we are having a meeting with all our stakeholders to decide if an event is going to happen again or not. The decision of this lies in the hands of the stakeholders, therefore it is very important to decide which stakeholder hold the most influence in the case and through this also in the decision making. We have used the ring of influence whilst creating the script for our stakeholder meeting, and how we implemented this will be explained below.

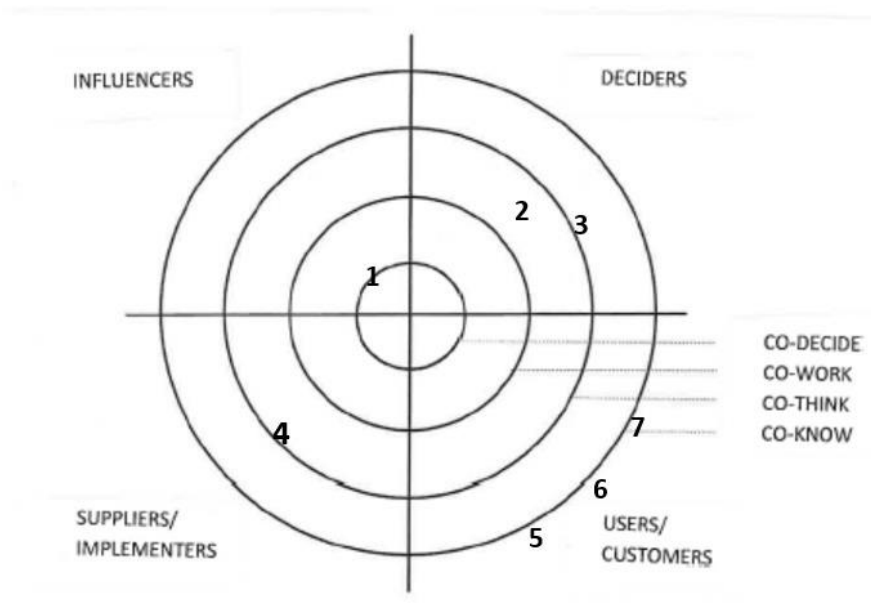
For each of the stakeholders their places can be seen below. The way we implemented this model with our stakeholders is by going through the stakeholders one by one. Looking at the rules and explanation of the model and deciding which one would belong to which part of the model. According to the explanation above and in the theory, we got we came to the conclusion that the stakeholders belong in the places that they are listed below.

Influencers: **1** Event organizer Live Nation Entertainment and crowd manager (Co-deciders), **2** Marketing director Live Nation

Deciders: **3** Artist (Co-workers and Co-deciders), **4** Mayor of Houston (Co-Thinkers)

Suppliers/implementers: **5** Houston police department (Co-thinkers)

Users/customers: **6** Representative of Visitors and victim’s (Co-knowers), **7** Cactus Jack Foundation (Co-knowers)

