

More than Music: A Case Study on the Marketing of Outside Lands Music Festival

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Emily Haworth

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ABSTRACT

MORE THAN MUSIC: A CASE STUDY ON THE MARKETING OF OUTSIDE

LANDS MUSIC FESTIVAL

EMILY HAWORTH

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The evolution of marketing has shown a general progression towards experiential and digital marketing, and away from traditional marketing. Digital and experiential marketing are at the forefront of many company's marketing strategies due to their ability to form lasting brand relationships with consumers. The purpose of this study was to examine the marketing techniques of the Outside Lands Music Festival and their draw on millennials. Research for this study was gathered using a case study guide established by the researcher, which highlighted the past experiential and digital marketing efforts of Outside Lands and their sponsors. The results of this study indicate that the variety of digital and live brand experiences facilitated by the organization and its sponsorships are highly effective in connecting with millennials. It is imperative that Outside Lands and their sponsors continue to progress their experiential and digital marketing efforts to provide millennial consumers with extraordinary experiences.

Keywords: Outside Lands, marketing, sponsorship, experiential marketing, digital marketing, music festival, millennial, experience

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Chapter 1

INTRODUCTION AND REVIEW OF LITERATURE

Background of Study

Millennials currently serve as one of the most attractive markets in the industry, with a purchasing power of up to \$733 billion (Qader, 2013). Businesses are constantly striving to captivate this market, but fail if they lack authenticity in their brand marketing. Successful relationships between a brand and a consumer occur when a company takes the time to adapt their marketing efforts to the wants of this demographic. Specifically, 62% of millennials are choosing to spend their disposable income on experiences rather than materialistic items over the next year (Walker, 2017). This statistic highlights millennials' value on experiences they can hold on to rather than meaningless advertisements.

A perfect example of an event that is facilitating lasting experiences for millennials are music festivals. Music festivals repeatedly aim to surprise, satisfy, and entertain individuals who come to hear and watch the music played by their favorite artists. These multi-day festivals serve as a high-level opportunity for organizations to partner with sponsors and weave their marketing techniques into all facets of the event. "Music festivals are more than a destination for live music; they are a place for festival-goers to make memories. By integrating a brand into the experience, you can also integrate a brand into festival-goers' minds." (Fromm, n.d) The millennial demographic is drawn to music events by experiential marketing efforts, as this type of marketing serves as a great pillar for the experience economy (Qader, 2013). However, experiential

marketing is just one of the types of marketing techniques used by high level music events. The purpose of this study was to examine the marketing techniques of the Outside Lands Music Festival and their draw on millennials.

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 Elite, SPORTDiscus, Hospitality and Tourism Complete, psycINFO, Proquest, and Google Scholar. The review of literature outlines the history and role of the specific types of marketing used by businesses today.

Shift in Marketing

Various traditional marketing practices have been used by businesses to market their goods and services to consumers for many years. Traditional marketing is based on the principal that consumers act rationally in the purchasing process and pay special attention to the features and benefits of a product before making a purchasing decision (Qadar, 2013). A frequent complaint of traditional marketing is that it uses manipulation to sway the influence of consumers into purchasing, regardless of the quality and functionality of the product. It is for this reason, as well as a change in consumer wants, needs, and interests, that there has been a major shift in the strategy behind the traditional marketing practices used by businesses. This shift has compelled marketing directors to embody, teach, and use a connect-and-collaborate approach when marketing to consumers. Consequently, this approach influences marketing directors and their

employees to communicate on a level where value is created, delivered, and shared with a consumer (Bernstein, 2011). An approach like this is derived from the belief that consumers are craving value-based engagement and experiences from businesses over traditional marketing tactics. Most consumers are turning away from exclusively purchasing materialistic items, and turning to invest in experiences for a larger sense of fulfillment in their purchasing decisions. Research has shown that consumers achieve increased satisfaction in their lives when they put their disposable income towards living rather than having (Schultz, 2015). Therefore, it is essential for businesses to revise their marketing efforts in order to provide consumers with a unique and valuable experience that they can tie to a brand or company, whether that be in person or on the internet.

