View metadata, citation and similar papers at core.ac.uk

brought to you by CORE

provided by Leeds Beckett Repository

Citation:
Richardson, N (2018) Entrepreneurial insights into sustainable development: a case study of UK music festivals. Strategic Change, 27 (6). pp. 559-570. ISSN 1086-1718 DOI: https://doi.org/10.1002/jsc.2239

Link to Leeds Beckett Repository record:
http://eprints.leedsbeckett.ac.uk/id/eprint/7548/

Document Version:
Article (Accepted Version)

This is the peer reviewed version of the following article: Richardson, N. (2018) Entrepreneurial insights into sustainable development: a case study of UK music festivals. Strategic Change, 27 (6) November, pp. 559-570 which has been published in final form at http://doi.org/10.1002/jsc.2239. This article may be used for non-commercial purposes in accordance with Wiley Terms and Conditions for Use of Self-Archived Versions.

The aim of the Leeds Beckett Repository is to provide open access to our research, as required by funder policies and permitted by publishers and copyright law.

The Leeds Beckett repository holds a wide range of publications, each of which has been checked for copyright and the relevant embargo period has been applied by the Research Services team.

We operate on a standard take-down policy. If you are the author or publisher of an output and you would like it removed from the repository, please contact us and we will investigate on a case-by-case basis.

Each thesis in the repository has been cleared where necessary by the author for third party copyright. If you would like a thesis to be removed from the repository or believe there is an issue with copyright, please contact us on openaccess@leedsbeckett.ac.uk and we will investigate on a case-by-case basis.

STRATEGIC CHANGE- Briefings in Entrepreneurial Finance

Call for papers for a special issue on sustainable business models

Title: Entrepreneurial insights into sustainable development: a case study of UK music festivals

Author's details

Neil Richardson, Leeds Beckett University, United Kingdom

Shorter title: Entrepreneurial insights into sustainable development

Main message
In recognising the distinct positions that have occupied value research to-date, distinct and overlapping positions have been identified which (when juxtaposed with customer versus company-centric orientations) produce an original positioning framework.

Key points
'Value' is worthy of study as it determines success for leaders, provides competitive advantage and contributes to economic prosperity.

Value may be a super-ordinate concept that has 'upstaged' previous research areas such as service quality, service satisfaction and relationship marketing

Little research exists on evaluating whether more than one organisational value position exists

JEL Classification D46, M14 and M21

Introduction

When considering sustainability many cite the Brundtland Commission report "Our Common Future" which defined it as 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs' (WCED, 1987). In 1997, Hart's 'Beyond Greening' brought Sustainable Development (SD) to the wider business community quickly followed by Elkington's 'Triple-Bottom-Line' (TBL) where the traditional economic focus was complemented with the foci of societal and environmental responsibility (Elkington, 1998). TBL, or 'People-Planet-Profit' (Starkey & Welford, 2001), is described as an enduring, balanced approach to economic activity, environmental responsibility and social progress (BSI, 2007). This chimes with Getz (2007, 2010) who provided an in-depth look at the economic impact of events. Tellingly he stressed that the impacts of events should include the community and the environment.

There are those who describe sustainability as a 'megatrend' (Prothero & McDonagh, 2015). Megatrends are larger in magnitude, longer in duration, and deeper in their effects than normal trends, fads or fashion. (Mittelstaedt et al, 2014). That said, Hawken (2007) warned that sustainability is a broad, decentralized movement, with no orthodox ideology and no single leader or political organization.

Scholars have often asked why some individuals and not others pursue opportunities with sustainable outcomes concurrent with pursuing economic viability (Shepherd & Patzelt, 2011; Tilley & Young, 2009). In sustainability studies, social considerations are frequently given less attention than economic and environmental concerns (Musgrave & Raj, 2009). This is remiss considering the long-standing discourse around the relationship between business and society (Garriga & Mele, 2004).