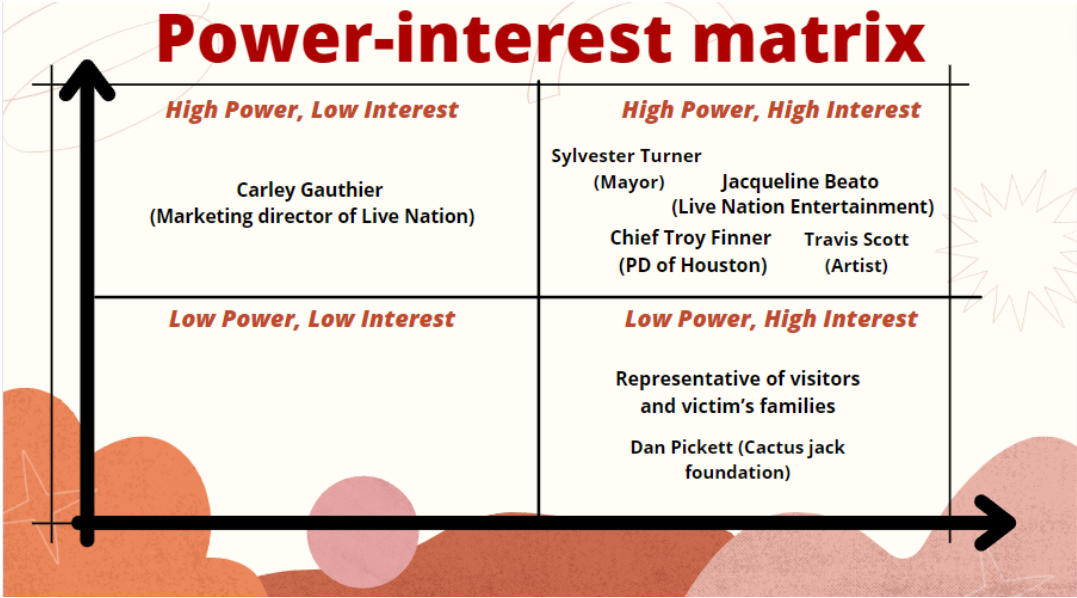


After figuring out what each stakeholder’s role is, it is essential to place the stakeholders in the power-interest matrix in order to establish to which ones should be paid more attention and which ones should be kept satisfied.

### 2.2. Power and Interest Matrix

This building block is a commonly used model used to analyse the power and interest of a case’s stakeholders. The analysis of power and Interest divides your stakeholders into four groups, which will show the specific type of treatment for each of these groups.

After having classified the stakeholders and populated the matrix, we define our stakeholder management plan with a plan of actions that will materialize the treatment recommended for each group. Most of these actions will be described or broken down in the way we communicate with the stakeholders. When each stakeholder’s role is figured out, it is essential to place the stakeholders in the power-interest matrix in order to establish to which ones should be paid more attention and which ones should be kept satisfied.



Representative of visitors and victim’s families, Dan Pickett (Cactus Jack foundation):  
The low power, but high interest of these stakeholders ensures that we adequately inform and talk to them to avoid any major issue. People in this category can often be very helpful with the detail of our project.

Sylvester Turner (Mayor), Chief Troy Finner (PD of Houston), Jacqueline Beato (Live Nation Entertainment), Travis Scott (Artist):  
Due to the high power and interest of these stakeholders we make the greatest efforts to satisfy and fully engage them.

Carley Gauthier (Marketing director of Live Nation):  
The high power, but low interest of this stakeholder, makes it possible for us to put enough work to keep them satisfied, but they are less of a priority.  
The next building block is necessary for consideration because if there can be a next edition of the festival, then the connection between the mayor and the event organizers is highly important to be taken into account.

### **2.3. Public Private Partnerships**

This building block focuses on the cooperation between the government (public) and business organizations (private), which contributes to the society. It is a win-win situation because both parties are involved equally and should take responsibilities together. Moreover, both sides can contribute from each other's strengths and like-mindedness. Therefore, it is highly essential that the communication is clear about the division of tasks, the investments, and the risk analysis.

Considering the issue about whether there should be a next edition or not, this building block is very suitable. The reason for this is because if the government and the Live Nation Entertainment organization establish such a strong bond as a public private partnership, the risk of such tragedy will be for sure minimized. There will be better communication between stakeholders, further investigation of the tragedy will have been made and both public and private parties will consider all risks and will invest more in the crowd safety of people if a next edition will be made. Put in other words, if the government takes equal lead in the tasks, the risk analysis and the money investment as the organization does, there will not only be a win-win situation for both parties but also established safe environment for the society.

As one of the stakeholders in this case is Cactus Jack Foundation, a non-profit organization, the building block of the cooperation between private and NGO sector needs to be implemented in the case.

### **2.4. Collaboration Private and NGO Sector**

The collaboration private and NGO sector is about the different levels of cooperation between a for-profit company and a not-for-profit organization. There are four levels of communication: philanthropic, transactional, integrative and transformative. The first one happens when a company gives money to a not-for-profit organization, while the other three are based on stronger relationships. Considering the transactional level, services are being exchanged between both sides so that there is mutual benefit. The integrative level is focused on utilizing each other's competencies to establish a collaboration in the production chain, while the transformative level of communication is the strongest one. It is all about collaboration with the aim of creating something that has societal and economical value.

Regarding the case of Astroworld festival, this building block can be implemented in the collaboration between the artist and the non-profit organizations, which receive donations directly from Travis Scott. This means that their level of communication is philanthropic.

### 3. Script

STAKEHOLDER MEETING

03.11.2021, 09:00

BREDA UNIVERSITY OF APPLIED SCIENCES, Oc1.001

Aaken, Fleur van - Mayor of Houston, Sylvester Turner

Eikelenboom, Pien - Live Nation Entertainment, Jacqueline Beato

Kemp, Lieke - Representative of Visitors and Victims

Proenings, Kayleigh - Police Department Houston, Chief Troy Finner

Vianello, Lucas Nekros -Artist, Travis Scott

Wiese, Carla - Marketing Director Live Nation, Carley Gauthier

Yancheva, Marina - Cactus jack Foundation, Dan Pickett

OFFICE OF THE MAYOR OF HOUSTON, TEXAS

#### OPENING (VIDEO)

The mayor is sitting in his office and gets a call about the drama of Astroworld festival. He sees the news and puts a statement online.

