

Setting the Stage: A Comparative Analysis of the
Sustainability Practices Employed at Selected Music Festivals

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ABSTRACT

SETTING THE STAGE: A COMPARATIVE ANALYSIS OF THE SUSTAINABILITY PRACTICES EMPLOYED AT SELECTED MUSIC FESTIVALS

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Music festivals are more than a social gathering. They hold the power to inspire great change in the world and continue to evolve with time. The purpose of this study was to compare and contrast the sustainability measures employed by Bonnaroo music festival in Tennessee and Splendour in the Grass music festival in Australia. The research for this study was conducted using a best practices instrument, designed by the researcher, to evaluate the sustainability practices of Bonnaroo and Splendour in the Grass. The study found that both festivals implement effective sustainability measures that inspire attendees to contribute in the conservation of the environment. Bonnaroo and Splendour in the Grass should maintain their effective sustainability practices and continue offering engaging experiences to their attendees.

Keywords: music festival, sustainability, event industry, emissions, waste, engagement

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Chapter 1

INTRODUCTION AND REVIEW OF LITERATURE

Background of Study

The world is inhabited by people with unique stories and backgrounds. No two people are the same but one commonality that everyone shares is the planet in which they live on. As years pass, more and more people are doing their part to help conserve the planet. However, there has already been irreversible damage to the oceans, forests, and weather systems worldwide (Lambertini, 2017). Sustainability efforts must take place not only on a personal level, but also within industries in order to conserve the planet.

The results of a sustainability study performed on Americans and Australians indicated that 93% of those surveyed have a general concern for the environment (Ellsmoor, 2019). Not only were these individuals concerned, they were also ready to act on these major environmental issues with 77% of them wanting to learn more about sustainable lifestyles. A majority of the citizens surveyed have already taken action to become more green, whether that be recycling, reusing bags, etc. This demonstrates how the overall interest of caring for the environment is universal.

Companies, within the experience industry especially, are moving toward creating a more sustainable environment for their participants. Protecting the planet is necessary and with so much of the world showing interest in maintaining the environment, the events industry (specifically music festivals), has been on the front end of practicing sustainability.

The purpose of this study was to compare and contrast the sustainability measures employed by Bonnaroo music festival in Tennessee and Splendour in the Grass music festival in Australia.

Review of Literature

Research for this review of literature was conducted at Robert E. Kennedy Library on the campus of California Polytechnic State University, San Luis Obispo. In addition to books and other resources, the following online databases were utilized: Academic Search Premier and Google Scholar. This review of literature includes the following subsections: history of sustainability, categories of sustainability practiced in businesses, sustainability in the events industry, and sustainability in music festivals.

The term “sustainability” is complex. In simple words, it “looks to protect our natural environment, human and ecological health, while driving innovation and not compromising our way of life” (Mason, 2020 p. 2). However, there are multiple components that encapsulate the overall idea of sustainability. Sustainability has been practiced since long before people started recycling and reusing their grocery bags and only continues to develop and progress as time passes.

According to Jacobus (2006), dating back to “as early as the ancient Egyptian, Mesopotamian, Greek, and Roman civilizations environmental problems such as deforestation and the salinization and loss of fertility of soil occurred” (p. 85). Even “Plato in the 5th century BC, Strabo and Columella in the 1st century BC and Pliny the Elder in the 1st century AD discussed different environmental degradation resulting from human activities such as farming, logging and mining” (p. 85). Since farming, logging,

mining, etc. were consuming a majority of raw materials, fear of a shortage threatened these civilizations and Jacobus notes that it “stimulated a new way of thinking in favor of the responsible use of natural resources in the interest of the present and future generations, very similar to the thinking behind sustainability development today” (p. 85).