Van Dam & Appldoorn were the first to coin the phrase 'Sustainable Marketing' (SM) however they offered no definition. Non-marketing stakeholders are increasingly referring to sustainability and a key function of marketing communications is to 'persuade' such stakeholders (Barkemeyer et al, 2009). It is worth noting that some use the term 'sustainability-driven entrepreneurship' to reflect the entrepreneurs' values and to more strongly associate the meaning of the concept with the process of SD as opposed to the process of sustaining anything (Tilley & Young, 2009). This has some merit, however, the notion of driving values is problematic as, ultimately, marketers cannot force customers to (say) be happy, satisfied or green. All marketers can hope to achieve is to create the circumstances where value-seeking customers can 'take value' (Vargo & Lusch, 2004). For the purposes of this study Sustainable Marketing (SM) is preferred to sustainability–driven marketing or sustainability marketing. SM is gaining traction however the appeal of the phrase may result from it meaning so many different things to different people (van Dam & Apeldoorn, 1996).

This paper contributes to an existential debate regarding SM in that some believe that modern business practices advocate selling more whereas 'sustainability' is about consuming less. Emery (2012) counters simply facilitating profitable exchanges between interested parties are no longer enough. It has been suggested that SM is the next stage in the conceptual development of marketing as it focuses on some of the significant long-term challenges facing society in the 21st century (Brassington & Pettit, 2007). Others have offered SM definitions (Gosnay & Richardson, 2008) and benchmarking frameworks (Richardson, 2008; Emery 2013). This paper contributes to SM studies by offering a refined definition of SM and also a new SM benchmarking framework.

It can be argued that entrepreneurship is the engine of SD and that its innovative power will bring about a more sustainable future (Pacheco et al, 2010). Despite this llittle research on entrepreneurship and SD appears in the academic literature. However entrepreneurs may face disadvantages when pursuing 'costly' sustainable actions, as such costs may not be borne by competitors (ibid). Hence this research enables a better understanding of entrepreneurial perceptions of SD.

Sustainable entrepreneurship (SE) involves maintaining the balance between social, environmental and economic dimensions (Munoz & Dimov, 2015). SE represents those who holistically integrate these goals into an organisation that is sustainable in its goal and in its form of wealth generation (Young & Tilley, 2006). There is increasing interest in SE as a phenomenon and a research topic (Shepherd & Patzelt, 2011). However, not all activities to improve environmental or social performance can be characterised as SE.

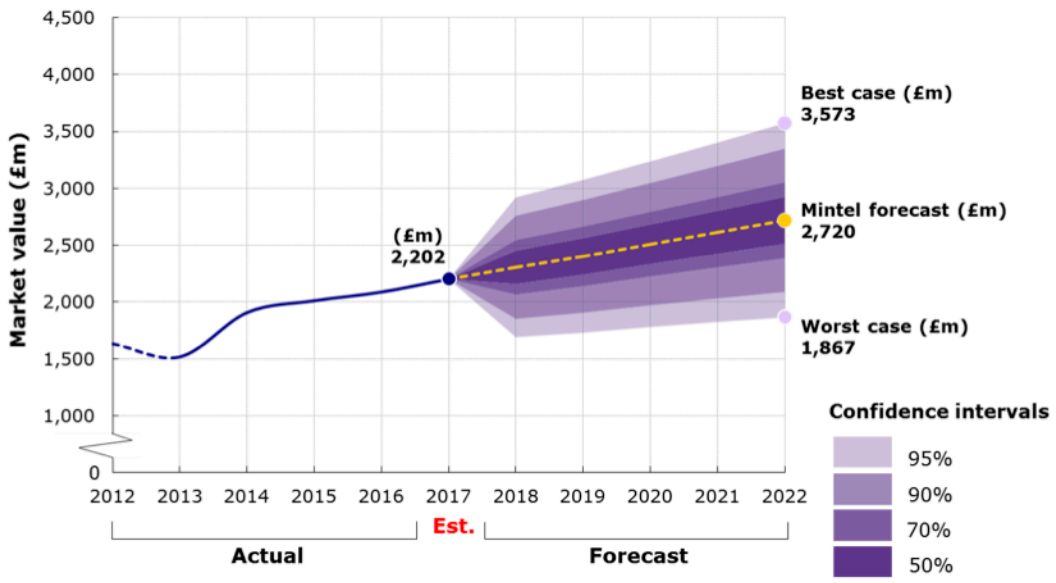
Traditionally an inherent large-firm focus exists in corporate sustainability literature (Hockerts & Wüstenhagen, 2010) Small-to-medium size enterprises (SMEs) represent over 99% of enterprises in the UK (Moore & Manring, 2009), are vital for the UK economy and have significant environmental impacts. Walker & Preuss (2008) suggest they may be responsible for up to 70% of all UK industrial pollution. Kerr (2006) argues SMEs should develop strategies that incorporate SD. The benefits of sustainable strategic plans for micro-enterprises are different from those offered to larger competitors. They may focus on their societal and environmental behaviours internally, rather than engaging with stakeholders in the supply chain (ibid). This paper contributes to the nascent body of SE research, which has traditionally focused on small firms and individual entrepreneurs (Hockerts & Wüstenhagen, 2010).