4 months later, the investigation is done, and Live Nation Entertainment calls to discuss a next edition of Astroworld. The mayor agrees on a meeting with the most interested stakeholders in this case.

MUNICIPALITY OF HOUSTON, TEXAS

#### INTRODUCTION

All stakeholders have gathered together in the municipality of Houston, Texas. The stakeholder meeting begins. Sylvester Turner leads the meeting.

*Sylvester Turner: Good morning, everyone! Welcome to the municipality of Houston, I Sylvester Turner the mayor of Houston, am very glad you could all come here on such a short notice. We have gathered today to talk about the recent Astroworld festival*



and to get consensus for a next edition because we received a request from the Live Nation Entertainment. You are all here today because as the mayor I reckon all of you have great interest and some of you high power in the decision-making process about this topic. I want to listen to everyone's opinion so we can decide together whether there should be a next edition or not! Before we start, I would like to welcome everyone to introduce themselves, so that everything is clear during the meeting.

*Jacqueline Beato:* Good morning to you all. I am glad to see that you all came. I will introduce myself first. I'm Jacqueline Beato, the executive vice president of operations at Live Nation Entertainment. Today I will be the representative of Live Nation Entertainment, together with some smaller event organisations we organized Astroworld. As the world's leading live entertainment company, we are privileged to work with artists to bring their creativity to life on stages around the world. Whether it's two hours at a packed club, or an entire weekend of sets at a festival, a live show does more than entertain. It can uplift, inspire and create a memory that lasts a lifetime (Live Nation Entertainment, 2021). We as Live Nation Entertainment have a great interest in organizing a next edition of Astroworld.

*Chief Troy Finner:* Good morning! I am Chief Troy Finner, and I am attending this meeting today as a representative of the Police Department Houston. My role here today is to speak facts about what happened during Astroworld festival and to make sure what happened during the evening of November 5<sup>th</sup>, 2021, is not going to happen again.

*Carley Gauthier:* Good morning, everyone, I am pleased to finally meet you and look forward to hearing some interesting opinions and insights from every single one of you. A few words about myself, my name is Carley Gauthier, and I am the National Director of Marketing at Live Nation. In further detail, I am specialised right now in the position of the Marketing Director of Live Nation Media & Sponsorships in Houston, Texas. Our team creates strategic music marketing programs that connect over 1,000 brands with the 98 million fans that attend Live Nation Entertainment events each year. And more specifically we act as the key internal contact with stakeholders to prepare, present and execute marketing and promotional campaigns for Astroworld by Travis Scott (Live Nation, 2021). And that's exactly why I am here today, we represent an important stakeholder that is sometimes underestimated. Therefore, I would like to highlight that we execute as Influencers or Deciders and not only Suppliers or Users, which is often wrongly assumed. We embrace high power

but also high interest in this case and are therefore curious to take part in this meeting today.

*Representative of Visitors and Victims: Good morning, everyone, I am here to represent all the victims' families with or without attorneys and the impacted visitors that came to the festival. I have had countless meetings with attorneys, families and visitors and came to some conclusions together with all of them. I will be the one you will be speaking to when you need to have a conversation with or about this target group, I don't want anyone contacting this group directly as they don't want to talk to any of you and want rest after the horrible thing that happened, they trust me with this process, and I will be there spokesperson.*

*Travis Scott: Good morning, I'm Travis Scott, if someone doesn't know me yet, I am one of the founders of Astroworld and the artist that was performing alongside Drake during the previously mentioned tragedy. I cannot wait to see the result of this meeting and to finally come to a common ground that fits everyone's wishes.*

*Dan Pickett: Good morning, everyone! Firstly, I would like to thank you for your invitation to participate in this meeting because I believe that our opinion about this case is important as the donations we receive come mainly from this festival. My name is Dan Pickett, and I am a representative of Cactus Jack Foundation, a non-profit organization, whose mission is to empower and enrich the lives of the youth in Houston by providing access to education and creative resources to ensure long term success. The foundation believes the youth should not be prevented from achieving their lifetime goal and is committed to extending educational opportunities to all, regardless of their circumstances to achieve their dreams" (Cactus Jack Foundation, 2021, website, para.1).*