The word “sustainability” was first used in 1713 when Hans Carl von Carlowitz was trying to maintain a balance of harvesting old trees and making sure there were enough new trees to replace them (Malthus, Bonar, & Royal Economic Society, 1926). Around this time there was also concern about population growth and how it would affect the amount of resources available. Eventually, the focus was shifted to the coal industry because coal had been an important source of energy (Malthus et al., 1926). The way in which it was being consumed, however, was wasteful so it needed to be used sparingly (Jevons, 1866). The harm that the earth had endured due to human intervention on the natural environment was severe. Fast forward to the 1960s, petroleum—made from crude oil and found in deep underground reservoirs—became a huge source of energy (National Geographic Society, 2013). When this substance is burned for energy, toxic gases are released along with high amounts of carbon dioxide. Not only do these toxins upset the earth’s natural balance of gases and affect the climate but they are also nonrenewable which means they are irreplaceable. New methods in performing occupations such as farming and logging, that run on such practices, continue to be introduced as time passes. The key in maintaining the earth and all its natural beauty is to exercise sustainability practices. As stated earlier, there are multiple types of sustainability.

There are three pillars of sustainability: economic, social, and environmental (Goodland & Daly, 1996). Each of these categories is connected with the end goal being to maintain a specific aspect of society. Economic sustainability is described as “maintenance of capital, or keeping capital intact, and has been used by accountants since the Middle Ages to enable merchant traders to know how much of their sales receipts they and their families could consume” (Goodland & Daly, 1996, p. 1003). In today’s terms, this is considered “income.” Companies want to incorporate practices that will support long-term economic growth. However, the key in doing this is to not negatively impact the social or environmental aspects of the community.

Economic sustainability can be broken down into four categories: introverted, extroverted, conservative, and visionary (Baumgartner & Ebner, 2010). Introverted has to do with mitigating any potential risk for companies. This strategy has very low standards and is applied to simply comply by the rules. On the other hand, the extroverted strategy has a more active approach in sustaining a company. There are two subcategories of the extroverted strategy a company can choose from: conventional or transformative. The conventional extroverted strategy aims to differentiate itself from competitors by mostly practicing the sustainability that is obliged to do by law (Baumgartner & Ebner). Companies implementing the transformative extroverted have higher credibility because they strive to positively influence the basic conditions of corporate sustainability. It is more society-related as opposed to trying to stay ahead of other businesses (Baumgartner & Ebner).

The conservative strategy relates to cost efficiency (Baumgartner & Ebner, 2010). Corporations that follow this strategy are strictly determined to invest in appropriate

equipment, technology, etc. in the most cost effective manner. The conservative approach has a narrower approach and is simpler than the other strategies.

The last category of economic sustainability is visionary. The visionary strategy is comprised of two subcategories: conventional and systematic. Both subcategories express a “high sustainability commitment to become a market leader in sustainability issues” (Baumgartner & Ebner, 2010, p. 85). The conventional and systematic strategies are very similar but Baumgartner & Ebner define the main difference:

Conventional visionary strategy is very much oriented towards its impact on the market, whereas the systematic visionary strategy combines outside-in and inside-out perspectives in order to achieve a unique competitive position, but based on an internalization and continuous improvement of sustainability issues inside the company. (p. 85)

All in all, conventional and systematic strategies are both considered holistic but have differing motivations.

The next pillar is social sustainability. This type of sustainability can be discussed relating to environmental conditions, as well as corporate climate. Relating to the environment, social sustainability can be linked with protecting humans from harmful activities of businesses and organizations (Mason, 2020, p. 6). An example of social sustainability is sustainable housing which is housing built with sustainable material; hence the connection to environmental protection. The social element is the *encouragement of people* to participate in environmental sustainability.

The final pillar that wraps up sustainability as a whole is environmental sustainability—likely the facet people are most familiar with. This is the sector that

everyone can contribute to whether it be on big or small scale. From a business standpoint, corporations are concerned with environmental issues caused by waste, emissions into the air, biodiversity due to corporate activities, etc. (Baumgartner & Ebner, 2010, p. 79). From an individual perspective, people perform many acts including, but not limited to, “recycling, reducing power consumption, switching electronic devices off rather than using standby, walking short journeys instead of taking the bus” (Mason, 2020, p. 6). Nowadays, a majority of industries are making efforts to transform their products and services to become more environmentally friendly.