Spedale & Watson (2014) argue attention to context in mainstream entrepreneurial studies remains inadequate. Indeed 'few entrepreneurship papers give us enough clues about the nature of their research settings' (Zahra, 2007, p445). Festivals are unlike other services as they are largely based upon high degrees of consumer engagement often in areas of outstanding natural beauty. Increasingly they are being audited for environmental impact (Henderson & Musgrave, 2014). Other laudable service

providers who carry out SD practices (FTSE4GOOD, 2017) are unlikely to have the complexity of temporary sites with millions of transactions taking place. Despite this festivals have largely been ignored by scholars working in fields such as sociology, anthropology, strategy and management (Foley et al, 2009).

The UK live music industry is performing extremely well with more than 32 million people attending a music festival or concert in 2016, a 12% rise on 2015 (Mintel, 2017). The importance of the events industry was underpinned by the UK Prime Minister creating a new Events Industry Board in 2015 to implement the first ever strategy for the events sector (BVEP, 2015). Within 'events' the live music sector is a key contributor and was forecast to grow from £2.2 billion in 2017 to £2.7 billion by 2022, (Fig 1).

Fig 1 : Value forecast for UK music concerts and festivals, 2012-22



Source: Mintel (2017)

Britain's music festivals generate thousands of unique days of entertainment for millions of festivalgoers. The entrepreneurial process is embedded in the social context and as values and rules change, so do the entrepreneurial opportunities (Tilley & Young, 2009). Sustainability needs to be viewed in terms of involvement within the wider context of stakeholder relationships. Festivalgoers and others downstream can develop different types of involvement with activities, objects, ideas or even social issues (Sheehan, 2010). Most festivals are small-to-medium-size enterprises (SMEs) having less than 250 employees. Small festivals are a bellwether for most types of festivals held in the UK (Mintel, 2010). They comprise a variety of multi-stakeholder businesses with differing aims and objectives for example some are profit-making, not-for-profit or community based (Vestrum & Rasmussen, 2013).

The UK Music Festival sector is typical of the creative economy where a small number of large firms is counterbalanced by a large number of essentially local,

micro-enterprises, many of which are simply single persons (UNCTAD, 2008) including 'founding entrepreneurs' (Fisher et al, 2014) who created the festivals. The sector is complex and fast changing, hence entrepreneurs organising (or supplying) festivals must quickly align their values (Shepherd et al, 2013) with changing consumer perceptions and engagement. They must also engage with a diverse range of stakeholders, namely suppliers, festivalgoers and even musicians (Kostaglios et al, 2015).

Gerard Hastings argues "the truly wicked problems we now face demand more than nudges and off the shelf solutions. They require us all to take responsibility and get engaged in finding intelligent ways forward" (as cited in Dibb & Carrigan, 2013, p1392). Wicked problems require "institutional guidance in the form of normative frameworks, which, in turn, present a vehicle for solving social problems" (Kennedy, 2015, p4).