Current Marketing Trends

In addition to the growing shift in marketing tactics, there has been a shift in the typical size of a company's marketing budget. Companies have allocated more of their money to their marketing efforts to increase their outreach to consumers. Marketing budgets are on the rise to: offer new jobs, establish new skills and knowledge in the workplace, increase growth within a company, and increase focus on the long-term value of a company (Moorman, 2012). An example of a company that has positively improved their business through the revision of their marketing strategies is the Walt Disney Corporation. Disney has several successful sublets of their company from their merchandise to their movies, TV channel, and more. However, Disney parks and resorts alone have annually gained \$12.92 billion dollars in revenue due to the dedication their customers have given to their company (Polizzi, 2018). By creating personalized customer experiences, they have positioned themselves as a superior brand among many

household names, with a 70% return rate from the first-time visitors to their Disney parks. The Walt Disney Company ultimately remains on top due to their specific focus on: delivering value, constant optimization, detail orientation, and ensuring a consistently pleasing experience for the customer (“Behind the Magic,” 1970). This strategic approach is what makes and will keep making consumers attached to the Disney brand. The specific types of marketing that businesses such as the Walt Disney Corporation has shifted towards include digital and experiential marketing. These two types of marketing are being utilized by marketing practitioners and their businesses due to the growing advancements in technology and communication (Grundey, 2008).

Digital Marketing

As mentioned previously, companies are expanding their marketing budgets in order to utilize technological advances in the capabilities of marketing. 80% of companies have adapted to this trend and are planning to expand their digital marketing budgets over the next twelve to eighteen months (Maddox, 2015). A high 73% of these companies have reported an increase in the sales of their goods and services as a result of increasing digital marketing efforts (Slattery, 2015). In technical terms, digital marketing is most simply defined as, “Achieving marketing objectives through applying digital technologies and media” (Chaffey, 2017).

The 5 D’s of digital marketing are: digital devices, digital platforms, digital data, digital media, and digital technology (Chaffey, 2017). There are a multitude of ways to reach consumers through these different outlets. The specific digital platforms trusted most by consumers are: Snapchat, Facebook, Twitter, Youtube, Instagram, and LinkedIn (Elder & Gallagher, 2017). These digital platforms parallel as communication outlets for

consumers and maintain their popularity from the interactive opportunities they provide. The technology embedded into these platforms and this type of marketing is the link that allows this type of communication to occur (Ryan, 2017). The specific benefits that keep consumers using these digital platforms are: extreme convenience and efficiency, rich display of information, competitive pricing, and a broad selection of products (Tiago & Verissimo, 2014). These benefits expose the influence that digital marketing has on consumer engagement, and thus points to the idea that businesses should be implementing a strong digital marketing strategy.

Experiential Marketing

Experiential marketing is another contributor to a consumer's relationship with a brand. Hollebeek (2011) explains experiential marketing as a type of consumer engagement that is multidimensional. This type of marketing is based on a consumer's awareness, enthusiasm, interaction, activity, and level of extraordinary experience that they have with a brand (Hollebeek, 2011). Experiential marketing defined is a, "...marketing strategy that engages the consumer and creates real-life experience that will be remembered. This type of marketing focuses on getting the consumer to experience the brand" (Samoszuk, n.d.). Consumers are enticed with brands that hone in on this type of marketing because it reaches them on an emotional level (Close, Finney, Lacey, & Sneath, 2006). Smilansky (2017) also offers that when a brand provides specialized brand experiences to a consumer, an emotional connection is formed which can evolve into a loyalty to that brand and its products.

A company that has taken the initiative to invest in this valuable marketing strategy is BMW. This company works on a diverse range of projects, but specifically

created BMW World in Athens to serve as a showroom and event for friends, family, customers, neighbors, and tourists to engage with. This event has seen great success due to the unique effects it has had on its visitors' senses that have allowed them to experience BMW to the fullest (Atwal & Williams 2017). The Walt Disney Corporation, as previously mentioned, and BMW are just two examples of companies who have shifted their marketing strategies to positively influence the way their consumers engage with them as a brand. This trend has been picked up by special event companies as well.