The events industry is unique from other traditional industries in that it is centralized around creating experiences. It is easy to have an impact on people through experiences which is how the events industry has been and continues to be a role model for sustainability. Events focus on bringing people together mainly through a common interest or goal. People of all ages can practice sustainability. However, millennials in particular claim that living a sustainable life is important but they may not be willing to go the extra mile in paying extra for sustainable products (Ipsos, 2016). Whether it is obvious or not, events have the ability to promote causes, values, and ideas. There is a lot of power and opportunity than can be used in a positive and effective manner. Many event companies have used sustainability as a gateway to growth. Not only are they adapting their programs to become more environmentally friendly, but by doing so, they are gaining the mutual trust and respect of their attendees who share the same values. According to Meegan Jones (2017), “by managing activities with consideration for its responsibility to society on an environmental, economic, cultural, and social level, the organization is set up to deliver a positive legacy—tangible and intangible benefits of the

event's activities to society and the environment" (p. 4). Planners are responsible for the impact events have on the earth. Some trends that have been prominent in the events industry in order to maintain this legacy include: hiring sustainable food vendors, creating mobile event apps, and reducing waste/diverting it away from landfills. This year (2020) event companies will be offering more plant-based food options and banning single-use plastics (Colston, 2020). There will also be a rise in using recycled materials for event design. The general goal for event companies is to reduce their carbon footprint and impact on the earth.

All different types of events are implementing different sustainability practices into their operations. Whenever mass groups of people gather together, waste is inevitable. Keeping this in mind, event planners work to incorporate sustainability into their methods. Music festivals in particular have paved the way in regards to sustainability on a large scale. These festivals instill a sense of motivation on their attendees to "do better." The urgency of sustainability is very apparent and "the ability of music festivals to inspire awareness and activism in people is fundamentally necessary to the journey towards sustainability" (Stettler, 1970, p. 2). Using sustainability as a way to connect with attendees is strategic, but actually implementing sustainable features is the objective. A couple ways festival planners are "setting the stage" for sustainability are by hiring artists who take a stand on sustainability and reducing paper usage. A music festival in Canada even charges an "environmental tax" of \$1.50 per person that collectively goes towards protecting the local environment (Parrish, 2020). Most festivals are working towards becoming more sustainable per the wishes of the founders and

continue to accomplish such tasks due to the attendees' involvement (Laing & Mair, 2012).

All of these sustainable ideas, however, also come with barriers. One can not simply snap their fingers to create a festival. These massive festivals require a lot of time, money, and energy. Lack of control of over venues and patron behaviors creates obstacles when working towards sustainable events as well (Laing & Mair, 2012). For example, if festival manager wanted to install LED lights, the venue saves electricity while the festival spends the money. As for patron behavior, when attendees leave single-use possessions behind—especially when camping is an option—it adds to the problem of waste.

All in all, there are endless potential sustainability practices. Hopefully as time passes and different techniques progress, sustainability will be exceedingly present in events. Everyone needs to be proactive and individually do their part in order to sustain the earth.

Purpose of the Study

The purpose of this study was to compare and contrast the sustainability measures employed by Bonnaroo music festival in Tennessee and Splendour in the Grass music festival in Australia.

Research Questions

This study attempted to answer the following research questions:

1. What energy conservation measures are being employed by the selected music festivals?
2. What maintenance practices related to sustainability are being employed by the selected music festivals?
3. How effective at sustainability are the energy conservation measures being employed by the selected music festivals?
4. How effective at sustainability are the maintenance practices being employed by the selected music festivals?

Chapter 2

METHODS

The purpose of this study was to compare and contrast the sustainability measures employed by Bonnaroo music festival in Tennessee and Splendour in the Grass music festival in Australia. This chapter includes the following sections: description of organizations, description of instrument, and description of procedures.