Standards for sustainable event management exist. BS8901 and its successor ISO 20121:2012 specify requirements for all events or event-related activities and provides guidance on conformance (ISO, 2015). Benchmarking is a practical, proven method to help organisers measure their events' performance against competitors. It can be used to instil best practice into companies across a range of issues. Richardson (2008) proposed a Sustainable Marketing Benchmarking Framework (hereafter SMBF) in which key areas were identified for benchmarking purposes (Fig 2). This paper contributes to SM studies by generating an improved SMBF.

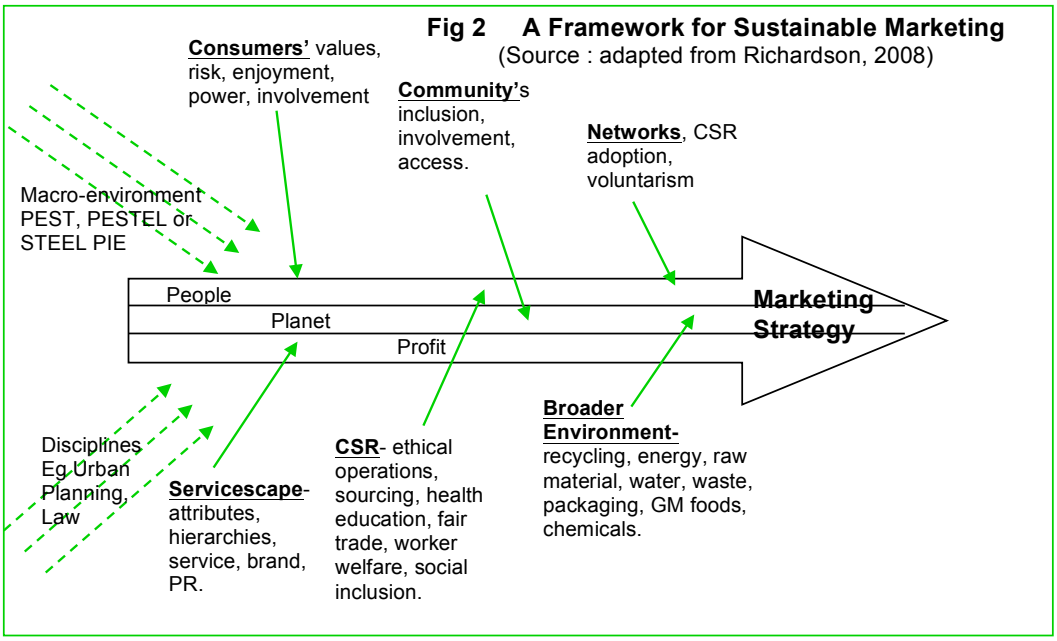


Fig 2 A Framework for Sustainable Marketing
(Source : adapted from Richardson, 2008)

Like all benchmarking frameworks the SMBF is flawed as it does not indicate how improvements should be made nor where stakeholders should focus their efforts. This provides structure to the research tools, analysis and discussion.

Literature review

Van Dam & Apledoorn (1996) coined the phrase 'Sustainable Marketing' in 1996 when discussing the inadequacy of green and/or ecological marketing. They, however, largely ignored the social focus and failed to offer a definition of SM. They did however suggest the meaning of SM becomes apparent when the concept of sustainability is elaborated upon within the framework of marketing theory. They went on to argue that SM is marketing within, and supportive of, sustainable economic development (ibid). This is somewhat limited as it excludes for example not-for-profit organisations or social enterprises that may not contribute to economic development.

