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Citation:

Henderson, S and Musgrave, J (2014) Changing audience behaviour: Festival goers and throwaway tents. *International Journal of Event and Festival Management*, 5 (3). 247 - 262. ISSN 1758-2954
DOI: <https://doi.org/10.1108/IJEFM-11-2013-0031>

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Document Version:

Article (Submitted Version)

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Changing Audience Behaviour: Festival Goers and Throwaway Tents

1. Background

Though the world of outdoor festivals offers the opportunity of enjoyable recreational activity, it hides a potential for environmental damage that is concerning. A number of writers (Cierjacks et al, 2012; Shirley et al, 2001) have pointed to the wide ranging adverse ecological impacts that present long term detrimental effects to the surrounding ecology. This damage to festival sites and surrounding areas ranges across noise pollution, airborne contaminants, degradation of local flora and high levels of waste. For large scale festivals (over 50,000 attendees), the level of waste is a particularly serious problem whether viewed simply as an issue of environmental damage or, pragmatically, as an increase in the charges incurred with landfill. Although substantial efforts have been made by festival managers to manage waste by separation and recycling schemes, the management of waste continues to be seen as a central issue in the achievement of sustainable goals.

Of course, festival managers have attempted a wide range of initiatives in support of their central aim to reduce the waste going to landfill. Yet, according to Cierjacks et al (2012), existing published data is unable to demonstrate the success of specific waste reduction approaches. Additionally, there appears to be little application of waste prevention strategies (Church, 2012, Cierjacks et al, 2012) where the process of changing audience behaviour and attitude towards consumption can help reduce the initial problem (EEA, 2012; Salhofer et al., 2008; Santos et al., 2005; Silva-Cavalcanti et al. (2009). This general lack of demonstrable success in changing audience behaviour is not surprising as decisions to consume and consumption itself can take place at different points and is influenced by many variables such as the place of consumption and site design. A view supported by the findings of Cierjacks et al. (2012) who identify littering and residual waste per person is higher in food, sanitation, and camping zones. However, this is not due simply to spatial aspects of the festival site and, as Silva-Cavalcanti et al. (2009) suggest, littering is influenced not just by the density of attendees and site characteristics but by visitor behaviour.

Adding to this, attendees make choices about travel, eating, drinking and, possibly, accommodation that are separate to the decision to become part of the audience (Jones et al., 2006). In doing so, the audience bring with them their own attitudes towards sustainability which festival management need to consider and, subsequently, according to

various writers (Haq et al., 2008; Frame and Newton, 2007; McKenzie-Mohr, 2000), will find the conduit that influences consumption behaviour is social marketing.

Turning specifically to the problem of throwaway tents, Jon Allen (2010) of The Green Tent Company spells out the behavioural problem well. He suggested that 17% of UK festival waste going to landfill results from abandoned tents. This situation being exacerbated by the growth in the live music market estimated at £1,681 million by 2017, a 9.1% increase over the expected total for 2012 (Mintel, 2012). Other observers (Knopper, 2012) specifically highlight the growth in festivals and their place in the music fans' mind as a rite of passage.

Whilst these figures are estimated, the problem is obvious (Smithers and Ladmore, 2011), yet, there has been little developed in terms of management frameworks that can offer guidance to festival or other event management on the prevention of waste via changing audience behaviour. Most of the research to date has offered a broad exploration of social marketing interventions at events as a means to promote pro-sustainable behaviour (Mair and Laing, 2013).

In this paper, it is intended to use the example of 'throwaway' tents in a way that will allow the building of a conceptual framework for strategic decision making to address behavioural change and achieve sustainable objectives at festivals. Whilst secondary data will be used to illustrate how the concept could be working in practice, examination of how successful this framework might be in practice will be left for future research.