Music Festival Marketing to Millennials

Music festivals and their sponsors are utilizing experiential and digital marketing to capture their audiences and create those sought after next-level relationships with consumers. The success of a music festival is derived from the experiential and digital marketing efforts of the festival's organization and its sponsorships that take place before, during, and after these multi-day events (Park, 2010). In the U.S. alone, \$1.4 billion dollars was spent by sponsors on the music industry on events like music festivals and this number is projected to keep rising (Duran, 2017). This number is rising due to sponsors at events like music festivals seeing the benefits of using marketing to engage consumers and increase their overall satisfaction and experience at an event.

Music festivals and their sponsors are focusing their attention on millennials because as the experience economy becomes increasingly popular, millennials crave more unique experiences, especially ones surrounding music (Walker, 2017). To meet this demand, festival sponsors have specialized the blending of their brand messages into engaging experiences for millennial consumers (Close et al., 2006). Smilansky (2017) claims that a sponsor's marketing strategies allow consumers to, "live, breathe, and feel

the brand through interactive sensory connections.” Sponsors at music festivals end up having a competitive advantage to outside vendors because of the face-to-face connections they are able to have with their consumers when using experiential marketing.

In addition to experiential marketing, digital marketing is also being used largely by music festivals and their sponsors. This generation of millennials is heavily dependent on social media and technology to access and interact with music, and consume new technological experiences on a daily basis (“How top music,” 2017). This is shown through the different digital platforms utilized by music festivals and their sponsors. Although the festivals’ organization and their sponsors make the most significant digital marketing push, they also rely on the performing artists to assist with this effort. However, digital marketing can even be achieved unknowingly by the consumers who livestream the music festival to other consumers. 30% of consumers who view a livestream of a music festival choose to attend that festival the following year (Grate, 2017). The combination of digital and experiential marketing has led to the success of music festivals due to its influence over consumers to leave wanting more. These marketing strategies facilitate lasting brand and consumer relationships, specifically at festivals like Outside Lands.

Research Questions

This study attempted to answer the following research questions:

1. What digital marketing techniques are currently being utilized by the Outside Lands Music Festival?
2. How does the Outside Lands organization play a role in experiential marketing and overall experience of the attendees?
3. What are the digital marketing platforms used by the festival's sponsors?
4. What types of live brand experiences are implemented by the top sponsors into the festival?
5. How effective is Outside Lands and the festival's sponsors in their marketing efforts to millennials?

Chapter 2

METHODS

The purpose of this study was to examine the marketing techniques of the Outside Lands Music Festival and their draw on millennials. This chapter includes the following sections: description of organization, description of instrument, and description of procedures.

Description of Organization

Outside Lands is a popular three-day festival that annually takes place in San Francisco's Golden Gate Park (Rose, 2015). Golden Gate Park was originally referred to as "Outside Lands" because it allowed visitors to escape the big city and gather at the heart of the city's park system. Each August, the festival produces an ever increasing \$60 million in revenue to the San Francisco economy (Brinkley, 2016). This music festival is the perfect place for artists and concert-goers to come together through music, food, drinks, art, comedy, and dance. Since the first Outside Lands commenced in 2008, the festival's growing popularity has deemed it one of the top five music festivals in the country. In 2015 alone, Outside Lands had 80 artists performing, 30 breweries pouring, and nearly 70,000 people attending per day. The festival offers diverse musical acts in genres ranging from pop and hip-hop to indie-rock and jazz that spread over five stages to accommodate the desires of attendees (Harrington, 2016).

The co-founders of Outside Lands are Superfly's Rick Farman and Another Planet Entertainment's Allen Scott. The two came together at a conference and decided to

combine their services to produce San Francisco's first ever large-scale music festival. From the get go, the two made a point to solely offer the best music, food, wine, beer and more that is authentic to the city of San Francisco and the Bay Area. They do so in an eco-friendly way by incorporating different sustainability and greening programs into their festival grounds. A few of the top sponsors that Outside Lands partners with include: Uber, Heineken, Chase, Boohoo, Billboard, Hornitos, The North Face, and State Farm ("Partners," n.d.).