Description of Organizations

A comparative analysis was conducted on Bonnaroo music festival in Tennessee and Splendour in the Grass music festival in Australia. Bonnaroo music festival was first founded by Ashley Capps in 2002 (Encyclopedia Britannica, 2019). Its name is inspired by the 1974 album *Desitively Bonnaroo* by New Orleans pianist and vocalist Dr. John. Bonnaroo means “best on the street” in Creole slang (Encyclopedia Britannica). The festival takes place during the month of June at Great Stage Park in Manchester, Tennessee and lasts for 4 consecutive days (Bonnaroo Music & Arts Festival, 2020). General admission tickets range from \$279-\$359 with VIP upgrades available as well as the option to camp (Bonnaroo Music & Arts Festival). Artists from a variety of music genres perform; genres including rock, jazz, and hip-hop (Encyclopedia Britannica). When the festival was first established, 70,000 people attended (Paulson & Rau, 2019). Seventy thousand tickets were sold in 19 days for Bonnaroo 2019. Last year the festival sold out with 80,000 people in attendance. Tickets and on-site sales generate about \$1.2 million (Paulson & Rau).

Splendour in the Grass, commonly referred to as “Splendour,” was co-founded in 2001 by Jessica Ducrou and Paul Piticco (NewsLifeMedia, 2011). This music festival is held at North Byron Parklands in Yelgun, New South Wales, Australia (Splendour in the Grass, 2020). In past years the festival had expanded to other locations within Australia but will now solely be held at North Byron Parklands. Splendour takes place each year during July and lasts for 3 consecutive days. General admission tickets for the full duration of the festival are sold at \$399 with VIP options available as well as the option to camp. Artists ranging from the genres of indie rock, hip-hop, and electronic alternative perform (Splendour in the Grass). In 2019 Splendour sold 42,500 tickets, a new record (Eliezer, 2020). As the festival continues to sell out, Ducrou and Piticco are working toward increasing the capacity of the venue to 50,000 (Eliezer).

Description of Instrument

The instrument utilized in this study was a best practices guide developed by the researcher (see Appendix A). The guide was created to measure emissions, waste management, engagement with attendees, and partnering organizations. A pilot study was conducted by the researcher on Coachella music festival. This festival was chosen because it is one of the largest music festivals in the United States. After completing the pilot test, the researcher decided to alter the guide by removing “sustainable partners” because it seemed to overlap with the other categories. That category was replaced with “partners” to broaden the scope in order to investigate both partners in attendance to the festival as well as benefitting organizations. Many festivals work with companies who share the same values as well as commit to benefitting third party organizations.

Description of Procedures

A comparative analysis was conducted on Bonnaroo music festival in Tennessee and Splendour in the Grass music festival in Australia. The instrument utilized in this study was a best practices guide developed by the researcher. During the two-week research phase, research was conducted and evaluated. The research was conducted primarily through online research and websites. The following websites were researched for information: Bonnaroo website, Splendour in the Grass website, Bonnaroo Works Fund website, Planting Seeds website, Upcycle Studio website, North Byron Parklands website, Waste Today Magazine, University of Sydney Technology, The Festival Squad, and BioCycle Online. The results predominately come from qualitative information that was gathered during the research process.

Chapter 3

PRESENTATION OF THE RESULTS

The purpose of this study was to compare and contrast the sustainability measures employed by Bonnaroo music festival in Tennessee and Splendour in the Grass music festival in Australia. A comparative analysis was utilized to examine Bonnaroo music festival and Splendour in the Grass music festival. This chapter includes the following sections: emissions minimization, waste management, engagement and partners.

Emissions Minimization

Bonnaroo music festival is approaching its 19th year of operations in 2020. As the festival grows each year, Bonnaroo's efforts to cultivate their sustainability practices increase. Starting in 2011, the "Learning Garden" was introduced. This specialized area is supplied with local knowledgeable farmers who teach people how to compost and produce their own food at home. Being located in the south, the festival itself sells all types of food, both good and bad for the earth in the long run. By educating attendees about the importance of producing home-grown organic food, their goal is to make an impact that goes beyond the festival. Each year the BonnaRoots Community Dinner takes place to support Oxfam America and Eat for Equity. This dinner is comprised of important guests like the founder of the festival, producers, and artists. Volunteer chefs prepare healthy meals from locally-farmed meats and produce. The herbs and vegetables are grown in the Learning Garden with compost-amended soil. Bonnaroo strongly encourages people to carpool to the festival to reduce the amount of emissions that would