MUNICIPALITY OF HOUSTON, TEXAS

#### MIDDLE SECTION

*Sylvester Turner: Thank you all. I would like to say that people expected to enjoy a music concert with their friends and expected to get home safe, but instead of that 8 people died on the festival and 2 after because of their injuries. Our thoughts are with the victims and their families (Turner, 2021). I would now like to give Live Nation Entertainment the opportunity to talk about how and what happened.*

Jacqueline Beato: First of all, our entire team is mourning alongside the community (Live Nation Entertainment & Scoremore, 2021). Unfortunately, an important aspect that we had overseen beforehand was the visitor's profile. We could have asked ourselves more critical questions, such as, "Who attends our festival?" Are these all old people, all young people, or a mix? And what kind of behaviour do they show throughout their visit to the festival? Do they remain calm, or do they jump and push, like Travis Scott's fans did? Scott even frequently encourages his fans to engage in similar behaviour. The rapper himself even refers to his fans as "raggers" for a reason (Clayton M., 2021). With this visitor's profile in mind, having a crowd of 50.000 people on a greenfield site, and being one of the first major events after the lockdown. We don't think our crowd management could have prevented what happened. During the set of Travis Scott, the crowd began to compress towards the front of the stage, and that caused some panic, and started causing some injuries (S. Karanth, 2021). The core to a safe mass gathering is a solid crowd management plan (ALIA, 2021), we agree that better crowd management should have been implemented. However, when crowd management fails crowd control is what you need. Then the quality far outweighs the quantity. There were 528 police officers present. Five times as much as needed to be present and yet they still failed to keep the crowd safe (ALIA,2021).

#### FOOTAGE OF CROWD MOVEMENT

Chief Troy Finner: "Law enforcements role was traffic enforcement...traffic management, securing the perimeter. But let me remind you that there were 700 security guards present besides the officers. "The challenge for us was, that you have three or four security companies, and some of them, the records are not good" (Tapp, 2021). And these are companies that you as Live Nation Entertainment hired. But let's not blame each other but think of a solution to prevent such an event from happening again. We think that the cause of this problem lays with the lay out and the time management of the event. We expressed our concerns regarding the crowd safety to Travis Scott prior to the event. 'At least seven of the 10 dead after Travis Scott's Astroworld Festival were clustered in a small area enclosed on three sides by metal barriers that became dangerously crowded, according to a Washington Post investigation." Most of the dead Astroworld Festival victims were in one highly packed area" (Visual Forensics, 2021). After the performance at the second stage was finished all the people moved to the same area at the mainstage. Which was mainly the south quadrant. City officials declared it a mass casualty event 40 minutes before the show eventually ended. We as the police department find that more action should have been taken by the organisation to reduce the

problem. But not much was done during the show except for stopping the show earlier.”

*Sylvester Turner: I am sorry to interrupt but when people are invited on a venue in the city of Houston, they become our guests and we want them to have a fun time and go back home safely. It is a fact that there were over 500 officers available during the festival even though 367 was calculated for the event (Peters, 2021). So, let's not blame it here on one specific stakeholder.*

*Representative of Visitors and Victims: We can talk about blaming everyone and anyone, but it will not change the fact that lives have been lost. It is impossible to look at this incident objectively and without emotion. How are we going to get back the lives that are lost at this festival, all people are special and loved*

#### FOOTAGE OF DEAD VICTIMS

*This would not be something we would accept to happen again. Imagine losing your loved ones at a next version of this festival, this is exactly the reason we are against organizing another festival edition. You won't get any of the loved ones back and can't get the scars and the damage done away from the families and the visitors of the festival, this should never happen again, and unless there is nothing that will definitely change with supervision of the higher powers, we stand for the opinion of not having this festival again in the foreseeable future.*

*Sylvester Turner: I know it is a difficult topic to talk about, but can we please keep it objective.*

*Travis Scott: I feel terrible about this tragedy and only wish that I would have realized what was the situation sooner, in that case some lives might have been saved. Everyone had some responsibility in what happened since we were all part of it. Although, I feel under a lot of heat from lots of people even though I never wished anything bad, neither did I incite anyone to make this happen.*

*Many stepped back from collaborating with me in different projects which I do not find fair since I did whatever I could in my power to avoid this problem and collaborated with authorities and security all along.*

*Carley Gauthier: Travis, we understand that you may feel treated unfairly by the public, media or your sponsors. But we have to*

make clear, that if such an incident happens no party benefits in any way neither you, the sponsors, Live Nation, media the police or any other party. Cancelling sponsorships or marketing strategies is financially and promotionally devastating for everyone involved. We are aware of the successful collaboration from the last years and would have loved to continue but unfortunately, this tragedy happened and therefore, it is necessary to draw some consequences now. In order to ensure that impactful partnerships, promotions and marketing plans can ever succeed again in the future we needed to separate our collaborating brands in a clear and immediate way.