Description of Instrument

The instrument utilized in this study was a case study guide developed by the researcher (see appendix A). This guide was formulated into three sections: organization notes, digital marketing notes, and experiential marketing notes. The "organization notes" section identified the mission, sponsors, number of attendees, and additional key components of the organization and festival. The "digital marketing notes" section was broken up into two subsections including organization activity and sponsorship activity. Each subsection pointed out the primary digital outlet and the different social media platforms utilized. The "experiential marketing notes" section was outlined similarly and broken up into the same two subsections as previously mentioned. However, each subsection in the experiential marketing section pointed out the activity type and the associated details. The instrument was used to gauge specific data on the company and the sponsors, as well as the digital and experiential marketing specifics and their effects on millennials.

A pilot study was done by the researcher on a similar festival to Outside Lands, known as the Coachella Valley Music and Arts Festival. This pilot study was done to test the instrument on its productivity and to see if it contained any flaws. After the pilot test, the researcher decided that the sections labeled “artist activity” and “attendee activity” needed to be removed from the instrument’s marketing sections as they overcomplicated the study. In addition, the researcher decided to include a more precise focus on the large sponsors rather than solely gathering information from all the festival’s sponsors. These changes to the instrument allowed the researcher to easily navigate and document her research for the Outside Lands study.

Description of Procedures

This study consisted of a thorough analysis of the marketing techniques of Outside Lands and their effects on millennials. The instrument utilized in this study was a case study guide developed by the researcher. During the two-week research phase from February 10th to February 24th, the researcher used the instrument to gather, examine, and further analyze the context of the study. The digital and experiential marketing techniques used by the organization and the sponsors of Outside Lands were analyzed through information found on the company’s website and third-party websites. Both quantitative and qualitative information were gathered by the researcher during this process. The following websites were looked into by the researcher: SF Outside Lands, Mashable, ADWEEK, BIZBASH, Los Angeles Times, The Drum, Forbes, Facebook, Twitter, Instagram, and Snapchat. The researcher primarily used the SF Outside Lands website to gather important and detailed information on the festival. The researcher used

the third-party websites to gather deeper knowledge on the top sponsors, their marketing tactics, and the effects these tactics had on millennials.

Chapter 3

PRESENTATION OF THE RESULTS

The purpose of this study was to examine the marketing techniques of the Outside Lands Music Festival and their draw on millennials. A case study of best practices was utilized for this study. This chapter includes the following sections: Outside Lands: Digital Marketing Techniques, Outside Lands: Experiential Marketing Techniques, Sponsorships: Digital Marketing Techniques, Sponsorships: Experiential Marketing Techniques, and Outside Lands and Sponsorships: Marketing Impacts on Millennials.

Outside Lands: Digital Marketing Techniques

The Outside Lands Music Festival engages in digital and experiential marketing as their primary marketing strategies. However, digital marketing is where the Outside Lands marketing team attracts new and returning attendees each year. The organization uses Facebook, Twitter, Instagram, Snapchat, and their Outside Lands mobile application to: invite users to engage with the brand, promote ticket sales, inform viewers of newly released information, and build excitement around the event. These applications also serve as a way for the organization to directly communicate with the users, and allow users to communicate with one another. Table 1 below shows the different digital platforms used by Outside Lands and the number of users that engage with each one.

Table 1

Outside Lands Digital Platforms and Number of Users

| Digital Platform | Number of Users |
|---------------------------|-----------------|
| Facebook | 200,628 |
| Instagram | 75,900 |
| Twitter | 45,300 |
| Snapchat | TBD |
| Outside Lands Application | TBD |

Note: This information was collected from the Outside Lands social and digital media accounts and is subject to change.

As shown in Table 1, Facebook is the primary social and digital media platform for the Outside Lands organization. With 206,569 users who following, the page offers an intriguing description of the festival, the full lineup of artists playing that year, links to the other digital platforms, and many other additives. This page strategically markets ticket sales and giveaways to encourage users to connect with the brand by attending the festival. The RSVP component of the page allows users to share their attendance and see which of their friends are attending as well. Users are also able to share the page and any posts made on the page, which ultimately assists in marketing to other Facebook users that are unaware of the page or any information on Outside Lands.