otherwise be transmitted into the air. If attendees arrive at the festival with four or more people in their vehicle, they are eligible for prizes. These prizes include VIP upgrades, vendor tokens, and free merchandise items. Festival-goers are also encouraged to choose from a variety of camping accommodations. Bonnaroo offers car and RV camping which pushes for people to travel together and eliminates transportation to and from the festival each day. There is a deal available with a local RV company that offers attendees \$50 off their RV pass at the festival if they book with them. Tents and glamping options are also presented for people who would rather camp in a more luxurious setting. The “Groop” camping choice (perfect for those who want to enjoy the weekend with friends) and community camps (themed camps) allow patrons to avoid everyday transportation usage. For those who prefer to stay off-site, shuttle passes are available for purchase and can be bundled with a ticket. The shuttle buses carry groups of people to and from the venue and replace the numerous cars that would otherwise be necessary.

Australia’s Splendour in the Grass works toward operating in the most sustainable way possible as well. From the planning process to the actual implementation of the festival, sustainability is always placed as a priority. Splendour hires local vendors for food and other products to reduce transport-related emissions. They only work with suppliers who generate products that are recyclable. Splendour also encourages camping with a variety of camps available depending on what the attendees prefer to spend. From “roughing it” in tents to glamping in pre-assembled structures, this festival makes it easy for attendees to find on-site accommodations that aid to decrease vehicular travel for the duration of the festival. For a minor fee, Splendour pushes for people to take advantage of a bus network that transports people to and from the venue.

Waste Management

At a festival that hosts 80,000 fans, the accumulation of tremendous waste is inevitable. How that waste is dealt with is something Bonnaroo takes very seriously. All vendors are required to use compostable cup and food service items. If they fail to comply with this request, they may be asked to leave. Attendees are permitted to bring empty reusable water bottles that can be filled at the multiple refill stations that are clearly posted throughout the festival. All running water is 100% drinkable. Landfill, recycling, and composting bins are also scattered throughout the venue to help people in disposing their items properly. “Trash Talkers,” volunteers who assist those who are unsure of where their trash should best be placed, are stationed near every trash site. Since Bonnaroo is located on a farm, something that is unique to them is their on-site composting facility. The year-round composting site houses a tractor that mixes food waste and compostable food service items with wood chips. This forms a large pile on the farm that is turned once every few months by a groundskeeper. In 2018, Bonnaroo converted 140 tons of organic waste to compost and 52% of the festival’s waste was diverted from landfills. In 2019, the 180 tons of food waste, tens of thousands of compostable cups, plates, and utensils generated throughout the four days of the festival were processed at the farm where the festival takes place.

Splendour in the Grass prides itself on its constantly evolving sustainability efforts. As the festival goes into its 20th year of operations, it continues to build on its implementation of sustainability measures. All food vendors hired must agree to use plates, cups, containers, and cutlery that is certified compostable. Straws and plastic cutlery have been banned. Patrons are encouraged to bring their own reusable water

bottles to eliminate potential waste. Free water refill stations are clearly advertised around the venue for easy access. Splendour also introduced the reusable cup system, “Globelet.” Globelet is a cup rental deposit system that is designed to eliminate single-use cups and water bottles. When attendees need to purchase water, cartons of water are available. Reusable cups are distributed at the bars and can be handed in for a \$2 rebate. To reduce confusion over what can and can not be recycled/composted, “Green Chiefs” are available for questioning. Green Chiefs are undergraduate environmental students who roam the festival grounds to give advice or guidance to people and make sure everything is running accordingly regarding waste. They are also there to educate those who show interest about sustainability. The Green Chiefs are supported by the “Green Team” who are equipped with bags and pickers to collect recyclable materials and other items that do not make it into the many designated trash bins. Another team called the “Eco Cops,” dressed like actual cops, monitor the festival to encourage responsible waste disposal and recycling. Splendour’s Waste Management Plan hopes to divert as much waste away from landfills and to reduce single-use plastic down to zero.