2. Methodology

Salomone (1993, P.73) has suggested that 'the conceptual paper uses research, theoretical and speculative writing to advance construct formulation'. The intention of this conceptual paper is to utilise the literature of social marketing and consumer behaviour to develop a framework that acts as a decision path to assist festival managers in determining appropriate initiatives to change audience behaviour in a sustainable direction. To develop such a conceptual framework, an analysis of literature is completed paying particular attention to social marketing and determinants of behaviour – focusing upon where and when behaviour takes place within a festival context.

Once the framework is developed, an informal consideration of a small sample of festivals is performed in order to determine if current initiatives reflect the conceptual outcome of the theoretical consideration. For this, web content analysis within this paper will take on a traditionalist approach expressed by McMillian (2000) in Herring (2010) where a sample is

selected (in this case, considering festivals in the UK that have attendance in excess of 50,000 people in 2012 in order to see the problem at its worst); categories are defined to enable coding; resulting data is analysed and interpreted. The coding applied within the web content analysis being drawn from the framework for behaviour change developed from the literature. In this way, the authors are more interested in the hyper-textual social marketing interventions described on websites (including when and how these social marketing interventions are communicated to the audience) and their relationship to the conceptual framework.

3. Literature

(a) Social Marketing: Underpinning a change in Audience Behaviour

Many of us are used to the simple mantras of waste management such as 'reduce, reuse and recycle' and the many coloured waste bins provided by local councils for refuse collection. However, changing consumption behaviour in a direction that supports sustainable development requires us to influence complex activities affected by a wide variety of factors. Whilst governments may choose to influence behaviour via a legal framework, the literature suggests that social marketing is a key tool for influencing behaviour and, hence, offers a key to unlock sustainable choices amongst festival audiences (Frame and Newton, 2007). Other writers have also noted that social marketing intervention programmes feature strongly when influencing behaviour in a sustainable direction (Haq et al., 2008).

Peattie and Peattie (2009) define social marketing as utilising tools, techniques and concepts derived from commercial marketing in pursuit of social goals. Kotler and Lee (2008) propose that this marketing technique intends to influence a target audience to voluntarily accept, reject, modify, or abandon their behaviour for the benefits of individuals, groups or society. In this way, social marketing supersedes simple social communications such as 'stop smoking' signs and adds social science ideas into those of marketing (Kurani & Turrentine, 2002). It follows that social marketing finds many of the concepts of commercial marketing to be useful in developing initiatives. These often resemble their commercial marketing strategy counterparts in their use of social marketing mixes designed to influence a target consumer.

Some suggest that these social marketing initiatives aimed at environmental concerns simply appease a socially minded public without achieving their desired effect (Peattie and Crane, 2005; Rex and Baumann, 2007 in Frame and Newton, 2007). Their main criticism

being that the environment surrounding the consumer is much more influential than a simple 'green marketing' approach such as an eco-label. Here, the intention is not to debate this view as it depends on the specific initiative and its relative success. Indeed, failures may well support the proposition found herein that there are few frameworks to help those using social marketing. However, it is clear that a framework for festival managers to influence audience behaviour must take on the thinking behind social marketing and, for example, begin by recognising the consumer target.

One might argue that the identification of the ethical consumer (Shaw et al, 2005) is a restriction on the application of social marketing techniques as it implies that only this segment of the target is likely to respond to social marketing initiatives. Additionally, the target consumer at an event self selects by deciding that the event is of interest to them which means that there may or may not be ethical consumers amongst this group. However, herein, it is proposed that the importance of this factor depends on the value that the consumer perceives may be gained (or lost) by adopting the preferred behaviour. In essence, any framework to develop social marketing initiatives needs to reflect not only the consumer target but also the preferred behaviour(s) and the value perceived in its adoption. For example, returning to the throwaway tent, the behaviours options maybe considered as those typical of potential waste materials i.e. reduce to a smaller tent, re-use the tent later, recycle if possible. To this, marketing would suggest the additional option of substitution where the same benefit (accommodation) is achieved by replacing with another choice such as a camper van or hotel.