During the event, the Outside Lands Facebook page actively posts videos, pictures, artist interviews, and set time changes to keep attendees updated in the confirmation of festival details. Facebook serves as a beneficial digital platform in that it allows the organization to cross post to their Twitter feed, Instagram, and Outside Lands

mobile app. This enables the organization to remain consistent across their other digital and social media outlets. However, generating followers before, during, and after the event on these applications is one of the most important goals of the organization in their digital efforts. The more followers they obtain, the more people they will be able to post to and re-generate buzz about Outside Lands regarding the next year's festival.

Although Facebook is the primary digital marketing outlet for Outside Lands, the other digital platforms used by the organization assist with marketing as well. The Outside Lands mobile application truly allows its users to digitally immerse themselves in the event through their mobile devices. A primary component of this app allows users to create their own customized schedules regarding which artists they want to see on each day of the festival. With this feature, users have the option of receiving alerts to their phones to remind them who is next on their schedule when they are at the festival. If a user wants to learn the lay of the land before attending or finds themselves lost at the festival, the application offers a full map that is easily accessible and clear for users to utilize. The previous features listed are only a few aspects of the multi-dimensional application. Cohesively, the digital platforms are utilized to inform users and establish a direct point of communication with the Outside Lands organization. The organization actively updates the mobile application and social media platforms as their individual usability features advance. This is important in making sure the organization is communicating with its audience in the most relevant way.

Outside Lands: Experiential Marketing Techniques

The other primary source of marketing used by Outside Lands is experiential marketing, which is incorporated into nearly every aspect of the festival. When designing the festival each year, the organization strategically incorporates new engaging experiences for festival-goers to connect with the brand. Additionally, the festival establishes new and exciting spins on music, food, alcohol, and art attractions to keep their attendees thriving and wanting more. Not only do they offer a wide range of artists from different genres for all attendees to enjoy, but they sustainably provide five solar-powered viewing stages. These stages include artistic backdrops, props, and programmed light fixtures that synchronize their lighting to the beat of the music playing. Music artists are scheduled to consistently perform throughout the entirety of the three-day festival. However, additional entertainment activities are offered throughout such as: personalized lounge areas, mini golf courses, rock climbing walls, comedy and magic shows, sustainability programs, seminars, and workshops, arcades, market place shopping, and more. The organization used the event's mascot "Ranger Dave" to be the face of their brand and further add to the experience, as the mascot can be seen around the festival taking pictures with attendees, on the festival merchandise, and on Outside Lands' digital media platforms. Within each of these additives to the festival are a complex range of detailed activities for guests to enjoy so that they are never left without something new and exciting to immerse themselves in.

Another experiential marketing component of Outside Lands is the different types of food offered to attendees. Attendees can explore different food and alcohol lands such as: Choco Lands, Wine Lands, Cheese Lands, Bacon Lands, and Beer Lands. Additionally, there are food trucks, carts, tastings, and interactive and educational events

framed around food and beverages in the Gastro Magic section of the festival. Every single food and alcohol selection for the festival is made to showcase the exclusive Bay Area cuisine options. This is a key experiential marketing component of the festival as guests are able to try diverse food and beverage options throughout their three-day experience all in one central location.

Sponsorships: Digital Marketing Techniques

Although the Outside Lands organization does an extensive amount of marketing, they also have a multitude of sponsors that contribute their own marketing techniques to the event. Sponsors of music festivals market to establish unique brand relationships with consumers, and to help aid in the success of the festival as a whole. There is a range of sponsors from top key-players, to small sponsors who contribute at a lesser scale. Outside Lands sponsors include: Chase, Uber, Billboard, Tito's Vodka, M&M's, and many more. These sponsors actively market on their own digital media platforms such as: Instagram, Facebook, Twitter, Snapchat, etc. They post repeatedly to let followers and potential attendees gain information on their involvement with the event, the role they will be playing, and how individuals can attend and get involved. Additionally, sponsors digitally market to consumers by posting countdowns, information on artists and ticket sales, line-ups, and livestreams from the event to show followers what they could experience if they were to attend. For example, M&M's used Facebook to promote the debut of their new caramel M&M's at their #UnsquareCaramel tent at Outside Lands. The Facebook post also enticed attendees to stop by so they could receive temporary hair dye and participate in the photo booth all while snacking on the new candy. These digital efforts turn to

experiential marketing efforts when the user shifts from engaging with the posts, to engaging with the sponsor activities at the festival.

