Cases for Event Management and Event Tourism

Questions and answers for analysis

Chapter 8

Q1. Identify the positive and negative impacts and legacies of the festival that are evident within the case study.

Answers

Positive impacts/legacies within the case study

♦ Conservation

♦ The festival line-up is gender and ethnically diverse and the artists are celebrating diversity and promoting environmentalism.

♦ The festival has a Solo Polo community for lone festivalgoers and festivalgoers can form communities within the smartphone app Woov. The communitas generated helps to foster inclusion and alleviate loneliness. This may be an impact or legacy depending on whether the connections made are episodic or maintained.

♦ Fundraising for the local community.

♦ Local businesses and people in other countries are benefiting from the festival through the supply chain .

♦ Dominique feels a sense of pride and belonging during Chronnix's set. The festival is therefore fostering inclusion and social cohesion, albeit transitory.

♦ Abandoned tents and leftover food are distributed to charities and those in need.

♦ The festival generates pro-environmental intentions as Dominique plans to donate to Water Aid when she gets home. However, there is often a gap between attitude and behaviour therefore she may not actually donate (Mascarenhas et al., 2021). There is a need for longitudinal research that assesses whether festivals influence festivalgoers to adopt pro-environmental behaviours.

Negative impacts and legacies within the case study

♦ Litter has been dropped which is unsightly and could be trampled into the ground and release toxins into the soil.

♦ The case suggests that there is evidence of soil erosion (Case, 2013).

♦ Tent abandonment exacerbates global warming through the carbon emissions generated through the production of 'single-use' tents which contribute to plastic waste (Skinner, 2019).

♦ There are traders selling cheap plastic products. Fossil fuels used to make such products contribute to climate change via carbon emissions.

♦ Local level air pollution through the carbon emissions emitted by the coaches.

♦ The carbon emissions generated by the festival contribute to climate change, and acid rain, and the latter can damage and kill plants, trees, and fish, and damage buildings

through erosion. However, acid rain can be beneficial for vegetation, and it can also act as a combatant of global warming by helping to deflect solar radiation (Case, 2013).

Q2. Imagine you are the festival's Sustainability Officer, and you need to set objectives for next year's festival.

a) With reference to the case, what are the core issues you would like to tackle?

b) How will you tackle these?

c) Are your plans feasible or are there implications and impacts associated with them that you need to consider before implementing your proposed changes? Consider the following:

◊ Will the changes you want to make have financial implications?

◊ How can you save or raise money to offset the financial implications associated with your plans? Do the financial implications of your proposed changes make it difficult to implement the changes you want to make?

◊ Are there any negative social impacts associated with the changes you want to make?

◊ Will there be barriers to making your desired changes?

◊ How will you ensure you strike a balance between the three spheres of sustainability?

Your responses to these questions should consider different stakeholders.

d) After deciding on the issues that are feasible to address, write SMART objectives for next year.

e) Write performance indicators that can be used to measure the festival's performance against the objectives set.

f) What data will be required to measure the festival's performance against the objectives set? Who can the data be obtained from? If data will need to be collected, how – and by whom – will this be done?

Indicative answers

2a. The students might consider trying to:

◊ Reduce the amount of litter dropped.

◊ Reduce the number of tents abandoned.

◊ Reduce the carbon footprint of the food sold by the festival's caterers.

◊ Reduce food waste.

◊ Reduce the festival's carbon footprint from travel.

◊ Reduce the environmental impact of the festival's energy use.

◊ Ban cheap plastic products and non-sustainable clothing from being sold on site.

◊ Ensure traders are adhering to the festival's sustainability policy.

◊   Ask their coach company to provide sustainable goody bags for festivalgoers.

◊   Measure the festival's total carbon footprint with a view to reducing it.

2b.

Reducing the amount of litter dropped

◊   More litter pickers could be deployed.

◊   The students might consider other ways in which the festival can encourage pro-environmental behaviour.

Reducing tent abandonment

The festival could:

◊   Encourage festivalgoers to buy a good quality tent/hire a pre-purchased tent, and/or make more pre-purchased tents or other types of pre-pitched accommodation available for hire/sale.

◊   Work together with the sector to place pressure on companies producing and selling cheap 'throwaway tents' (Henderson & Musgrave, 2014) to try to end the consumerist mentality of purchasing a cheap tent that will not last beyond one festival or that can be abandoned if a festivalgoer cannot be bothered packing it up to take it home for future use or does not know how to (Skinner, 2019).

◊   Use engaging methods such as street theatre, storytelling, and alternate reality gaming to educate festivalgoers on the impact of tent abandonment like the UK festival Boomtown Fair.

Reducing food waste

◊   The festival could provide composting bins to the caterers to reduce food waste and the festival's overall waste.

◊   Separate bins to collect food waste could also be provided front of house and in crew catering.

Reducing the footprint of the food sold

◊   The festival could opt to go meat and fish free (Julien & Mackay, 2020) with immediate effect or do this gradually by reducing the fish and meat sold or by going meat-free in the first instance before later phasing out fish. The urgency of the climate crisis should inform this decision.

◊   The festival and its caterers could work with Nommm or a similar organisation to create 'One Planet Plates' of 0.5kg CO_2e per main meal to contribute to limiting global warming to 1.5 degrees Celsius above pre-Industrial levels as per the Paris Agreement and label their menu boards so that festivalgoers can make informed choices to reduce their environmental impact and in turn, the carbon footprint of the festival. The same approach could be applied to crew catering (Johnson, 2019; Shambala, n.d.).