Armstrong and Kotler (2012, p508) suggest SM is "socially and environmentally responsible marketing that meets the present needs of the consumers and businesses while also preserving or enhancing the ability of future generations to meet their needs". Martin & Schouten (2012) argue SM is the process of creating, communicating and delivering value to customers in such a way that both natural and human capital are preserved or enhanced throughout. It can be argued that it is an holistic long-term view of marketing which seeks to facilitate sustainable business practice and represents a true paradigmatic shift in marketing (Emery, 2012). Gosnay & Richardson (2008, p138) offered the first SM definition overtly linked to Elkington's TBL stating it

> "involves principled marketing predicated on the tenets of the Triple Bottom Line. Hence SM decisions should be ethical and guided by sustainable business practices which ultimately are the only way to resolve the tensions between consumers' wants and long term interests, companies' requirements, society's long run interests and the need for environmental balance"

Entrepreneurs who implement SM practices can be considered to practice Sustainable Entrepreneurialism (SE). Sustainable entrepreneurs can bring skill sets to bear quickly, even more competitively, than larger incumbents (Moore & Manning, 2009). They seek to maintain the balance between social, environmental and economic dimensions requiring a specific orientation for guiding the venture design process (Munoz & Dimov, 2015). SE embodies those who holistically integrate these goals into an organisation that is sustainable in its goal and in its form of wealth generation (Young & Tilley, 2006).

There is increasing interest in SE as a phenomenon and a research topic (Shepherd & Patzelt, 2011). SE research has traditionally focused on small firms, sometimes down to the level of the individual entrepreneur (Hockerts & Wüstenhagen, 2010). This applies to this study however it goes beyond those papers inclined to focus only on sustainability-related start-ups and their founders (ibid). Rather it conflates entrepreneurial behaviour with SM cognitions or behaviours in the context of existing festivals that are not overtly sustainable but have adopted recognisable practices.

SE promotes SD through the realisation of successful businesses (Munoz & Dimov, 2015) however some are unable to effectively allocate environmental and social resources. This raises the question of whether the process of entrepreneurship can contribute to sustainability (Pacheco et al, 2010). Factors that drive SE are related to the individual entrepreneur and the context in which the behaviour occurs such as social norms, the openness of the business context to SM practices and the nature of the value creation goals (Munoz & Dimov, 2015). While some may adopt SM practices immediately others may need to accrue the resources to initiate changes (Pacheco et al, 2010). These factors are germane to this study.

Not all activities to improve environmental or social performance can be characterised as SE. Those who have no intention to broaden their impact may be categorised as incrementally innovative and hence not sustainable entrepreneurs. They "sometimes tend to be opposed to consumerism and growth. They worry that mainstreaming requires them to abandon their ideals" (Hockerts & Wüstenhagen, 2010, p484).

Individuals who attend to the social or ecological environments are more likely to recognise changes therein and the opportunities that arise. Therefore, compared to individuals more focused on the economic bottom line, those individuals are more likely to form beliefs about opportunities for SM even if they show no intention to personally pursue such opportunities (Shepherd & Patzelt, 2011). Sustainable ventures, often run by idealists, are less likely to be caught in a specific technological mindset and more prone to try out innovative approaches (Hockerts & Wüstenhagen, 2010).