Engagement and Partners

A key element in successfully practicing sustainability at festivals is involving attendees. Bonnaroo expresses the value of sustainability to their fans as early as in the ticket purchase process. One dollar of each ticket is donated to sustainable causes. Bonnaroo believes that educating the public about environmental issues and behaviors that can be taken to reduce potential harm on the environment is a fundamental approach in maintaining the earth. They launched the Green Ambassador program where

volunteers educate attendees about how they can do their part with hopes that people will carry these practices on in their everyday lives. There is an air conditioned “Movie Tent” that plays documentaries to urge people to get involved. Historically, incentives have been a great way to motivate people to try something. With the help of Clean Vibes, a company dedicated to on-site waste management at outdoor festivals and events, Bonnaroo has made waste management a core operating principle. Bonnaroo has implemented a program to encourage attendees to participate in recycling. When attendees turn in a recyclable item to the “Clean Vibes Post” booth, he or she can receive points that can later be redeemed for prizes such as sunscreen, t-shirts, artist merchandise, and free tickets for future events. Bottles, cans, and cigarette butts can act as a form of currency and can be exchanged for festival swag as well. “Planet Roo” is an area at Bonnaroo that inspires social and environmental activism. Non-profits like 4Ocean occupy this space. Planet Roo holds a variety of activities within the area where attendees can receive henna tattoos, participate in gardening, and more. This space also houses the “HOW Stage” which is completely run on solar power.

Bonnaroo partners with many organizations who share the same values. Steely’s Brinkware and Plastic Coalition vend \$15 stainless steel beer cups with an attached carrier strap. Attendees can either pre-order or purchase these cups the day of the festival. When the cups are used, attendees receive \$1 off all beer purchases. This project has led to the diversion of more than 2 million single-use water bottles and 150,000 single use beer cups. Another partner of Bonnaroo is Eco-Products. Eco-Products works with the festival’s vendors to supply them with all compostable materials like beer cups, food trays, and utensils at a reasonable price. The on-site composting that Bonnaroo maintains

is performed in partnership with Keep America Beautiful (KAP) and Keep Coffee County Beautiful (KCCB)—Manchester is located in Coffee County, Tennessee. The county building’s flowerbed is boosted by the nutrient-rich compost provided by the festival. Bonnaroo gives back both locally and on a large-scale. The Bonnaroo Works Fund awards donations to deserving organizations. In 10 years, they have raised 7 million dollars for 100+ organizations.

As of today, Splendour in the Grass is one of the more sustainable festivals. From the very beginning there is an option to buy a Green-Offset ticket for an extra \$3. This money goes to Australian renewable energy projects. By working with local renewable energy groups like Enova Energy and COREM, Splendour has been able to help fund Australia’s first social benefit solar garden—a 100 panel solar garden on the roof of a community housing building that benefits the community by reducing electricity bills. Many people who attend this festival care for the earth. Splendour distributes bags for composting and separating trash to its attendees. Through this initiative, when the festival concludes, one lucky fan is rewarded a handful of passes to attend the next Splendour. In 2019, a unique section of the festival called the “Deep Green Forest Tent” was added. This tent, courtesy of the Deep Green Biotech Hub (DGBH), was an oxygen-rich environment that aimed at providing attendees with the knowledge that science can cross into art and sustainable solutions. The algae cells generated by the art during the festival could be returned to the earth as a form of fertilizer to restore the environment. This tent employed the “Algae Crew” who educated festival-goers on environmental issues and how people can contribute in aiding the environment. Attendees were also able to explore an app introduced to help people track their carbon footprint. Placed outside this tent was

the interactive “Living Lights” installation which used LED lights to display plants’ colors to contribute to the festival’s atmosphere.

