Multifunctional Leisure Organizations – the future or a hype

Liliya Terzieva*

Abstract

Leisure has been undergoing a transformation that requires strategic design approaches open for imagination, inspiration and diverse organisational structure and behavioural models. The stakeholders within and the participants (not anymore defined just through the notion of consumers) have opened up the spectrum of what leisure could mean and sustain.

This paper provides a detailed overview of the existence, essence and specifics of multifunctional leisure organizations, their principles and structures while relating them to two real-life cases from the Netherlands. Challenges, as well as future development scenarios, are presented and discussed.

Keywords: Leisure, multifunctional organizations, leisure industry, organizational behaviour, creative industries

1. Introduction

Our current society cannot be compared to the one from which leisure originated. The transformation that began in the second part of the previous century, is referred to in various academic contexts as the postmodern or post-industrial society. In social sciences, the term postmodernism no longer centres on the rational human being operating from objective truth, but on the individual whose behaviour is primarily bound by context. The term post-industrial

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* Breda University of Applied Sciences, The Netherlands; terzieva.l@buas.nl

suggests that industry is no longer the leading sector of the economy, but that knowledge and services have taken over this role. Another development that has indisputably changed the global society is the digital revolution; the development of the internet and the possibility for every user to upload any digital content they want to share with the rest of the world. Ever since the launch of the consumer internet in the 1990s, its use has assumed an increasingly mobile character: from desktop to laptop, tablet and smartphone. The process of globalisation which had already started at an earlier stage was accelerated by this digital revolution. In this internet era, consumers – following public and private sector stakeholders - have now also become part of the global playing field.

Without a doubt, technological advancement, expanding global trade, easy worldwide travel and meta-global connectivity have been driven by societies and mutually shaped societies and social dynamics at the same time. Consequently, powers within the economy have changed and consumers today have higher impacts and organizations need to adapt and find their way of stepping into this new phase and work with great levels of uncertainty. Organizations are continuously struggling with approaching these new shifts within society and younger organizations (e.g. Google, Airbnb, Whole Foods), founded within the shifting times, encounter fewer problems, but rather opportunities and strong growth potential.

Lankford et al (2011) state that many challenges will come along with the arrival of the 21st century in the leisure service sector. The demand for outdoor recreation areas of every kind has been increasing faster than the supply of lands and facilities could accommodate. The condition where budget is inadequate and the land acquisition could not feasibly support the demand or perceived needs of the society, make the challenges look more complex to be handled. The challenges then may cause deterioration in leisure service where the demand from societies in using the service cannot be fulfilled. Thus recreation, park and leisure service organizations need to formulate a strategic transformation both inside and outside the organization to be able

to deliver their value to the society and survive in this complex demanding leisure environment.

2. Nature and Characteristics of the Multifunctional Leisure Locations

Each individual has his or her perceptions in defining recreation and leisure. For example, Brightbill (1960), identifies leisure as a block of unoccupied time when someone is free to rest or do whatever they want to. Most previous studies describe leisure as free time where people do not need to do their regular duties and can use that free time for rest, recreation, or other activities at their own will. Recreation has a close connection with leisure. Recreation is seen as the way to spend leisure time and make that activity an enjoyable and refreshing moment. The key factors in determining the concept of recreation and leisure might be varied based on the motivation behind that activity (Stebbins, 2012). Why do people do recreation? The common answer for that question might be, recreation is used as a medium to escape from a tight daily schedule and to spend leisure time. As summarized by Hurd et al (2008), some people consider recreation as a channel for realizing hospitality and aggression. Others enjoy recreation that is highly social and as the opportunity to know other people or to make new friends. Some individuals take recreation as leisure activities that involve community service; this activity provides them with the media to train the interpersonal skill within themselves by seeking self-discovery and personality enrichment.

Today's leisure consumer wants more than just a bit of sport, visiting a festival or a day out to a theme park. They are increasingly looking for high-quality and meaningful experiences, with an increasingly prominent role for co-creation. Demand-driven chains, in which value creation plays a crucial role in building customer commitment, are gaining prominence.

Live experiences are supported, reinforced and extended through the use of digital resources. Conversely, digital initiatives are conceived through live organised events. So, digital, and real-life events are used to build and manage seemingly limitless leisure communities. Traditional boundaries between leisure sectors are

fading. Producers are responding to this development by offering several options using which consumers can design their tailor-made services or products. As a consequence of the trends and developments mentioned, these producers have an ever-greater need for flexibility, professionalism, commercialization, and so, for innovative and sustainable business and revenue models, which has consequences for the organization of financial management, forecasting and return-on-investment calculations.