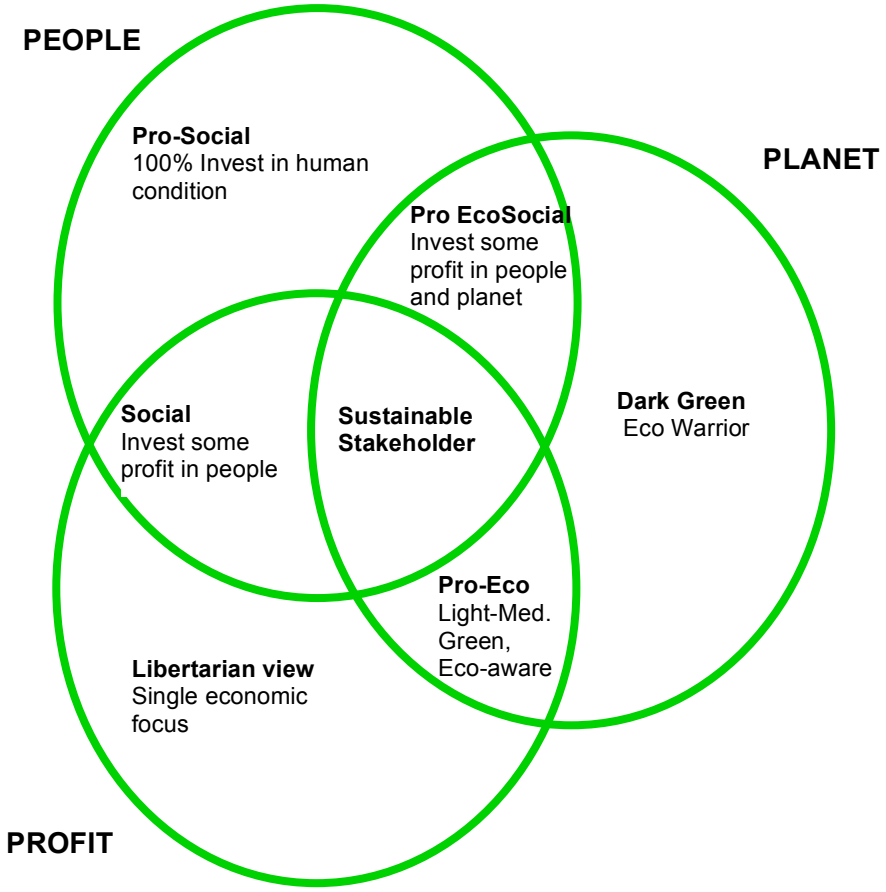
Entrepreneurial perceptions of value are not limited to financial profit or economic wealth creation, but reflect personal and wider generalised value systems. The entrepreneurial process is therefore embedded in the social context. As social contexts, values and rules change, so do the entrepreneurial opportunities (Tilley & Young, 2009). As Hockerts & Wüstenhagen (2010) ask, how do the stakeholders convince festivalgoers that the product offering is not just good for society, but also good for them? Such desired value creation pertains to the value that sustainable entrepreneurs aim to create both for their business and for society by articulating a holistic value proposition predicated on intertwined social, economic and ecological value (Munoz & Dimov, 2015).

Sustainability should be viewed in terms of commitment within the wider context of stakeholder relationships. Entrepreneurs exist within a stream of ongoing action that gives meaning to and orients their behaviour (ibid). When acting as buyers, entrepreneurs in festivals can exert more pressure for sustainable supply chain management (Moore & Manring, 2009). SE transforms institutions by altering and/or creating norms. Examples of norms developed in the realm of SE include codes of behaviour, partnerships and third-party certification programs (Pacheco et al, 2010). Such norms may enable them to display a high level of environmental and/ or social

performance that is attractive to a select number of consumers who are very concerned about sustainability issues (Fig 3).

Fig. 3 Sustainable Stakeholder typology

(Source: adapted from Mitchell et al, 1997; Lorand, 2007; Jackson, 2005a)



Mitchell et al (1997) illustrated how organisations may have a wide range of stakeholders who have differing combinations of attributes derived from their power, legitimacy and/or urgency. The combination(s) of these attributes resulted in different saliences with the "Definitive" stakeholders being those who demonstrated all three. This is useful for marketers and others wanting to segment their stakeholders. Fig 3 draws on this approach and uses People, Planet and Profit as the attributes. Whether applied to festivalgoers or stakeholders, it provides a basis for value-based segmentation and mapping.

Hockerts & Wüstenhagen (2010) suggest SE adopters do not only see sustainability as central to core business activities, but at the same time aim for mass-market transformation beyond the eco-niche. Sustainable enterprises must be robust and resilient in face of anticipated and unanticipated economic, environmental and social challenges (Moore & Manring, 2009). The central idea is that SE activities performed in the pursuit of gains must not undermine the ecological and social environments and (when necessary) must restore or nurture such environments towards recovering the balance between nature, society and economic activity (Parrish, 2010). A number of forces underscore the emerging opportunities for festivals to proactively adopt SD

practices including networked communications, extended (and interconnected) supply chains and rapidly changing markets (Moore & Manring, 2009).