Later, the way in which consumers might perceive value in each of these behaviours will be addressed. However, in the first instance, it is worth considering the macro-environment that surrounds the consumer and how this affects thinking about the social marketing process. Beyond the theories that reflect commercial marketing, Andreasen (2006) has highlighted the importance of upstream influences from advocates for behaviour change as well as the downstream social marketing initiatives. Hence, it is important to recognise that any framework devised to assist festival managers in behavioural change will be influenced by stakeholders offering up information related to the behaviour under examination. This may be positive or negative; for example, whilst one advocate may encourage the preferred behaviour, another may suggest the action is pointless.

Other frameworks have attempted to place social marketing in the context of various marketing philosophies. Gordon (2011) proposes the concept of sustainable marketing which combines green marketing (developing and marketing more sustainable products and

services developed within sustainable processes), social marketing (using upstream and downstream marketing to influence behaviour) and critical marketing (analysing marketing using a critical approach that, say, might challenge consumption as a prerequisite). In a broader context, Rothschild (1999) draws our attention to the consumer reaction in the face of legal frameworks and marketing.

Herein, when developing a framework, the concentration is on social marketing that affects downstream activity to produce a sustainable service, the event, whilst recognising the impact of upstream social marketing and commercial paradigms such as the need for consumption in healthy markets. The emphasis reflects the framework used by Kotler and Lee (2008) where the development of social marketing mixes is based on traditional elements including situational analysis, defined target markets and so on.

(b) How Audience Behaviour Is Determined

In commercial marketing, consumer behaviour tends to focus on purchasing behaviour; defined by Kotler et al. (2008) as the recognition of a need, searching information that may help satisfy that need, evaluation of the options, purchase and post-purchase evaluation. Whilst the latter element assumes consumption, it is noticeable that this is absent as a step in the process itself and marketing influences at this stage seems to be neglected. However, in the application of social marketing to a festival, one might wish to persuade attendees to consume in a sustainable manner. So, this suggests that to achieve the behaviour change for sustainable goals requires corporations to influence consumer behaviour in not only the purchasing choice but the consumption too (Henderson, 2011).

Engaging in such sustainable consumption can, according to Tonglet et al. (2004) include the influences of moral norms, past experience, situational factors and the recognition of the consequences of recycling. These psychological antecedents can be traced back to Social Cognitive Theory (SCT) which Stone (2008) defines as human behaviour based on a series of triadic reciprocal interactions between personal factors, behaviour, and the environment (Lin, 2010, Bandura, 2002). Casual observation of consumer behaviour texts such as Solomon et al (2010) reveals that marketing has absorbed cognitive thinking ideas into its understanding of basic purchasing processes. Furthermore, it can be argued that social marketing encourages the consumer to 'buy into' the benefits of a particular behaviour by identifying the value gained.

According to the ideas of SCT, behaviour is determined by 5 key components that, beyond the environmental determinants of behaviour, emphasise the personal factors to include

psychological determinants of behaviour, observational learning, self-regulation and moral disengagement. Linked to these ideas, Amaya and Petosa, (2011) have more recently proposed self-efficacy linked to self-regulation as central to this blend of outcome expectations, beliefs, self-perceptions, and intentions. Accordingly, this central construct indicates behaviour is motivated by self-monitoring; goal-setting; feedback; self-reward; self-instruction; and social support. All of which are couched in the process led motivation of Vroom's expectancy theory (Mullins, 2007) where consumers place value on outcomes. Whilst social marketing may not be able to affect the motivational factors influencing individuals, it can act to alter beliefs and attitudes.

Returning to environmental determinants of behaviour, these are categorised as external and physical elements such as extrinsic motivational (rewards or punishment) tools, resources, and environmental changes that help facilitate change by making new behaviours easier to perform (O'Conner, et al., 2002). Then, there is observational learning derived from Social Learning Theory (Cramp and Brawley, 2006) that highlights how learning occurs by watching others within our nuclear and extended social groups. Such social norms have been debated by psychologists as potential influences on behaviour (Schultz et al., 2007) and might be seen as part of the macro level influences observed earlier by Andreasen (2006).