Leisure plays a decisive role in our spatial environment. In many spatial environments, leisure has already been discovered and seized upon as a carrier and developer for the region. Just think of the transformation of agricultural land into recreational areas and inner cities being redesigned to fit habitation and consumption purposes. Relevant trends and developments also point out that, over the coming years, many rural and urban areas will undergo development with leisure as one of the pillars. This will turn cities into experiential spaces – even more so than they are currently – packed with attractive public spaces, large and small events, varied shopping facilities winning over customers from online shops due to their high service and experience level, and cultural venues which will become increasingly visible, extending outside the walls of theatres and concert halls.

In summary, in our current creative economy, within which experience, meaning, symbolic value, and innovation are crucial concepts, leisure is fulfilling a prominent role. Leisure is connected with this creative economy in three ways. As an experienced industry and/or producer of experiences, the international leisure industry itself is part of the creative economy. In addition, leisure products and services, as well as tools developed within the leisure sector are used to attach meaning or an experiential dimension to products, brands, services, and organizational processes in other sectors. These instruments or tools fulfil a role in the process that is referred to as 'design thinking'; the co-creation of meaningful experiences, which are context-specific and as such, always subject to change. Finally, leisure is conditional to the functioning of the creative economy (Ramirez, 1999).

Small and medium-sized enterprises (SMEs) account for a substantial portion of the leisure sector. The dynamic character of

the sector is also expressed by its considerable number of active self-employed workers (or networks of self-employed workers); rather than committing to one organization, in particular, experts are hired – based on their area of expertise – by different organizations for different projects. The context often affects the nature of the interaction between producers and customers.

Apart from profit-oriented leisure organizations, the leisure sector also has many non-profit organizations. This is also where the challenge lies; after all, many leisure organizations have enjoyed years and years of government support in the form of grant and subsidy schemes. In our current society, many of these schemes are being downsized or eliminated and organizations find themselves faced with the necessity of adopting a more entrepreneurial and creative attitude and keeping their businesses going using more innovative approaches. Due to the small-scale organizational forms and cutbacks in public spending, any leisure organizations have come to rely on the help of volunteers. This special context calls for a different approach to business operations and management. The 'orgware' in a leisure setting has a complex character in situations where public and private parties join forces (public-private partnerships).

When discussing leisure organizations' functions in general, there could be identified four types of leisure organizations, namely:

- Mono-functional Leisure Locations

- Multifunctional Leisure Locations

- Multifunctional Leisure Locations combined with living, working and retail.

- Multifunctional Leisure Locations combined with care, wellness and education.

A Multifunctional Leisure Location (MLL) is defined (Dopheide, P., 2014) as an organization where at least two functions are physically integrated and where synergy takes place between the functions. The purpose of developed MLOs is to bring all different leisure experiences in one place. This creates an effective and efficient system in delivering leisure experiences to the visitors. Wallendal (2012) on the other hand argues that a multifunctional leisure

location is a physical square where the organization and marketing of the leisure goal and the leisure-related functions together with the leisure activities (culture, tourism and recreation) on a synergistic basis for output can be established.

A multifunctional leisure location can be either a commercial or a non-commercial organization that could be in a complex or defined area. It can be located in both the periphery as well as in an urban and rural environment where there are at least two functions of leisure integrated. For these two or more leisure functions there is sought for a way to make synergy between the leisure functions.
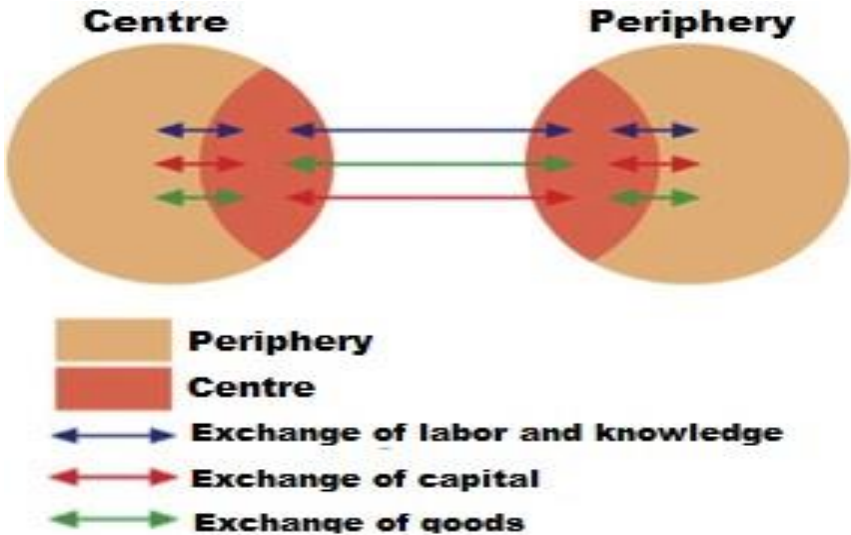

Fig. 1: Leisure functions in terms of location

As researched by Loon, M. van, & Berkers, R.F.A. (2008) people demand the availability of space where they can spend their leisure time. People demand a space where they can have something different and unique.