Sponsorships: Experiential Marketing Techniques

Experiential activities carefully crafted by sponsors are what truly round out Outside Lands Music Festival. Attendees are drawn to this type of marketing because it generates an experience and a meaningful brand to consumer relationship. Some top sponsors in experiential marketing at the festival are Heineken and The North Face. Heineken is such a large contributor that it has its own tent, stage, and line-up called The House by Heineken. This brand exceeds in their experiential marketing by incorporating their own line-up in a designated space of the festival where attendees can listen, sip on Heineken beer, and charge their mobile devices. This experience not only adds artists to the list of Outside Lands performers for attendees, but creates an extraordinary place and party for those 21+ attendees who want to get away from the large main stage crowds, and engage in a more intimate setting and experience.

The North Face took a different experiential marketing approach by offering a rock climbing wall at the festival and bring life to its “Walls are Meant for Climbing” campaign. The purpose of this marketing push was to show attendees that walls are meant to bring people together, not divide them. This climbing wall offered a fun challenge for attendees to participate in, but took things a step further through specialized messaging to facilitate relationships among attendees. By climbing the wall together, the experience sparked important conversations about inclusivity. To further the purpose of this marketing effort, North Face announced a \$1 million-dollar donation to The Trust for

Public Land at the festival. This donation was to support the implementation of rock climbing walls in more communities and reiterate the importance of community. These are just two of the top sponsors for Outside Lands, among many more who also create these types of unforgettable experiences for attendees at this music festival.

Outside Lands and Sponsorships: Marketing Impacts on Millennials

The marketing techniques of both the Outside Lands organization and their sponsors were deliberately designed to reach many age groups, but especially the festival's key target audience of millennials. There was a positive response by millennials from nearly every experiential and digital marketing effort made by both The Outside Lands Music Festival and the associated sponsors. These efforts were praised and appreciated by this age group due to the specific efforts to cater to the wants, needs, and interests of these individuals with the use of technology and personal interaction with the brands. This evidence is shown in: the number of followers on the organization's digital media accounts, the increase of millennial attendees each year, and the positive feedback on social media regarding the festival and sponsors' experiential activities provided to the attendees.

Chapter 4

DISCUSSION AND CONCLUSIONS

Outside Lands Music Festival has been increasingly popular over the past ten years since it began in San Francisco. It is important to review the marketing techniques of the organization and their sponsors to see what they are doing well and what they can improve on. This concluding chapter includes the following: a discussion of the major findings and implications, limitations of the study, conclusions based on the research questions, and recommendations for the organization, industry, and future research.

Discussion

The research collected through this study pointed to five major findings that are examined within this chapter: the digital marketing techniques and platforms used by Outside Lands and their sponsors, the experiential marketing techniques of Outside Lands and their sponsors, and the positive effects these techniques have on millennials.

The digital marketing techniques currently utilized by the Outside Lands Music Festival establish several technology and communication tools to create an experience between the organization and the attendees. The researcher found the most heavily used digital marketing platforms are Facebook, Twitter, Instagram, Snapchat, and their own mobile application. Although Facebook serves as the primary digital marketing platform for the organization, the additional social media outlets and mobile app are popular to users to access, share, and communicate information about the festival. As Elder and Gallagher (2017) mentioned, these digital platforms are at the forefront of most music

festivals' digital marketing techniques due to consumers' trust in these specific platforms over others. Moving forward, Outside Lands should maintain the use of these platforms but in an equal manner, rather than focusing on Facebook as their primary digital outlet. Utilizing these platforms in an equally will contribute to the organization's outreach to consumers, as most prefer using other digital platforms to Facebook. In addition, Outside Lands should continue to improve their digital marketing platforms, especially on their Outside Lands mobile application. It is essential for Outside Lands, as well as the music festival industry, to progress along with the advancement of technology to captivate consumers and meet their changing interests. In doing so, the organization could achieve an increased number of users and buzz about the festival, thus creating an increase in attendees.