Reducing the carbon footprint of travel to the festival

◊ The festival could work with the sector to try to place pressure on coach companies and the government to try to phase out coaches that run on fossil fuel in favour of electric coaches.

◊ To try to encourage stakeholders to take responsibility for and try to reduce their travel carbon footprint, festivalgoers, artists, crew and contractors could be asked to calculate their travel carbon footprint using Ecolibrium's (n.d) travel carbon calculator (which has been developed using the UK Department for Business, Energy, and Industrial Strategy (2022) Greenhouse Gas Conversion Factors which reflect the International Panel on Climate Change's Fourth Assessment Report and are consistent with greenhouse gas reporting under the United Nations Framework Convention on Climate Change).

◊ The festival could remove car parking to eradicate travel to the festival by car. However, this would require ensuring that public transport and coach companies can cope with the excess number of festivalgoers travelling via these modes of transport.

◊ The festival report in their application that they are measuring the carbon footprint of festivalgoers. However, there is no mention of measuring the carbon footprint of artists or production. Measuring these would help the festival to reduce the overall travel carbon footprint of the festival. They could do this by gathering the receipts for the fuel used by the artist shuttle buses and plant vehicles.

Reducing the festival's energy use

◊ The festival could try to increase the amount of energy they are able to obtain from the national grid on a green tariff or try to replace some/all of the hybrid generators with (sustainable) biofuel generators (Powerful Thinking, 2017).

Sustainable supply chain management

◊ The sale of cheap plastic/non-sustainable products could be banned, and this could be added to the festival's sustainability policy and communicated to all stakeholders (Jones, 2018).

◊ The festival needs to ensure that an audit is being undertaken by mystery shoppers and that there are repercussions for traders who are not compliant. For example, traders could be forced to close/blacklisted (Julien & Mackay, 2020).

◊ The festival should work with stakeholders such as the coach company to encourage them to be sustainable to ensure sustainability throughout the supply chain.

Measuring the festival's total carbon footprint with a view to reduction

◊ Meters can be used to gather data on the amount of water used in different areas, the peak and average power used in different areas can be monitored, and data on the amount of waste, recycling, and wastewater taken off site for treatment can be obtained from the waste contractor and toilet supplier. This data can be used in conjunction with the total travel carbon footprint of the festival to calculate the festival's total greenhouse gas emissions as CO_2 equivalent (CO_2e; this includes non-carbon dioxide greenhouse gas emissions such as methane and nitrous oxide in addition

to carbon dioxide; Jones, 2018). This will aid the festival in strategizing to make targeted reductions moving forward.

2c. The students should be encouraged to consider the impacts, affordability, resourcing, and communications implications of their proposals in relation to the festival and other stakeholders including:

◊ The potential politics involved.

◊ The need to balance the three spheres of sustainability.

◊ The potential to influence stakeholders within the supply chain.

◊ How any potential dissatisfaction could be mitigated.

◊ The urgency of the climate crisis.

◊ The extent to which their proposals are likely to be effective.

For example, going meat and fish free could reduce the amount of revenue the festival generates from selling pitches to caterers. Banning the sale of some products could similarly reduce the number of traders purchasing pitches. Removing parking facilities would also reduce the festival's revenue. Other potential initiatives suggested above will incur costs.

Is there anything that the students plan to implement that they can use to raise money to pay for their proposed initiatives? Perhaps they could invest in a stock of tents that they can sell themselves as pre-pitched tents for revenue in addition to also outsourcing this to provide a greater supply of pre-pitched accommodation for festivalgoers to hire. This could be used to cover costs and generate future profit while also reducing tent abandonment and waste.

Going meat and/or fish free and banning parking could result in dissatisfaction amongst festivalgoers (Julien & Mackay, 2020) and removing parking facilities could also have logistical issues.

The students may encounter barriers to their proposals from stakeholders within their organisation who are not willing to provide managerial or financial support (Mair & Laing, 2012) or who are not responsive, apathetic, lack relevant knowledge or skills (Henderson & McIlwraith, 2012), or are more interested in pursuing their own agendas. For example, if the Head of Communications is not on board, it will be difficult to promote sustainable initiatives. It will also be important to have contractors on board (Julien & Mackay, 2020). The inability to source appropriate suppliers or resources could be a barrier to implementing the proposed plans (Mair & Laing, 2012). The apathy and/or dissatisfaction of festivalgoers could also be a barrier.

The students will need to weigh up the costs and benefits and strike a balance between the three spheres of sustainability.

2d, e, and f. Students should be encouraged to write their SMART objectives, performance indicators, the data required and who it will be obtained from and/or gathered by in a table as per the exemplar below (Getz, 2018). This will help them to ensure that their performance indicators reflect their objectives and so forth for each of the criteria along the top of the table.

SMART objectives	Performance indicators	Data required	Data source/ gatherer
To reduce the amount of litter dropped on site by increasing the number of litter pickers in each area by 50%	Number of litter pickers deployed to each area should demonstrate an increase by 50% compared to the previous year	Number of litter pickers in each area of the site at last year's and the forthcoming festival.	Recruitment company
To campaign for manufacturers and shops to stop producing and selling cheap 'throwaway tents'.	Column inches and/or minutes of media coverage calling on manufacturers and retailers who produce and sell 'throwaway' tents to put an end to the practice.	The media coverage generated	Marketing team
To reduce the amount of traders selling cheap plastic products on site by 100%	No cheap plastic products for sale on site	Trader application forms Evidence that no cheap plastic products have been brought on to the site for sale	Concessions Manager Sustainability Auditing Team