Travis Scott: Even though I find this totally logical, I feel like I got pushed away mostly and I am the one party who gets blamed when I wasn't even part of the teams responsible for crowd management. The common projects we had before this tragedy has nothing to do with what happened in Houston. Is this truly a must?

Carley Gauthier: Unfortunately, in such situations, it is not our responsibility or interest to decide who is in charge of such a tragedy and who is to blame for it. We operate damage limitation and focus on how we can minimize the negative effects for everyone involved. This secures also that the public image of our collaborations needs to be preserved and if separation from an artist is needed it will be executed. I will try to give you a more detailed insight, we needed to officially separate the brand Travis Scott from our sponsorships and collaborations with McDonald's, Dior (Hiatt, 2021), Fortnite (Young, 2021) and Nike (Pruitt-Young, 2021). We needed to postpone collections as well as remove parts of online games which caused financial consequences in the area of several hundred million dollars. I hope everyone can now understand that our business does not circulate around blaming and destroying an individual's career. Our business shapes, develops, and inspires a majority of people and it is, therefore, essential to decide immediately and without any emotional distractions (Feitelberg, 2021).

Representative of Visitors and Victims: How can people think about money in a situation like this, lives have been lost and people are scarred for life, I have a video to show you that might make all of you understand just how severe the situation was and still is

FOOTAGE OF VISTORS BEING RAN OVER

'My friend began to gasp for air, and she told me we needed to get out. We tried. There was nowhere to go" (BBC News, 2021). Through this statement you can only see part of the impact it

had. For this to go away a lot of resources are needed, and I hope some of the stakeholders involved will work on this together to make sure they get the help they need. In accordance with this I have already talked to the organizers, and they promised to do everything in their power to help, I hope I get the same compliance from every other stakeholder involved.

Dan Pickett: I would like to say that we will support the victims' families in all possible ways. Moreover, I want to mention that "in addition to covering funeral costs, Travis Scott and Cactus Jack Foundation are also partnering with online mental health services provider Better Help to offer a month of free one-on-one virtual therapy sessions to survivors and others affected by the tragedy" (Carras, C., 2021, para.2). By this I want to say that there is also humanity in Travis as he states in the interview, I conducted with him, "Honestly, I would do anything I can to relieve some of their pain, this tragedy happened in my hometown and that is something I will never forget" (Vianello, L. (The artist: Travis Scott), 2021).

Sylvester Turner: I know it is a very difficult case because of the different opinions of the important stakeholders that are here today, but the reason we are here today is to talk about a next edition. Talking with each other can help coming up with solutions and improvements. If we can agree on this, maybe a next edition will be possible.

Jacqueline Beato: We as Live Nation Entertainment are the world's largest producer of live entertainment in the world. Artists are the heart of what we do, and we have deep reverence and respect for their creativity. We are convinced we shouldn't take away the stage of Travis Scott after what happened at Astroworld. We live for focus. We have a long "To Do" list but an even longer "Not to Do" list. As the demand for live events continues to grow across the globe, we have to stay focused on our core mission of connecting artists with their fans for those magical hours of live music. (Live Nation Entertainment, 2021) What happened at Astroworld should not ever happen again and we will do everything in our power to prevent something like this from happening at the next edition.

Travis Scott: I would like to highlight the fact that I just want to help in finding a solution for this problem and that I apologize for not being able to avoid this from happening. This tragedy happened in my hometown and that is something I will never forget. If there will be a next edition, we need to be able to prevent anything like this or it should not be organized. It is madness to hate all roses because you got scratched with

one thorn, so we need to find a way to handle the roses not to get scratched again.

I would love to have a next edition since my fans do not deserve to be ignored after all the pain they have experienced.

*Dan Pickett:* As a reaction to that, I would like to mention that despite our low power in decision making regarding a next edition, we have a great interest in collaborating with Travis Scott because of the funding we receive from him, however, I believe that if he is willing to help us, this can be done in another way. Put in other words, if his festivals endanger the life of people then, Travis can earn money for donation from somewhere else. Therefore, we do not support a next edition in the nearest future because time heals, and people need time to recover and forget about the stress and the pain. The victims will always be remembered even if time has passed and should be honoured every year. I think that the most important aspect for consideration right now is how to prevent such tragedies (Use of the building block "Power-Interest Matrix").