In recent years much has been written about leisure as a social function area and site development innovation. Most of the time the leisure function also triggers multi-collaborative developments such as the development of the networking between cities or the development of an area, multipurpose sports as or natural ports, where nature and recreation are combined in the social value creation chain.

All these leisure centres have a right to exist only if they are sustainable in creating both economic and even more social value for their visitors, and residents. In the research commissioned during the last two years by the provincial government and the municipality of Breda (Loon, M. van, & Berkers, R.F.A., 2008), there have been identified four elements of decisive importance for clearly defining the nature, the role, and the specific interconnectivity with the other stakeholders within the set-up of the multifunctional leisure locations:

- *Social sustainability:* Without going into narrow and broad definitions, Sustainability is the key for the choices that are being made now since it guarantees balanced development over longer periods. Of great importance is that it involves the use made of existing potential and features of the site. The result is a balanced situation, a component that transforms the location into a local social and eco-system.

- *Transformative distinction:* A transformative organization seeks to change the system by which it operates. Such an organization usually has leaders who want to change how employees are treated, how management communicates with labour, and how workers experience the work environment. Transformative organizations seek multifaceted competitive advantage in a global milieu, emphasizing multiple criteria, including profitability, agility, growth and reputation. The emphasis is not on accelerating the incremental change or bypassing certain steps of incremental change, but to generate a qualitatively different approach on how the change is evaluated and managed.

- *Co-creatio*n: The special feature of leisure is that it often transforms the transaction of a product or service to the customer, and at the same time creates a process, where the customer and the employee of a company both contribute to the genesis and perception of success and experiential leisure activity.

- *Complexity sense and meanin*g: The value is locked in an activity or an event, which is a multifunctional leisure

location imposes how complexity and scale are balanced against each other, understanding how social systems are organized and how historical changes in society are leading to a networked global civilization.

Not as an advertising gimmick but as intrinsic forces the location and the uniqueness of the multi-functionality own the social value creation. They ensure that people remain in the environment of the authentic experience. This creates confidence. Authenticity is closely linked to sustainable value creation in a region or location.

The basic characteristics of multifunctional leisure locations encompass:

a) Creativity 2.0

b) Co-creation

c) Authenticity

d) Complex nature

e) Multi-purpose – multi-disciplinary collaboration

f) Social transformation

Despite an ongoing discussion concerning a single clarification for the term of creativity, definitions have mostly been focused on having the ability to develop novel and pragmatic concepts or designs for products, practices, services or processes (Watson, 2000).

For simplification purposes, creativity has also been divided into subgroups of the 'creative person, 'creative process', 'creative product', 'creative environment' and 'creative press' (Hurd et al, 2008). Overall, creativity today is rather considered in the social-environmental context, whereas it was initially regarded as a personal characteristic and later as a product or service-connected characteristic (Davis, 2013).

Besides its changing definitions and classifications, various sources acknowledge the similarity or even strong dependency between creativity and innovation (Stebbins, 2012, Davis, 2013, Rodríguez et al., 2014).

The above listed elements can also be easily applicable to the multifunctional leisure organizations instead of cities, opening opportunities for these organizations to grow. In both cases, creativity is used as a multiplier effect to increase competitive advantage in the long run (Richards & Wilson, 2006), based on the idea of combining creative people with creative businesses for establishing spin-offs within the multifunctional leisure context.

Consumers of today are now craving more for the expression of self and ever more willing to participate in the processes of organizations to create products that will suit their preferences. The role of the consumer in the economy has moved from "isolated to connected, unaware to informed, passive to active" (Prahalad & Ramaswamy, 2004, p 4).

At the same time, when it comes to the complex nature as leisure has always been perceived as being complex, diverse, and inter-connective, one can identify it in:

- The nature of the service is often either partially private or partially public;

- The continuous interaction between private and public parties is very dynamic;

- Usually, there are most often idealistic, sporting or artistic motives and goals instead of commercial;

- Narrow margins coupled with a high labour input;

- Limited availability of data and other information to distribute and analyze;

- Often a significant proportion of volunteers in the realization;

- Special working conditions, recruitment and remuneration structures and other aspects of human resource management;

- Traffic on temporary facilities;

- Obsolete and inflexible buildings and infrastructure;

- The many and often commercial secondary activities that surrounded leisure;

- desirable and less desirable (for example, unhealthy) activities;

- whether or not the supposed beneficial (Social cohesion, health) and unfavourable (gambling) side effects of leisure activities;

- Trend and fashion sensitivity activities.