Splendour has partnered with Green Music Australia and asks attendees to take the pledge to “Party with the Planet.” Party with the Planet is a campaign that encourages people to think before they act in regards to being wasteful. In 2014, Splendour introduced a camping option that revolved around sustainability called “Camp Little-foot Print.” This provided those who practice sustainability, or at least show interest, with a customized experience. Campers were given separate trash bags to divide their trash throughout the festival. At the end of the weekend, someone won tickets to attend the next Splendour in the Grass. In order to stay in this camp, attendees needed to meet certain criteria. They were required to use steady/reusable gear, get the most use out of their cups and utensils, commute to the festival in a vehicle holding at least three passengers, keep the campsite clean, and respect those around them. Campers were also asked to plant a tree as part of Splendour’s “Tree Planting” initiative. Two thousand trees were planted that year. In return, attendees were granted a prime camping location near the entrance. Those deemed most sustainable were presented Gold Bar tickets—a bar only VIP ticketholders has access to—for the following year’s festival. After the event, there was and continues to be the option to donate non-damaged camping gear to people in need.

Chapter 4

DISCUSSION AND CONCLUSIONS

There are many trends and practices regarding sustainability that are implemented into the operations of music festivals. This study was conducted to aid the reader in gaining insight into the sustainability practices of Bonnaroo in Tennessee and Splendour in the Grass in Australia. This concluding chapter includes the following: a discussion of the findings, limitations of the research, conclusions based on research questions, and recommendations for the future.

Discussion

Bonnaroo and Splendour in the Grass are constantly working towards adding new sustainability practices to their operations with hopes of reducing their carbon footprints each year. Music festivals are highly social gatherings that bring people together. By both festivals providing resources for attendees to carpool and camp, the amount of gas emissions that would otherwise been present are limited. This exemplifies how the festivals are working to incorporate sustainability methods for the good of the environment as opposed to selfishly maintaining the festivals because there is no direct gain to the festival operations. Companies are highly concerned about environmental issues having to do with emissions and waste (Baumgartner & Ebner, 2010). With the campgrounds reaching their maximum capacity almost every year, each festival is successfully contributing to the reduction of toxic gases that could potentially harm both the environment and its inhabitants. Mason (2020) also notes that individuals are already

performing sustainable acts in their own homes which makes it easier for festivals to get the participant support they need to successfully maintain the earth. There are three pillars of sustainability: economic, social, and environmental (Goodland & Daly, 1996). While camping mostly falls under the environmental subsection of sustainability, carpooling can cross-over to economic sustainability. Participants are saving their own money on gas by travelling in groups. This extra money that participants hold onto by carpooling could inadvertently contribute to the festival's overall revenue in the form of refreshments or merchandise purchases (but is not guaranteed).

Both festivals should continue to push for attendees to carpool and camp because not only does it add to the experience, but there is a sense of community that forms between the general public and the festival producers. Carpooling is better for the environment and the overall health of society. It would benefit Splendour to add more campsite options to appeal to a greater audience with the goal of increasing the number of campers. They could even partner with an RV rental company like Bonnaroo has done. Bonnaroo could implement a tree planting initiative to their operations where those who camp plant a tree to help preserve quality air around the farmlands. A method both festivals could practice is the education of *why* it is important to carpool and camp. There is more to sustainability than just waste. Even if the festivals know the overall impact on the environment the reduction of vehicle emissions have, it is important that the attendees are aware as well. Not only would this help the earth's air quality, but it would improve the experience for the attendees and festival planners. Parking would be less chaotic, values would match, and overall, everyone would benefit. When people are properly educated on a subject, they are more motivated to work towards change.

Furthermore, Bonnaroo and Splendour's implementation of incentive programs that revolve around sustainability are effective on many levels. By giving attendees the opportunity to receive a monetary reward, physical item, or simply gain applicable knowledge—all having to do with sustainability— both Bonnaroo and Splendour prove to be transparent with how they value environmental preservation. The implementation of sustainable practices starts with the planners but can only be accomplished when attendees get involved (Laing & Mair, 2012). A key practice in successfully applying sustainable measures into music festivals is by getting attendees to contribute and making them aware of the impact of their actions (Stettler, 1970). This could be in the form of purchasing a ticket for an extra cost that goes toward a cause, collecting recyclables found around the venue that can be redeemed for a prize, or visiting a booth to further one's environmental knowledge. According to Ipsos (2016), millennials show great interest in maintaining the environment. With music festivals' demographics consisting mostly of people within this age range, there is so much opportunity to gain attendee support/contribution.