So, for example, a festival goer may learn that financial reward may be gained by returning drinks glasses that were sold with a deposit and this behaviour may have been learnt by observing others adopting this behaviour. Sadly, a festival goer may also choose to throw waste on the ground knowing that someone has to collect this. This moral disengagement reflects the personal standards within an individual and scopes the behaviour between moral engagement and disengagement (Bandura, 2002). According to Fiske (2004), this moral disengagement occurs in the process of convincing the self that ethical standards do not apply to particular context and the separation of moral reactions from inhumane conduct.

Such disengagement suggests the consumer makes a careful, deliberate consideration of outcomes within the decision process. Yet, marketing theory suggests this is further complicated by the fact that the consumer may have a low or high involvement with the process (Zaichkowsky, 1986). If the costs of attending and travelling to the festival are expensive, for example, the consumer is more likely to have a high level of involvement in that particular decision process. Here, it could be argued that there ought to be a greater opportunity to engage them in the consideration of sustainable event choices e.g. to travel in a sustainable manner. On the other hand, one could consider that simple behaviour choices of low cost, perhaps to drop waste on the ground, offer much less in terms of engaging the

consumer in a low involvement process. Rothschild (1979) notes the difficulties this implies for those producing marketing communication in low involvement situations.

(c) How Value Links To Audience Behaviour

Above, it is noted that behaviour is determined by a range of personal motivations which require individuals to make value judgements when they form attitudes and make decisions. This suggests that our festival organisers need a step in the framework where value can be related to the preferred behaviour. So, turning to consumer value typologies is helpful in understanding how particular behaviours are selected based on value. In Table 1, Holbrook (1999) offers a framework for understanding different types of value that might be considered alongside different behaviours.

Table 1: Typology of Consumer Value

| | | Intrinsic | Extrinsic |
|-------------------------|-----------------|------------------|-----------------------|
| Self Orientated | Active | Play | Efficiency |
| | Reactive | Aesthetics | Excellence or Quality |
| Other Orientated | Active | Ethics | Status |
| | Reactive | Spirituality | Esteem |

Adapted from Holbrook (1999)

In making sustainable choices per-se, value could be perceived as other-oriented rather than self-oriented i.e. the consumer is making a choice that offers benefits to 'others'. Of course, these 'others' might include relatives or close friends and it is not uncommon for those proposing sustainable choices to suggest that it benefits future generations. Similarly, sustainable choices require action on behalf of the consumer i.e. the value is active and not reactive. Hence, the most obvious value types are those of 'Ethics' and 'Status' as active

and other oriented considerations of value that represent virtuous behaviour choices. When such a choice is intrinsic i.e. 'Ethics', the individual sees the chosen action as 'doing the right thing'. If on the other hand, 'doing the right thing' might be seen as an action that is taken to impress others, the choice can be seen as extrinsic and offering 'Status'.

None of this is meant to suggest that consumers will see value in behaviour choice as only one of the categories from the typology suggested by Holbrook. A festival manager might, for example, recognise value in a personal sustainable choice from 'Status' as much as that described as 'Ethics'. One of the most difficult aspects is that there are self-oriented elements of value that suggest it is more convenient to act in a less sustainable manner. For example, to throw waste on the floor at a festival may offer personally 'Efficiency' in comparison to carrying food containers about our person, or, to travel without car sharing may appear to be convenient but will not help the festival achieve their sustainable goals. This suggests that a key role for festival management is to introduce circumstances that either encourage sustainable choices based on their basic values as discussed above, or, consider ways in which to add value for the consumer.

(d) Where Audience Behaviour is Determined

Whilst the preceding sections guide in the understanding of how individuals decide upon a particular behaviour based on motivations and perceived value, it is clear that these choices are shaped at different places and points in time. Hence, for example, the importance of advocates in upstream social marketing (Andreasen, 2006) where an artist can make clear statements about preferred behaviour that can influence their fans' decisions (Henderson, 2013). Having recognised this important point, festival management must determine at what places and points in time it can best address behaviour change to affecting the attendees' decisions.