- Multidisciplinary collaboration has been recognized as necessary for centuries and has a long tradition. It is supported by solid bases and is required to control several risk factors.

The concepts of disciplinarity, multidisciplinarity (MD) and interdisciplinarity (ID) have been used frequently in the literature so to avoid misinterpretations Table 1 summarizes the differences between the two approaches.

	Disciplinarity	Multi-disciplinarity
Well-defined approach known instruments	Appropriate	Less appropriate
Compled approach unknown instrucments	Less Appropriate	Appropriate
Efficiency	High	Low
Conflict	Less Probable	Very probable
Creativity	Limited to the Knowledge domain	High goes beyond knowledge domains
Impact on disciplinary knowledge	Limited relatively to the existing paths	High possible impact challenging existing paths

Table 1: Disciplinarity and multidisciplinarity: characteristics and comparison (Saur-Amaral. I, Kofinas, A., 2010.)

Leisure organizations are currently working in a complex and changing environment since the 21st century has been bringing a completely new flavour of transformation. Already Naisbitt (1982) stated that people, who live in society, have been changing from the agricultural era in the very beginning, to the industrial era and then to the technological era at the very latest, or better known as the information-based society. These types of changes have transformed the way people live, work, think and define leisure. The transformation happens because of many factors and one of them is derived from leisure activities. Edginton et al (2008) argue that recreation, park and leisure organizations are included in the process of creating this transformation. Edginton (1998) identified that the work of recreation, park and leisure service organizations has been instrumental in the process of social change. The development of recreation, park, and leisure service organizations is focused on reinventing the social institutions that could promote social interest.

3. Good practices in the establishment and development of multifunctional leisure locations at the example of the Netherlands

Within the framework of the colourful and not yet strict series of definitions about the leisure science, without significant risks it could be added that it falls into the scope of the social and public sciences and its main purpose is the description, explanation and forecast of processes and phenomena, related to the leisure. It is about a system of knowledge, related to the restoration, consolidation, and development of the physical and economic strengths of the human being. Leisure science, however, is not limited only to human recreation; it studies leisure also as an economic activity, supporting the assurance of the quality of life and sustainable economic development using social value creation. Within its scope, there are included the development as well as the realization of the leisure service and product, towards which there are questioned requirements, related to the human experiences, the enrichment of his/her knowledge and the satisfaction of the necessities for diversification.

Today, many leisure activities are concentrated in areas, where various leisure facilities are combined and with other functions such as living, working and nature.

Therefore the Academy for Leisure and Events at the Breda University of Applied Sciences, Breda, The Netherlands in cooperation with the Leisure House Brabant, the Sport service Noord-Brabant, the Region West Brabant, the Region of Eindhoven Regional initiated in 2010 and started implementing a research project entitled "Knowledge Multifunctional Leisure Locations". The focus of the project is to gather knowledge, data and specific good practice guidelines, regarding the transformation of the municipal/governmental role towards social innovation and sustainability through collaboration in multifunctional leisure facilities or leisure areas in the home and abroad, to the benefit of the development and management of socially sustainable, innovative and supported by the region leisure venues.

The following toolset for the establishment and development of multifunctional leisure locations has been designed, resulting in the findings given below:

a) Engaging stakeholders in multifunctional leisure location monitoring plans involve creating a metric that can become a unifying language for the location to help foster joint learning and concerted action. Sayer et al. (2008) identify creative ways of engaging stakeholders in the development of performance criteria and deciding on appropriate indicators of the criteria and means of measuring them. In a multi-stakeholder workshop format, they use scenario methods to help gain agreement on suitable performance criteria for the landscape.

b) The adaptive capacity of multifunctional leisure locations depends on the effective facilitation of innovation processes that lead to new insights, technologies, livelihoods, market linkages, learning approaches, institutional coordinating mechanisms, and policies. The innovation systems as stated by Buck and Scherr (2008) needed to support integrative landscape management are rooted in social learning, which engages diverse actors in sharing perspectives, experiences,

and ways of learning and knowing. The organization of interaction around problems of common concern enables stakeholders to develop new understandings of complex situations and to respond. Communication is a key to the coordination of the landscape innovation system.

c) Leadership for landscape innovation systems may emerge from local communities, regional authorities, external research organizations, local or external NGOs, and/or other entities. From wherever it arises, effective leadership will depend on team-based approaches. Core competencies needed by facilitators of landscape innovation systems are convening power, capacity to guide without leading, familiarity with learning processes and tools that motivate ongoing action and interaction, group management and participatory decision-making skills, and a sense of humility and public service.

d) Shared frameworks for evaluating multi-functionality change are promising forums for facilitating social learning and building innovation systems for landscape management. Stakeholders are encouraged to cooperate in identifying, measuring, and evaluating criteria and indicators of landscape performance based on scenarios for the future that they envision. Facilitators employ discovery, experiential and action learning to engage groups of stakeholders in tracking changes across the landscape over time. The density of learning networks and the quality of information that this landscape assessment activity generates gradually and iteratively improve the coherence of the landscape innovation system. New knowledge and understanding that emerge from the activity enhance transparency and objectivity in decision-making platforms and improve negotiation around resource use and management.