In addition to digital marketing, the Outside Lands organization implements significant experiential marketing strategies through carefully crafted activities to contribute to the overall experience of attendees. These activities are created in an authentic manner to showcase the city of San Francisco and the Outside Lands brand - and are done so through the presentation of music, food, alcohol, art, and bonus attractions. Not only are these activities offered to create a deep connection with the brand and the festival-goers, but to additionally facilitate lasting experiences and memories for these individuals once the festival ends. The organization places special attention on the experiential marketing components of the festival to ultimately create value for the attendees. Smilansky (2017) attests that when the organization focuses on creating unique live brand experiences, attendees will achieve an interactive and sensory experience with the brand. The organization should continue to improve their experiential

marketing efforts by offering new and intriguing activities to attendees each year. However, the festival should remain authentic in competing with other music festivals by continuing to include local vendors in the festival to highlight the top Bay Area businesses that are exclusively available at this one central location. The researcher also recommends that the organization clearly presents programs of all the different activities to the attendees upon arrival so they are aware of all their options.

Although Outside Lands handles their own marketing efforts, they also have a large lineup of sponsors that help contribute to the digital marketing of their festival. A few of the festival's sponsors include: Chase, Uber, Billboard, Tito's Vodka, and M&M. These sponsors and many more utilize their own social media accounts on Facebook, Twitter, Instagram, and Snapchat to connect with users and share information about their brand's involvement with the festival. Sponsors choose to focus on this type of marketing when partnering with Outside Lands because of the array of benefits that digital platforms provide to consumers (e.g., efficiency, convenience, rich information, competitive pricing, broad selection of products) (Tiago & Verissimo, 2014). The demand for this type of marketing is demonstrated through the high level of accessibility that is offered for users to digitally connect before, during, and after the festival through these platforms. However, the festival's sponsors should boost their outreach and number of posts on their social media accounts before, during, and after the festival to press on their marketing efforts. Additionally, it is important for sponsors to keep up with technology trends on their digital platforms to remain relevant to current and potential viewers.

Not only do Outside Lands' sponsors generate their own digital marketing for the festival, but they also contribute greatly to the experiential marketing opportunities as well. Each sponsor collaborates with the festival to create an individualized brand experience for attendees to engage with throughout the three-day event. These experiential offerings can range from parties, mini concerts, and exclusive lounges to food and alcohol tastings, tutorials, sports activities, magic shows, and so much more. Two of the top sponsors that make their experiential marketing mark on Outside Lands are Heineken and The North Face. Heineken's experiential marketing is shown through its company's "Heineken House" tent that provides its own stage and mini line-up, ice cold beer, and mobile charging stations to attendees. On the other hand, The North Face uses a different approach with their rock climbing attraction called "Walls are Meant for Climbing" where attendees are given the opportunity physically interact with the brand and each other. As noted by Smilansky (2017), providing specialized brand experiences to consumers allows an emotional connection and potential brand loyalty to occur between a consumer and a brand. Although these two experiential marketing techniques were highly successful, the two sponsors shift their marketing efforts and activities for this year's Outside Lands festival. This shift will allow the sponsors to excite and deepen their consumer relationships by offering lively new options for their participants to engage with. This recommendation also goes for other sponsors of the festival who focus on experiential marketing efforts to attendees as well.

The previous findings allowed the researcher to determine that the combined digital and experiential marketing efforts of the Outside Lands organization and their involved sponsors are highly effective in reaching the target market of millennials.