A festival attendee makes use of a number of spatial and temporal variations when making the numerous purchasing or behavioural decisions along the way between choice to attend the festival and the return home. For most, decisions about the mode of transport and accommodation are likely to be made well in advance of departure. Whereas decisions about eating and drinking may be made in advance by some, yet, others may decide at the last minute. Some may make these decisions at home, online, away from home, on site at the festival and, indeed, attitudes can be shaped at any place or point in time.

To capture this sense of place and time, the behaviour setting has been explored in the Behavioural Perspective Model (BPM), (Foxall, 1999). Reflecting the environmental determinants within the earlier discussed SCT, the model highlights the importance of place

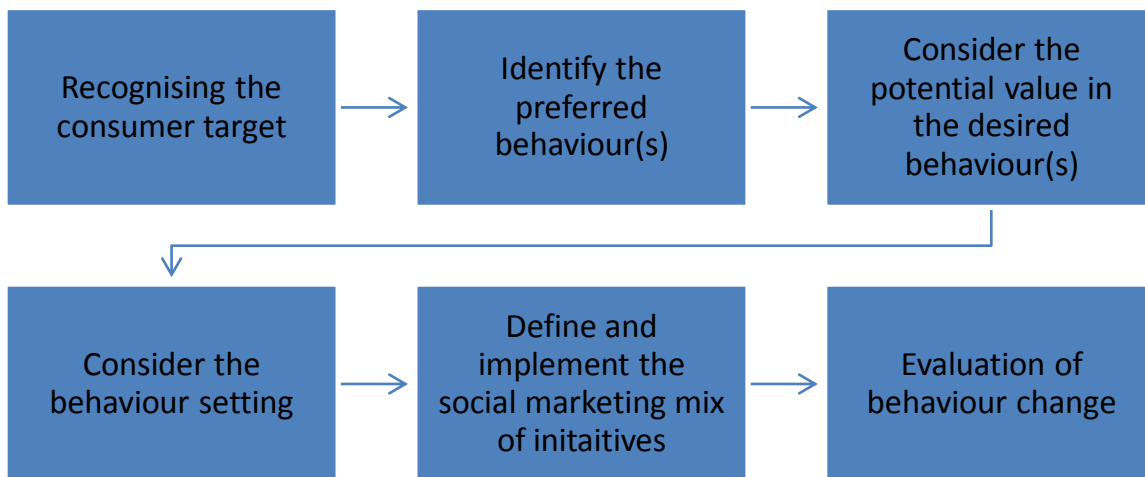
as a behaviour setting while also pointing to the temporal via the learnt history of the consumer as an equivalent to psychological determinants. Additionally, the model considers the nature of reinforcement which emphasises value to the consumer including rewards that offer benefit as 'added value' and punishments that in a sense are costs or 'removed value'. The latter reflective of Holbrook's value typologies where perceived value is seen by the consumer as a trade off between different benefits and costs or a more complex amalgam of differing benefits and costs (Sánchez-Fernández et al.,2009) . These reinforcements may be 'utilitarian' and immediately impacting the consumer or 'Informational' by their explanation of the benefits or costs of the proposed behaviour. In essence, offering material satisfaction (utilitarian and functional) or leading to improvement in social status and/or self-esteem (informational and symbolic). These shape the behaviour (as a primary operant condition) based on the different combinations of low or high reinforcement and functional or symbolic consumption.

With such importance attached to the place where attitudes are formed, purchase decisions are made and consumption occurs, festival managers wanting to influence consumers to adopt a preferred behaviour must consider the behaviour setting and opportunities for emphasising value via a primary operant condition.