There are four underlying principles of the establishment and development of multifunctional leisure locations:

a) Meeting

b) Integration

c) Involvement

d) Using space-efficient

Two specific examples shall be reviewed within the current chapter, namely one within the park recreation-leisure domain and one within the knowledge-generator and –disseminator domain: Park 21 and Libraries in North Brabant.

Park 21, Netherlands is a project developed by the local authorities of Haarlemmermeer in creating a large and varied landscape for recreation. The project involves the Province of North Holland due to the possibility of renewed agreements between national and provincial authorities about the responsibility and financing of green space and recreation. The idea of developing Park 21 has been derived from the fact that the growing number of residents in the metropolitan region is followed by the growing need for recreational and leisure space. The development of Park 21 is expected to be able to create a new focal point where landscape and city interact for people from the direct surroundings as well as for national and international visitors. Park 21 will emphasize the unique cultural-historical structure by reflecting the characteristics of Haarlemmermeer and the Netherlands. Not only focusing on the unique cultural-historical structure, but Park 21 will also have two additional elements which are a park setting with a wide range of recreational possibilities and a series of leisure activities. The situation where the increasing numbers of residents who live in the metropolitan region have caused the demands of recreational and leisure space to increase as well.

The multi-layered concept developed by Park 21 reflects the concept of MLL since Park 21 is an integral set-up of polder, park, and leisure. The farmland, the polder, provides a new dimension by the public park structure, while the leisure layer sets the possibilities to develop a certain type of leisure activities featuring top sporting and cultural events, commercial amenities and attractions. The multi-functional leisure experiences in Park 21 are meant to transform the area into a unique park that will provide different landscapes and experiences together.

The Final analysis produced four main themes: the meanings of leisure and leisure parks, the perception towards Park 21 project,

the expectations towards Park 21 project, and the future image of Park 21. The Final results indicate that Park 21 project is developed under the condition that leisure is more and more integrated with other sectors. This condition has opened the opportunities to develop a concept of multifunctional leisure locations in the future. In the process of developing the concept of a multifunctional leisure location, Park 21 needs to be aware of the necessity of being adaptive, flexible and dynamic in terms of implementing the master plan and the elaboration of the strategies, to cope with the changes that might happen in future. The findings show that Park 21 needs to have an identity that reflects the integration of all different fields and elements within the Park 21 area. The identity will be the most important part in formulating the complex strategic management for Park 21. Park 21 can use this opportunity to develop other concepts that can show the integration between leisure and other sectors. The possibilities to embrace the current concept to broader fields such as business and technology will bring other values for Park 21. With the advantage of the field size and the development of current technology owned by Park 21, the possibility to offer valuable concepts to expand the catching area is ready to be accomplished. The concept of multifunctional leisure locations, which has been adapted by Park 21, should not be limited. This concept can be integrated into many fields of human life, for instance: The integration between leisure and business which is translated into providing interesting outdoor space to do business in Park 21 area will open the way to expand the target group to the business sector. Another example includes the integration between leisure and technology which is translated into building a technology showcase in the form of a theme park or lively museum that will broaden the catching area of Park 21 to the educational and touristic sectors. Park 21 should seize this opportunity by looking at the integration in the leisure area and embracing the strengths that have been identified. As a result, the target group of Park 21 is not only limited to local inhabitants or the tourists but also the target group could be expanded into many sectors that have never been taken into account before

An artefact has been formulated as the answer to the findings. The artefact is expected to be able to communicate the identity of Park 21 and trigger to create an engagement of co-creating complex

strategic management for Park 21 (as within the models of Prahalad and Ramaswamy, 2004). The artefact is also expected to reflect the values of Park 21 and create the emotional bonding between the visitors and Park 21.

Recommendations concluded in this study were formulated with the Imagineering approach which emphasises value co-creation, complex adaptive system strategic management and the stimulation of experiences. The formulated recommendations take into account the steps necessary to embrace the creation of identity and to enhance the values of communication. The ideas presented in the recommendations include both theoretical as well practical strategies, to deal with the complex demanding leisure environment.