Walker (2017) offers that millennials are increasingly contributing to the experience economy as their wants and needs for musical experiences increase. Therefore, millennials are drawn to the digitally and experientially immersive experiences that are designed to them by the marketing efforts of the Outside Lands Music Festival as a whole. This draw stems from the specialized face-to-face and digital interactions that millennials experience when engaging with these brands. Outside Lands and their sponsors must continue to evolve their marketing efforts to this dominant group of millennial attendees to maintain their attraction to the festival. Additionally, the Outside Lands organization and sponsors should increase their digital and experiential marketing efforts beyond millennials to show their interest and dedication to non-millennial attendees.

There are several limitations that may have impacted the researcher's results and outcomes of the study. First, the researcher did not attend the Outside Lands Music Festival and may have been unintentionally subject to bias through the shared experiences of her peers. Bias may have also occurred again as a result of the researcher's attendance to other large music festivals and comparing those experiences to her peers. Another limitation that may have impacted the researcher's findings was that the study was performed on a narrow amount of information due to time constraints. This information found by the researcher may have also been limited due the limitation of findings derived from online sources. Although these limitations are present, the researcher aimed to provide a thorough analysis and understanding within this study that will benefit the marketing techniques of the music festival and marketing industries.

The results of this study showcase the key digital and experiential marketing techniques of Outside Lands and their sponsors in marketing to millennials. Although the current techniques are effective, these two popular marketing sectors will progress and shift their efforts based on the wants, interests, and needs of millennials and other consumers. However, the concrete and extensive findings made by the researcher may be referenced as a starting point for future research and studies on these topics. It is imperative for music festivals, their sponsors, and similar experience-facilitating industries to continue to improve and evolve their marketing techniques to facilitate lasting relationships and experiences with consumers.

Conclusions

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

1. The Outside Lands organization utilizes Facebook, Twitter, Instagram, Snapchat, and their own Outside Lands mobile application as their digital marketing techniques to millennial users.
2. The Outside Lands organization uses experiential marketing to contribute to the overall experience of their attendees through their unique presentation of diverse music, food, alcohol, art, and bonus attractions at the festival that are authentic to the San Francisco Bay Area.
3. The sponsors of Outside Lands use their Facebook, Twitter, Instagram, and Snapchat accounts to digitally market to users by posting about their involvement with the festival.

4. The top sponsors of Outside Lands, such as Heineken and The North Face, implement live brand experiences such as parties, mini concerts, lounges, food and alcohol tastings, sports activities, etc. into the festival to excite and form brand relationships with millennials.
5. Both Outside Lands and their sponsors utilize highly effective digital and experiential marketing techniques geared towards millennials by creating lasting experiences, memories, and connections that extend beyond the festival.

Recommendations

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

1. Brands should continue to utilize digital and experiential marketing techniques as both are effective in capturing millennial consumers.
2. The Outside Lands organization should update their social media platforms and Outside Lands mobile application to match the technological advances and needs of consumers.
3. Two of the top sponsors at the festival, Heineken and The North Face, should evolve their experiential marketing techniques to innovatively engage consumers through new experiences each year.
4. The Outside Lands organization and their sponsors should hire and train more employees to increase the digital interaction with mobile users, and face-to-face interaction with attendees.

5. Future research on the Outside Lands Music Festival should gather data through interviews, surveys, books, online platforms, etc. to achieve a more diverse and detailed study from a wide range of sources.
6. Future research should study other music festivals to see if they differ in terms of marketing against Outside Lands.

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APPENDIXES

Appendix A

Instrument

Instrument

| Organization Lands Notes | |
|-------------------------------------|--|
| Mission of Organization | |
| Sponsors of Organization | |
| Number of Attendees in past 5 years | |
| Demographics of Attendees | |
| Additional Activities Offered | |
| Food & Alcohol Options | |
| Shopping Options | |
| Digital Marketing Notes | |
| Organization Activity: | |
| Primary Digital Outlet | |
| Social Media Outlets | |
| Sponsorship Activity: | |
| Social Media Outlets | |
| Experiential Marketing Notes | |
| Organization Activity: | |
| Activity Type/Details at festival | |
| Sponsorship Activity: | |
| Top Sponsors | |
| Activity Type/Details at festival | |