*Sylvester Turner:* So, I can assume that another Astroworld festival won't be welcomed back, so how can we make sure it is going to be welcomed back into the city of Houston? (Natario, 2021).

*Jacqueline Beato:* As the demand for live events continues to grow, we still want to connect our artist, Travis Scott, with his fans. Therefore, we want to organize a new event in Houston. However, we understand that for some stakeholders it is unfortunate to move on as Astroworld. With this in mind, we would like to organize a new edition under a new name. We are convinced this event will do well again since the fanbase of Travis is so big. Does anyone have an opinion about that?

*Carley Gauthier:* I support this idea. Organizing a new edition with a new name is a great way of separating this tragedy from the festival itself. It enables the visitors to separate their loss from the association of Travis Scott and the festival. For example, the tragedy that happened at the Loveparade in Germany will always be associated as the Loveparade and not just as a parade that focussed on techno and love. Bringing back the Loveparade for a new edition would be a horrible idea, ethical and financial. The parade would face hundreds of opinions that are already settled through the pain and anger of the last edition before it even had the chance to start over or change its public image. On the other hand, bringing back a techno parade that consists of the same concept as the Loveparade but does not get associated with it will have a much bigger chance

of being accepted and succeeding. The example that I want to show you is, of course, different from the Loveparade because its focus is mainly on the LGBTQ+ community but I want to demonstrate to you that it is possible to include concepts that went horribly wrong in the past into the future. The concept of the CSD in Berlin is pretty similar to the Loveparade, it focuses on spreading Love and Equality through the power of music and celebrating together. Even though, people may have concerns about the execution of a parade it would never have the same backlash as promoting a new edition of the Loveparade. Therefore, I think changing the name for a next edition would be a great idea.

*Representative of Visitors and Victims:* A question I asked in the interview with the organizer was "How could a fully prepared festival go so wrong?" The question was answered with the following: "Unfortunately, we had overseen a dangerous crowd surge, so we didn't take it in in our security and emergency response plan. Therefore, once it happened, we were struggling with what to do. We didn't want to panic the spectators. Therefore, we let the event continue if the threat is not in a certain area. Looking back at it, we should have handled it differently" (Eikelenboom, P. (Live Nation Entertainment), 2021). I am just wondering how such a big festival with over 50 000 visitors, does not have such an emergency response plan in their listings, with just handling it differently and changing the name we won't have any of the passed people back, and the damage done to the visitors will not lessen, it will not change anything about the damage done and the lack of safety at the event. As said before we are highly against organizing a new edition, but because we do not have much say in this, we want to Definity call upon the mayor to oversee any possible future events to make sure that nothing like this ever happens again, I want to see new rules set and for the organization to work with a professional crowd management company. If you don't meet our requirements, then we will go up higher and make sure the next edition cannot happen.

*Dan Pickett:* In my opinion, our philanthropic cooperation with Travis Scott is highly necessary for our association. We are helping those families in grief by talking to them and we are also donating money for the funerals of the victims, but this will not bring them back as well as just changing the name of the festival. What is more important to be considered is how the safety of this festival can be improved (Use of the building block "Collaboration private and NGO sector").

*Travis Scott:* I do not mind changing the name of this event, even though I chose it, since it left a scar in everybody's



heart. When professionals who deal with the organization of security and official authorities couldn't stop this tragedy, shows how hard was to handle this situation in such a chaos. It was not easy to understand what was going on and we stopped as soon as we received news on what was happening. Under no circumstances we would have continued the show if we knew what was going on, so please understand that I just want to help in finding solution to prevent this from happening again.

Chief Troy Finner: Only changing a name is not going to make the problem disappear. Therefore, if a new permit and contract are approved to have a new edition of the festival some changes have to be made in the safety plans. A proper risk analysis has to be done. We want to fully support Live Nation Entertainment by means of helping them reflecting on the problem and finding a suitable solution. Our concern does not lay with a name change but making the festival safe.

Travis Scott: If your concern does not lay on the name change then let's keep it, the visitors will come anyway.