Before developing the strategies to deal with the complex demanding leisure environment, the awareness of that situation should be checked. The awareness of complex situations will raise the sensibility to adapt and the intuition to respond properly. From the data collected, the management of Park 21 has shown awareness of the future situation. The awareness to develop Park 21 in an adaptive, dynamic and conditional mode has been implemented in the development process. The management of Park 21 has realised the importance of being adaptive and dynamic in these changing environments. This awareness indicated that Park 21 has been ready to be developed on a further level. Not only in the thoughts or theoretical plans but also more in the practical ways of implementing the plans. The awareness should not only be built in the internal environment of Park 21 management but it should also be communicated to the visitors. The need for good communications will bring positive impacts in dealing with the complex demanding leisure environment. A good way of communication will provide the chance for Park 21 to cope with those kinds of changes and provide prominent information in creating a complex adaptive strategic management that involves adaptive and dynamic strategies to respond to the complex demanding leisure environment.

Innovation in the field of libraries has generally been reductionist. The core functions a library needs to perform have been a result of policymaking by the national and local governments and have been

in line with the historical function of the library; providing access to information and knowledge for the general public. In this age of digitalisation and further globalisation of the world, information is becoming readily available for the general public through many channels, challenging the function of the library as a provider of information and knowledge. As a result, libraries are struggling to find their added value to society throughout the country. With a decreasing demand for information and knowledge through the library, a centralization of library services is inevitable and is directly challenging the existence of the presence of libraries in smaller communities.

The library organizations in the Netherlands are affected by many similar challenges, yet the local situation differs greatly per library. The challenges, libraries in the Netherlands and specific the ones in North Brabant face are complex. The recommendations the VNG(Union of Dutch com-municipalities) makes regarding the future of the library in the Netherlands describe this. Different generations make for different challenges, and with the increasing globalization and interconnectivity in society, the social gap is only becoming bigger. TheVNG(VNG, 2020) acknowledges the fact that a library needs to be locally relevant and needs to connect with the stakeholders in their community.

The VNG recently issued an advisory report that addresses the shift in function for the library. A shift from providing access to information, towards offering access to the development of skills needed to make use of the vast information creation that society provides. According to the SIOB report (VNG, 2020), the increasing digitalisation of society emphasizes how we use information, and in what context, rather than the availability of information. The connection of knowledge and information to the right question becomes an increasingly difficult skill, as is for example the ability to obtain the right information (ICT-skills). SOB argues that in an individualising society the library provides a social function as a meeting place towards a process of lifelong learning where the basic skills to function in society can be learned. According to SIOB the library needs to provide guaranteed access toinformation and should facilitate the development of the individual. SIOB also

argues that the application of the functions of the library is becoming increasingly different between cities and small towns.

Through the implementation of the narrative From Collection to Connection" the libraries in North Brabant, Netherlands try to create an environment, engaging the community and capturing the generative power of the stakeholders towards a re-positioning of the library. As a result, the transformation of the one-direction physical space into a sustainably further evolving system of an MLL is achieved.

There have been identified 5 values of how the public libraries need to function today:

- Reliability
- Independence
- Authenticity
- Pluralism
- Accessibility

Based on the values above, the following multi-collaborative purposes and activities are being expected as an outcome:

a) Providing access to knowledge and information

b) Providing opportunities for development and education

c) Encouraging reading and providing an introduction to literature

d) Organising meetings and encouraging debate

e) Introducing art and culture.

4. Trends for development

Before looking into the trends for development of the Multifunctional Leisure Locations, one needs to reveal the main relevant aspects of the above mentioned organisations:

a) More opportunities for leisure at one place – the multi-layered aspect of building knowledge outside the existing disciplines

b) All leisure activities can share the costs – consolidated budgeting and at the same time flexibility in deriving outcome and sustainable economic, social and environmental behaviour

c) More interest in different activities – the complexity in its full essence in terms of content delivery

d) More positivity about Multifunctional Leisure Locations – the diversified nature that everyone can relate to

e) Opportunities for 'special' leisure activities – the customisation alongside the diversification.

How to take along these relevant aspects in potential further development?

As the value has to be created differently to stay relevant (Van Bergen, Allee, Singh, Martin, Ferreirade Sa, & Melgarejo, 2011), leaders have to learn to 'manage for change' by switching continuously between the 'survival' mode in turbulent times and 'development' mode in stable times. Organisations, which master this, will be further evolving as 'living companies', or 'learning organisations' i.e. organisations that can deal with the problems and opportunities of today and invest in their capacity to embrace tomorrow because their members are continuously focused on enhancing and expanding their collective awareness and capabilities (Montuori, 2003).

Viewing multifunctional leisure locations as living systems mean acknowledging the fact that organisations like organisms have to adapt to survive the changing environment. Organisations, whose internal features best match their environment are best able to adapt. Congruence is considered the key to success (Morgan, 1997).