4. A Framework for Developing Social Marketing Initiatives

Table 2 captures the flow of the preceding consideration of literature in a framework that is intended to highlight a decision path for festival managers seeking sustainable behaviour at their event. Following the adoption of a social marketing approach, the first step is in recognising the consumer target noted earlier as a self-selected audience for the event's main purpose. That's not to say that the festival manager has no knowledge of the consumer as it would be expected that there is an overall target for the festival defined by market segmentation factors (demographic, geographic, psychographic, behavioural, benefits sought). To recognise this gives an understanding of the consumer and, later, allows definition of appropriate social marketing initiatives.

Table 2: A Framework for Social Marketing Initiative Development



In a second step, the preferred behaviours to achieve the sustainability objectives of the management need to be identified. As most sustainability objectives relate to the ‘planet’ elements of sustainable development, behaviours in general terms would aim to replace, reduce, reuse, recycle resources. However, specific and preferred behaviour(s) need to be identified in relation to the behaviour that is causing damage. In a social marketing context, the preferred behaviour is the **product** itself and its adoption is reflective of the value exchange seen in typical commercial products or services.

With preferred behaviours identified, their consumer value should be considered in line with the types offered by Holbrook (1999) in order to be able to emphasise these within the social marketing initiatives. Noting that value in this sense may be seen as positive benefit or negative cost for choosing a specific behaviour, these elements play their part in the value exchange of **price** in the social marketing mix. Then, for events, it is essential to consider the behaviour setting earlier noted as offsite or onsite and as the **place** element of the social marketing mix. Whilst this would be seen simply as the point where the consumer encounters the distribution channel in a typical commercial exchange, this differs in a social marketing mix as behavioural choices may be made outside the place where the physical good is obtained. The social marketing mix for the initiative is completed by consideration of the **promotion** of this behaviour. Nowadays, this offers a variety of options to select ranging from traditional print media, social media or even games (Dieleman and Huisingsh, 2006) and, finally, the success of the initiative requires evaluation.

5. Discussion of Social Marketing Initiatives for Throwing Tents

By researching web content, a number of initiatives have been observed where festivals are

attempting to reduce the waste due to throwaway tents. In Table 3, these are interpreted, based on the value based initiative approach seen in Table 2, to consider whether the latter is reflective of initiatives in the festival market. Whilst this simple consideration of initiatives does not confirm use of the full framework of Table 2, it does allow the observation and interpretation of some of its components. For example, the analysis below suggests the types of value related to the initiatives and observations related to the social marketing mix.

Firstly, options to **replace** the use of a tent with a substitute which offers the same central benefit (i.e. as accommodation) were observed. Green Outdoor (2013) provides an option to hire a tent for use for festivals which might suit those who wish to avoid storing tents at home. The potential value as a reward is the knowledge that this reduces waste (Ethics) and is a higher quality option (Excellence) but has punishment aspects in that the tent needs collecting and returning as well as being priced higher (Efficiency). Part of this punishment can be removed by having the tents available onsite at the festival provided by independent companies (Tangerine Fields, 2013; Pink Moon Camping, 2013) or the festival itself (Glastonbury, 2013). In these circumstances, the Excellence and Ethics values are achieved with only the high price as an Efficiency punishment. Michael Eavis is quoted (A Greener Festival, 2013) as saying, "I would actually like to see, in about 10-15 years time, a situation where every single tent is provided by us, and we can make sure that we can keep them, and store them for the following year." Whether such an ambition can be achieved will depend on demonstrating value to the consumer in the correct behaviour setting before the festival starts as the decision is made offsite. It is clear, therefore, that communication strategies for these options require demonstration of the informational Ethics value and the utilitarian benefits of Excellence. This is true to an even greater extent looking at the final replacement behaviour option where the attendee uses the more luxurious accommodation of a motor vehicle such as a caravan. If this requires the attendee to hire or buy (rather than borrow), it would seem much more difficult to market this behaviour change as the potential punishment costs may appear to far outweigh the rewards. Whilst festival organisers may seek to increase the potential onsite rewards (with exclusive utilitarian elements such as access to hot water like a holiday campsite) or, indeed, ban tents from the festival site altogether, this would appear to be an option that would only suit a target consumer with the disposable income that could support this behaviour choice. Not surprisingly, no evidence of such encouragement was found in the content analysis of tent and festival websites.