Carley Gauthier: I fully support the importance of new safety measures and risk analysis, but I want to make clear that the only way of a next edition happening is by clearing up the negative associations with this festival. I think you underestimate the power and interest of the sponsors, media, and collaborators. If they do not see any benefit for the image of their business from cooperating again, they will not support a next edition. And they are the significant financier of Astroworld, so without them financing it, there is no chance of a next edition to happen. It will also be almost impossible to find new sponsors if there is no change or innovation in the brand Travis Scott itself. Therefore, I recommend focussing on innovating the brand Travis Scott in order to collaborate with any brand again and learning from the made mistakes and turn it into positive impacts on the world.

Jacqueline Beato: We as Live Nation are a result-driven company. As a partner of our sponsors, we are built to solve the toughest business challenges (Live Nation for Brands, 2021). That's what we stand for. After what happened at Astroworld it will be a challenge to keep all the stakeholders satisfied and make sure we are able to host a next edition. But we are built to solve these challenges. For this reason, we want to organize a next edition in collaboration with Travis Scott. The most important thing for this is that we will adjust and improve our safety regulations.

We have talked to crowd management professionals who gave our more insights in how we could improve. For this we are going to implement four important steps that we think could prevent this from happening ever again. The first step is that we should have a solid crowd management plan. Something such as crowd surge can't be overseen anymore. But what is most important to implement a crowd management plan, is the need of trained staff. For this we will be more secure in who we hire and make sure they know what to do when something dangerous happens. The second step is that the crowd density needs to be monitored. For this we want to have skilled people that can monitor the crowd and install camera's that help these crowd spotters. The third step is that our barricade design needs to be improved. We now made use of a straight barrier line, this created right angles through which people were oppressed. if we use a curved barrier, at the moment of an inevitable crowd surge, it will hit the curved barrier like a wave and the crowd can flow off to both sides (Safety Group, 2021). The last step we want to undertake is to include a 'Stop Show' procedure. We have had many blames that we didn't stop the show, but we did this because we did not want to panic the crowd. However, a 'stop show' procedure will keep the crowd involved and informed. This will most likely make them much more understanding and helpful (ALIA, 2021). I hope that these four steps, will convince all the stakeholders present here, that we are going to do everything in our power that what happened at Astroworld will be prevented in upcoming editions.

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## CONCLUSION

*Sylvester Turner:* I want to add something as well, because I did my research of course and had an interview with a crowd manager expert Joep from the Netherlands. I as mayor will decide about which company will be responsible for crowd management and security for the next edition. The city of Houston needs to be more involved (Natario, 2021).

So, we can agree on a next edition then, but with certain rules like we discussed during this meeting. Before I decide and make a statement, I would like to hear all your final opinions. I want everyone to agree and stand behind a next edition.

*Chief Troy Finner:* We agree with the solutions presented today during this meeting but only as long as the safety/emergency plan is improved. With improving the plan, we do not mean saying that there will be more security and officers present but actually doing a risk analysis and making a plan to prevent emergencies like this for happening again. It is more about preventing these emergencies from happening rather than solving

these problems while they are already occurring. For preventing problems, a look has to be taken at the origin of the problem that occurred and reflecting on it to find solutions.

Carley Gauthier: We agree with you that the safety and emergency plans need to be improved. But we want to highlight that the most important change for a next edition from our perspective still focuses on the public image of the festival itself. We only support a next edition and organise collaborations again if the next edition is clearly separated from this tragedy. In order to collaborate with Travis Scott and to connect him with the festival again we need his public image to be positive again. Otherwise, it is not possible for us to connect and collaborate with brands in any kind of way, which would prohibit a next edition.

Travis Scott: I support any kind of solution in order to continue providing music to my fans in a safe and responsible way. Under no circumstances would I relive anything like what happened in Houston.

Representative of Visitors and Victims: First of I would like to say that we do not want anything like this to happen again, and I think that everyone can agree with that. As said before nothing will get the lives back that we lost, and we want our conditions to be taken into consideration even though we might not have the same influence or power as the other people at the table. That being said we agree on having a new edition under the leadership of the mayor with the final say, we also want Astroworld to analyse what they have done wrong and work together with a professional company to solve this and come up with a plan for such situations. I want to end this meeting with the fact that if this happens again, we will not hesitate to go up higher and take this case to court again.

Dan Pickett: My final statement will be that we got a big gift from the artist last year and we can be more confident in knowing that money is going to be used efficiently and effectively by the organization for memorials of the victims. Moreover, we still want donations to be made because the money will always be in advantage of the youth of Houston. Our job is to support them and that is why I change my mind as now I am convinced that a next edition will be beneficial for us, but it can be made only if the crowd management is improved, and all the security and safety plans are delivered beforehand. So, after quite some time there can be a next edition but for sure not before detailed safety measures are considered.