Another trend to refer to is the way of leading organisations in the leisure sector with a multifunctional character. One of the most significant challenges for leaders within a company is preparing the organisation for the future, thereby orchestrating interventions for initiating change and for strategically implementing it (Battilana et al., 2010). Within research, there have been various approaches and definitions of leadership. The most recent developments in leadership consider the complexity and therefore propose

dynamical leadership (Quade and Holladay, 2010). Dynamical leadership acknowledges complex adaptive systems and therefore developed the adaptive capacity model, proposing a way of how organisations can lead in such complex and continuously changing times. Quade and Holladay (2010) refer to complex adaptive systems "as a group of semi autonomous agents interacting in interdependent ways such that they create system-wide patterns" (p. 30), which then influence the behaviour of agents within the system. Semi autonomous agents are people, who have the freedom of making choices to whom and how to interact (Quade and Holladay, 2010). Furthermore, interdependent assigns actions initiating reactions, which depend on each other and therefore pave the way for system-wide patterns, which are repeated, connected, observable and overall impact the behaviour and actions taken by individuals within a system (Quade and Holladay, 2010). Over time, the repeated behaviour and actions develop into a pattern of expectations, norms and even practices (Quade and Holladay, 2010).

The next issue, which comes at stake, when referring to trends for development is the enterprise logic transformation seen as a typical case of organisational emergence as it is not about ordinary change but an evolution towards a more complex level of functioning, a level of functioning taking into account multiple interests. Emergence has been defined by Goldstein (1999) as 'the coming-into-being of novel, "higher" level structures, patterns, processes, properties, dynamics, and laws and how this more complex order arises out of the interactions among components (agents) that make up the system itself'. Turning to emergence offers itself as a way to rethink organisational development/adaptability, particularly when emergence is understood as incorporating 'self-organisational logic' (Nijs, 2014). Business is a major force in realising change in society and that by helping organisations and institutions to make the shift in logic, individuals can contribute to the change in society in a very practical and constructive way.

Emergence is a concept that has always existed. Emergence refers to "the process by which patterns or global-level structures arise from interactive local-level processes" (Mihata, 1997). Think of bottom-up creativity like street art or natural events like a storm.

The reason why emergence is only recently re-emerging is due to the economic success of reductionism in the industrial context. This is why current times are sometimes also referred to as the Age of emergence (Nijs, 2014, p. 30).

Nowadays it is evident in practice, but it is also academically supported that the complexity perspective offers a promising perspective on change and value creation in society than the existing industrial and linear perspective does. One sign of this statement is the fact that new entrant organisations and institutions are challenging the existing ones with different business models and collaborative logic (Mc Millan, 2008).

Morgan(1997) gives us five pointers as to how to manage amid complexity: (1) re-thinking organisation: instead of externally imposing a situation through hierarchy, manage for emergence; (2) the art of managing and changing context: the fundamental role of managers is to shape and create contexts in which appropriate forms or self-organisation can occur. The new context is generated by a new understanding of situations or by new actions; (3) using small changes to create large effects: in 'edge of chaos' situations, small but critical changes at critical times can trigger major transforming effects; (4) living with emergence as a natural state of affairs: in complex systems, form emerges, it cannot be imposed and there are no endstates; (5)being open to new metaphors that can facilitate self-organisation: new images or metaphors of the manager's role are needed to cope with the ambiguity, paradox, pressures and uncertainties that the absence of fixed states and clear endpoints entails.

The rise of the internet and globalisation have changed our society from an industrial, linear society into a complex network society where consumers are no longer passive but actively contribute to value-creation and meaning (Karakas & Kavas, 2009). With this growing complexity in society, control and predictable certainty become rarer and rarer. As an organisation, we need to deal with and be ready for what Bauman calls endemic uncertainty' (Bauman, 2007).

5. Challenges – Discussion

The idea of combining many leisure activities in one concentrated place may become an attractive idea in the future of the leisure field. The idea of developing an area, where various leisure facilities are combined with other functions such as living, working and nature, may become an appealing and successful strategy to attract visitors. This concept is known as a Multifunctional leisure location. The multifunctional leisure location brings the functions of leisure together, making them integrated and synergised in one concentrated place. Multi-functions facilities provided in one area ease the way visitors spend their leisure time. People have their perceptions and interests in the way of spending their leisure time. The idea of creating multi-purpose leisure venues will become one interesting solution to create a space where all different perceptions from individuals about leisure actives could be combined as one integrated leisure experience. Multi-functional leisure locations start being perceived as one of the main concepts for leisure service organisations in developing a leisure park or any other leisure facilities, but the leisure service organisation still need to reconsider how to further evolve this concept in compliance with the needs of the potential visitor, also transforming all functional components in the multifunctional leisure location into integrated and synergized amongst one another.