Table 3: Initiatives to reduce waste from Throwing Tents

| | | | | | | | |
|---|--|--|---|--|---|--|---|
| Aim | To reduce the tent waste at festivals by changing the behaviour of attendees | | | | | | |
| Basic Approach | Replace | | | Reduce | Reuse | Recycle | |
| Behavioural Strategy | To use an alternative resource that does not involve waste | | | To use less resource | To use the resource repeatedly | To convert the resource into another useful resource | |
| Assumption | A less wasteful alternative resource exists | | | The undesirable behaviour is an inefficient use of resource | The resource can be re-used and is not unusable after first use | The resource can be recycled into another resource or used by another consumer | |
| Potential Behaviour (Product) | Hire of tent to take to festival | Hire of pre-erected tents at the festival | Use motor vehicle with accommodation such as camper van | Encourage use of smallest tent does not make sense on its own without adopting a further behaviour | Take tent home after the festival and use again | Purchase of a tent that can be composted as opposed to added to landfill | Leave tent for others to recycle for same or different use |
| Value (Price) Using Holbrook Value Types showing Reward and Punishment | Reward: Ethics, Excellence; Punishment: Efficiency | Reward: Ethics, Excellence; Punishment: Efficiency | Reward: Ethics, Excellence; Punishment: Efficiency | Reward: Ethics; Punishment: None | Reward: Ethics, Efficiency, Esteem, Status; Punishment: Efficiency | Reward: Ethics; Punishment: Efficiency | N/A |
| Behaviour Setting (Place) | Offsite | Offsite | Offsite | Offsite | Onsite | Offsite | Onsite |
| Marketing Communication (Promotion) | Needs to emphasise the informational and utilitarian value versus the increased expenditure in terms of time and money | Needs to emphasise the informational and utilitarian value versus the increased expenditure in money terms | Needs to emphasise the informational and utilitarian value versus the potential much increased expenditure in money terms | Needs to emphasise the informational and utilitarian value at no added cost to the attendee | Needs to emphasise the informational and utilitarian value versus the increased expenditure in terms of time and effort | Needs to emphasise the informational value versus the increased expenditure in terms of time and money | N/A |
| Observed Intervention | Green Outdoor | Tangerine Fields; Pink Moon Camping; Glastonbury | None | None | Love Your Tent; Re-Tent | The Green Tent Company | V Festival/Rotary Club; Upcycling; Esther Porter; WITHiNTENT; Leeds Festival/Everything is Possible |

The option to **reduce** the usage of tents is less obvious as a desirable behaviour. Attendees might use fewer tents (though many occupy one making this impossible) or use smaller tents (though the economics of purchase, carriage and storage suggest that few will have excess space). Furthermore, the main reduction of waste is only achieved if these attendees adopt a further behaviour as simply having a smaller tent and leaving this at the site has a negligible impact on the festival organiser's overall aim. Again, it's not surprising that no evidence of encouragement to behave in this way was found during the content analyse research. However, this behaviour could be encouraged as part of overall guidance to festival attendees.

The option to encourage festival attendees to take home their tent and **reuse** it later is commonly proposed with value in the Ethics sense as has been seen across all these behaviours. Efficiency in terms of the reward of reduced costs across a number of festival visits is contrasted with the punishment of packing up and carrying home a tent that might have suffered from poor weather or the abuse of its occupants. As this behaviour option doesn't require purchase of an alternative form of accommodation, its success hinges on the communication of value which is seen as central in the Love Your Tent (2013a) campaign. Here, facts and figures were provided at the downstream level of the behaviour setting at the festival site where this informational value highlighted the damage caused by abandoning a tent. The utilisation of guidelines for behaviour and competitions (Love Your Tent, 2013b) to engage the festival goers suggest the further value of Play as can be seen in the wording one of the 'ten commandments':

'Thou shalt be happy campers and share the love.'