*Sylvester Turner: Thank you all for your statements. As talked about during this meeting and that we all agreed on is that a next edition of Astroworld is possible. BUT there will be some changes. The first one is the name; via this way the new festival will not be linked to the tragedy that happened. Second rule is about the emergency plan and risk analysis. These need to be improved and include a plan for calamities like Astroworld. I as mayor will check those plans and will decide if permits are given. Added to that as mentioned I will decide on a security company.*

*I am glad you could all be here today and that we have agreed on a good solution for next year's edition. I will make a statement and that will be out by the end of the week. If there are any problems or you change about your opinion, please contact me so we can solve it via the municipality.*

*Thank you all, have a great day!*

## 4. Plan of Approach

In the plan of approach each stakeholder has elaborated on what will happen after the meeting has taken place. So, which stakeholder will do what and when in the upcoming period?

Stakeholder	What?	When?
Live Nation Entertainment	<p>As the demand for live events continues to grow, we still want to connect our artist, Travis Scott, with his fans. Therefore, we want to organize a new event in Houston. However, we understand that for some stakeholders it is unfortunate to move on as Astroworld. With this in mind, we would like to organize a new edition under a new name. The most important thing before we do this is that we will adjust and improve our safety regulations.</p> <p>We have talked to crowd management professionals who gave us more insights in how we could improve. For this we are going to implement four important steps that we think could prevent this from happening ever again. The first step is that we should have a solid crowd management plan. Something such as crowd surge can't be overseen anymore. But what is most important to implement a crowd management plan, is the need for trained staff. For this we will be more secure in who we hire and make sure they know what to do when something dangerous happens. The second step is that the crowd density needs to be monitored. For this we want to have skilled people that can monitor the crowd and install cameras that help these crowd spotters. The third step is that our barricade design needs to be improved. We now made use of a straight barrier line, this created right angles through which people were oppressed. If we use a curved barrier, at the moment of an inevitable crowd surge, it will hit the curved barrier like a wave and the crowd can flow off to both sides (Safety Group, 2021). The last step we want to undertake is to include a 'Stop Show' procedure. We have had many blames that we didn't stop the show, but we did this because we did not want to panic the crowd. However, a 'stop show' procedure will keep the crowd involved and informed. This will most likely make them much more understanding and helpful (ALIA, 2021).</p>	Before the next event
Mayor of Houston	<p>As mayor I will have stricter laws for giving out permits for events, so that tragedies like Astroworld can never happen again. I will have to have an investigation about how and what rules need to be in this law and how we can enforce everything. Via this way the municipality of Houston is going to be more careful with giving out permits. An investigation for a good crowd management and security company is also necessary. As mentioned in the meeting, I, the mayor, am responsible for a company that will make sure the security is better than last time. I will have different interviews with companies to make sure that</p>	Before upcoming next events

	<p>it is a good company that Live Nation will work with and that they will protect the visitors of the festival.</p> <p>The last thing that the mayor will do is to be more around the table during discussions about the festival. Via this way it is possible to have a little control about the festival and safety.</p>	
Artist, Travis Scott	<p>The artist should focus on not encouraging fans to rage during concerts and apply ‘Stop Show’ procedures if told to do so.</p> <p>Beside this he will go to crowd management courses as well to avoid chaos during a stop show procedure.</p>	Before the event and during its performance
Police Department Houston	<p>Before Live Nation is going to make a crowd control plan we are going to give them a workshop on crowd management. We are also going to give them advice on what they should do differently at the next edition of the festival.</p>	Before the final crowd control plan is created.
Cactus Jack Foundation	<p>They need to make sure they receive donations so they can keep on enriching the lives of the youth of Houston</p> <p>When considering a next edition, they will support it and accept donations from it only if the safety measures are improved</p>	<p>Monthly</p> <p>Before a next edition</p>
Marketing Director Live Nation	<p>The most important change for a next edition still focuses on the public image of the event. We want to collaborate with the next event if the event is clearly separated from the tragedy. Therefore the brand of Travis Scott needs to turn itself into something that has a positive association.</p>	Before next event
Representative of visitors and victim’s	<p>The victims would like free tickets for the next edition.</p> <p>If something goes wrong in the implementation of the next edition or at the event itself, they will go to court with the case.</p>	<p>First point before next edition</p> <p>Second point during and after the organization of event</p>

If all of these actions are carried out in the upcoming period, all the stakeholders will be in favour of organizing a next edition.

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