Bonnaroo and Splendour are both industry leaders in providing a list of ways for attendees to “do their part.” People attend festivals for various reasons but overall want to get the most out of their experiences. With the the industry's target audience being what it is, the more ways festivals can offer sustainable opportunities, the more outcomes will prevail. It would be beneficial for both festivals to incorporate a mobile app that supplies attendees with different resources that can be utilized during before, during, and after the weekend. Since both festivals have proven to value attendee engagement, it would be very suitable to create an app that contains information concerning not only performance

schedules and maps, but also tips and tricks for living a sustainable life. Making the app available year round could benefit the marketing and branding of the festivals as well. For example, the festivals' names would be attached to their apps. Therefore, people would link sustainability with the brands and the app would provide attendees with sustainable methods for their personal lives as well as practices they can use during the festival. The app can even incorporate a feature that requires people to log different sustainable acts that can be redeemed for prizes at the festivals. A mobile app could be a gateway for companies to not only share their values, but achieve their goals with the help of their followers. Taking steps like this is an effective way to connect attendees with real-world issues while creating memorable experiences.

There are several limitations the researcher encountered that may have impacted the results of this study. First, the researcher mainly used online resources. The information gathered could have been favorable towards the festivals researched. There is a strong focus on the positive measures the festivals are employing that could be seen as a form of bias. The researcher's personal admiration for music festivals is another potential limitation. This fascination and excitement about music festivals could have caused the researcher to view the information gathered through a skewed lens due to the desire of wanting attend these festivals. Another limitation is the researcher's connection to the event industry. The researcher is studying event management which may create a bias to wanting to trust that positive measure these festivals are taking cancel out all the negative impacts festivals have on the environment. A final limitation is the researcher's own implementation of sustainable measures. The researcher was raised by a family who applies sustainable practices to their everyday life. This value of the environment could

have indirectly influenced the results. While these limitations are present, the researcher intended to provide an analysis that is beneficial to both music festivals and their sustainable practices.

This study analyzes the sustainability strategies for Bonnaroo and Splendour in the Grass. It displays the sustainability practices being employed at the festivals, the effectiveness of such measures, and the areas that can be improved in the future. Music festivals are leading the industry in sustainability. However, there will continue to be new methods introduced with the ultimate goal of building the best experiences in the most sustainable approach possible. This study can work as a tool for experience industry professionals to learn about what music festivals are achieving and how it is possible to create large-scale sustainable events.

Conclusions

Based on the findings of this study, the following conclusions are drawn:

1. Bonnaroo and Splendour in the Grass both encourage and provide alternative transportation and accommodations that contribute to the reduction of individual's carbon footprints.
2. The music festivals, Bonnaroo in Tennessee and Splendour in the Grass in Australia, both offer hands-on opportunities for attendees to engage in the festivals' sustainability efforts.
3. By encouraging attendees to travel and camp in groups, toxic gases are decreasing.

4. By providing attendees with incentives and more sustainable options, festival-goers are choosing the more sustainable route which is even improving their overall experiences.

Recommendations

Based on the conclusions of this study, the following recommendations are made:

1. Music festivals should continue to encourage attendees to carpool and camp in the effort to reduce air contaminants.
2. Splendour in the Grass should increase amount of themed and specialized camping options and form a partnership with local businesses like an RV rental company.
3. Bonnaroo should implement a tree planting initiative. The farmland around the venue is spacious and the sustainable reputation they hold would grow.
4. Both festivals should educate attendees on the importance of carpooling and camping. There is already information available on waste but emissions minimization is just as important.
5. Both festivals should utilize a mobile app that is centered around sustainability and offers engagement opportunities to attendees.
6. Further research should gather how effective it is to incorporate sustainability into marketing strategies.
7. Future research should gather potentially unbiased research on both festivals.

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APPENDIXES

Appendix A

Instrument

	Description	
	Bonnaroo	Splendour in the Grass
Areas		
Emissions (transportation, food)		
Waste (single-use plastics, refill stations, recycling/composting)		
Engagement (incentives)		
Partners (charitable organizations)		