Similarly, there was an effort "before the start of the festival season gathering support from festivals, social media sites and press, and campers" in a way that utilised upstream levels of social marketing as suggested by Andreasen (2006). Using recognised musicians as advocates helps to reinforce a largely informational value initiative by the use of simple quotes such as this from Kelly Jones of Stereophonics:

"Loveyourtent - pick up your s**t - and leave!!"

Similar efforts to add value to an initiative are seen in the work of Re-Tent (2013) who will spray the festival logo onto a tent which adds value by not only turning it into a souvenir (Esteem) but also a means to impress others at another festival (Status).

Turning to the initiatives for **recycle**, there are two basic choices to either compost the tent waste or to use it to allow others to use the tent or produce another product from the waste.

However, these differ greatly in the behaviour expected of the consumer. An expectation to buy a compostable tent requires an increased cost with only Ethics value as reward though it appears that this has not proved a realistic option to date. The Green Tent Company has not produced a viable product in terms of being compostable and strong enough to meet consumer expectations (The Better Festival Group, 2010).

Many festivals have allowed the waste tents to be collected by others for use by charities (Rotary Club of Brewood and District, nd; The Northerner Blog, 2012), or sale (The Rotary Club of Kelvedon & District, 2012), or to be turned into other products such as bags or clothing (Esther Porter, 2013; WiTHiNTENT, 2013). This latter process is, sometimes, termed as upcycling (Upcycling, 2013; The Boundary Sentinel, 2013). Such an initiative has the benefit for festival organisers that not only is waste reduced but clearance of the festival in a speedy manner can help meet agreements with the landowner. On a similar note, the Love Your Tent video (YouTube, 2013) shows one interviewee who recounts the convenient expectation of festival attendees that leaving your tent means someone else can use it. This point highlights the need to establish true informational value when implementing initiatives and avoid social norms developing based on incorrect information.

As highlighted above, various initiatives were observed along with related social marketing mix elements though none of these revealed the final step of the framework with an evaluation of the true costs of recycling and how the initiatives reduced this

6. Conclusions and Recommendations

The overall aim of this conceptual paper was to develop a framework for strategic decision making to address behavioural change and achieve sustainable objectives at festivals. In Table 2, the step by step process has been summarised and evidence of similar activity considered at a simple level by examining the throwaway tent problem at festivals in Table 3. The following conclusions and recommendations have been reached.

Whilst the examination of the framework was limited by using only one particular issue for festivals, the synthesising of social marketing, behavioural elements and consumer value provides a mechanism that can help festival management determine strategies for changing behaviour. Its strength is in the synthesising of social marketing strategies and behavioural contexts looking at the potential value for consumers who change behaviour. However, its usefulness as a tool for festival management needs to be examined in depth by primary research looking at practical use of the framework in case study organisations.

The theory highlights various concerns that need to be addressed to avoid limiting success when adopting this framework. Firstly, ethical consumers (Shaw et al, 2005) may be accepting of behaviour change that but that others are less inclined to see value in sustainable choices. Secondly, low involvement behaviour decisions may be limited in their success (Rothschild, 1979) as consumers do not address or evaluate the potential value on offer in simple, low cost purchases such as a cheap tent. Both of these two initial concerns emphasise the importance of revealing value as highlighted in the framework and communicating this to the consumer. Thirdly, the festival initiatives observed highlight the variability of the offsite/onsite behaviour setting which means that festival managers must consider strategies that attempt to influence consumers in different ways in different locations. Finally, the consumer's behavioural choice is influenced though upstream and downstream elements as suggested by Andreasen (2006). Therefore, downstream social marketing mixes require consideration of potential positive upstream advocates as observed in the Love Your Tent campaign's use of well known musicians (2013a).

Little was found in the festival initiatives to reflect the final evaluation step of the framework whilst its importance is obvious. This is a significant gap which needs to be revealed by further research. Quite clearly, the success of the framework in practical terms cannot be confirmed unless there are clear methods of evaluating the impact of the behavioural change available to the researchers.

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