Since today's organisations and especially the multifunctional leisure locations, face the difficulties of functioning in a diverse and turbulent economic, political and competitive landscape, a demand for a higher level of services, product reliability and customer support and satisfaction continues to increase. The above mentioned together with the need to expand responsive awareness to the reality of multiple pressures, imply the necessity of introducing a new model of transformative and creative innovations, namely the Adaptive Capacity Model (Quade, K., Holladay, R., 2010) – Figure 2.
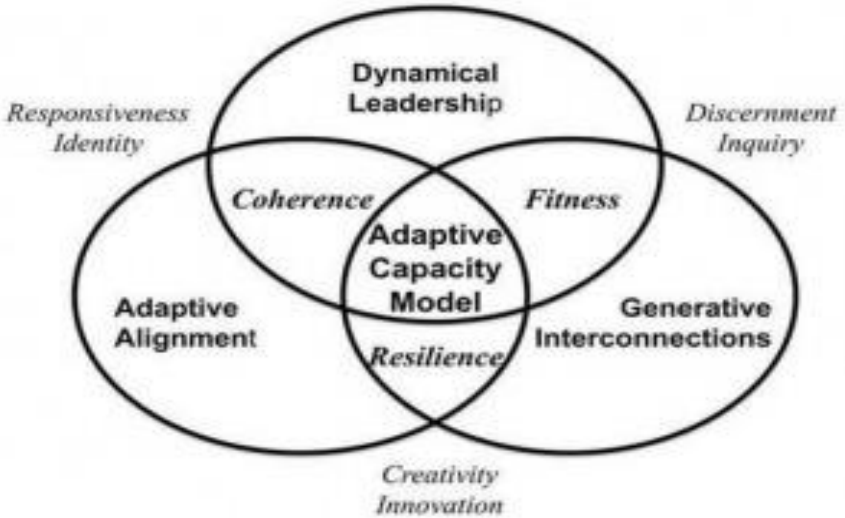
Fig 2: Adaptive Capacity Model, (Quade, K., Holladay, R., 2010).

The three circles of the Adaptive Capacity Model provide a conceptual diagram of the dynamic conditions of work and relationships needed to lead from the systems level to transformative creative innovation of the family businesses. The conditions create the capacity to adapt to new and unpredictable challenges. In today's turbulent landscape, change is multidimensional and it is important to explore three kinds of changes: static, dynamic and dynamical. Static change is two-dimensional, depending on direction and force. It is also predictable. Dynamic change is multi-dimensional and can be best described as moving along a smooth trajectory towards a predictable point. Dynamic change describes what can happen when the dimensions are known and can be measured. The dynamical change, however, results from multiple forces, acting in unpredictable ways. Generating surprising outcomes. Dynamical change opens the system to surprise and unpredictability. Namely, the dynamical change lies within the core of the complex systems, which are identified as today's most threatening "buggers" to leisure service provision, multifunctionality and innovation potential's effectiveness.

Integrating complexity theory into the management of multifunctional leisure locations creates a shift in understanding and thinking. The majority of the leisure organisations are still working with a rather outdated linear paradigm, whereas today's society confronts them with complexity, only complexity can deal with (Terzieva, 2013).

6. Conclusion

Nowadays an increasing number of researchers are convinced that defining a strategy of a company is a very complex challenge (Bauman, 2007). This also applies to leisure organisations in general as they are a part of a society with increasing complex characteristics. According to Montuori (2003), growing complexity in society requires a reconceptualisation of the role of strategy in organizations from strategic planning to strategic design. Montuori (2003) also states that the designing process starts with the information of already existing conceptual frameworks in which values are implicit. From there on a future strategy can be developed. This is also very important for the management in the leisure business, certainly in times of severe competition (Walby, 2007). A strong strategic design, based on core values can make a difference. Multifunctional organisations in the leisure service industry are included in experiencing various developments that are commonly considered as threats, but on the other hand, provide a lot of opportunities to be developed. In the changing times, multifunctional leisure locations will face uncertain and unpredicted changes that might happen in the future. These circumstances demand to have not a fixed but adaptable and complex strategy to deal with those changes.

As discussed in the Introduction, the world is experiencing a paradigm shift whose impact can be felt in societies and organisations. The world is now more networked and therefore complex and unpredictable than before. Where the Newtonian framework has worked well for over 300 years in creating societies and organisations of predictability with control, it is unable to fully embrace and meet the turbulent challenges that the new world presents. Since ancient times, change has been acknowledged as the only constants Greek philosopher Heraclitus aptly puts it "nothing

endures but change". Organisations have to ask themselves how they can evolve with the changing times; and what kind of organisations do they want to become for tomorrow.The same goes for the organisations in leisure and therefore more and more complex and multi-layered organisational concepts emerge such as the Multifunctional Leisure Locations, which are being further reframed and given new meanings.

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