Methodological overview

This study is ontologically subjectivist recognising that social phenomena were created from the perceptions and actions of actors. It conforms with social constructionism in that it seeks understanding of the different interpretations relating to the situations in which festivals' stakeholders find themselves. It is cross-sectional rather than longitudinal being conducted around the 2014 festival season. The case study 'setting' focuses on independent UK family-oriented music festivals with durations greater than one day (Fig 4).

Fig 4 Nature of respondents and festivals

Festival (Region)	**Stakeholder** (Identifier)	**Third parties**	**Size**	**Length (Days)**	**Genre**	**Established (years)**	**Site**
Wychwood Festival (South-west)	**Festival organiser** (FO^{Wyc})		8000	3	Family Pop	10	Urban, Race course
	Production Director (PD^{Wyc})	Tarran Productions Freelance					
Leamington Peace Festival (Midlands)	**Proprietor** (MD^{GS})	Groovy Smoothies Vendor	10000	2	Cause relate d	36	Urban, City park
Nozstock (West Midlands)	**Proprietor** (MD^{YY})	Yippee Yurts Supplier	8000	3	Dance Family	18	Rural, Farm
	Director (MD^{ZL})	Zoo Loos Supplier					
	Festival Organiser (FO^{Noz})						
Beverley Folk Festival (Humberside)	**Marketing Manager** (MkM^{BFF})	Freelance	5000	3	Family Folk	32	Urban, Race Course
	Festival Organiser (FO^{BFF})						
Fell Foot Sounds Festival/ High n Lonesome (North West/ Yorkshire)	**Festival Organiser** (FO^{FFF})		300	3/2	Indie	2	Rural, Farm/ Urban,
Deer Shed Festival (North East)	**Co-Festival Organiser** ($FO1^{DSF}$)		8000	3	Family Pop Rural	5	Rural Deer Park
	Co-Festival Organiser ($FO2^{DSF}$)						

Apropos sampling this research features entrepreneurs 'delivering' or servicing festivals (Fig 4). Having identified the organiser, further interviewees were recruited using the snowballing technique (Young et al, 2010; Lena, 2011). The respondents included some who created overtly sustainable enterprises whereas others were incorporating SD practices into well-established enterprises. Semi-structured interviews were carried out with 11 entrepreneurs delivering or servicing festivals in the 2014 season. The semi-structured nature of the interviews enabled the instigation of discussions around adoption of sustainable practices. This is consistent with Young et al (2010) who acted similarly with green and ethical purchase criteria. The interview durations ranged from 30 to 90 minutes, which is comparable with extant studies germane to music festivals (Andersson & Getz, 2009; Lena, 2011) and SE (Munoz & Dimov, 2015). The festivals, suppliers and vendors studied are all micro-

enterprises employing less than 10 people. They are typical of others in entrepreneurial studies having small market share (Hockerts & Wüstenhagen, 2010).

Caveats are that a longitudinal study may enable identification of trends and response bias may be evident in that stakeholders in face-to-face research may be averse to criticising the festival or the organiser. Furthermore response bias may be evident in that stakeholders in face-to-face research may be averse to criticising the festival or the organiser, hence resulting data may be too positive.

Findings

The original SMBF (Fig 2) provided structure for this study and the subsequent discussion. The findings are structured by complementing the benchmarking factors therein with sustainability and communications.

Community

Traditionally the notion of community refers to 'Locals' who host (or live near) events (Vesstrum & Rasmussen, 2013). Clearly the respondents see it in a more sophisticated manner. Communities can evolve into 'engaged' stakeholders with a supplier referring to a trust that bought a peninsular so they could "run the music festival for the community. … Celtic music and Neudart just go together in harmony … it's part of the Celtic culture" (MD^{YY}). These insights support studies suggesting community values should be central to decision making and (community) interest groups should be involved in strategic activities related to events (Foley et al, 2009).

Communities involve locals but also are complemented with those formed within genres, the varying stakeholders and also the festivalgoers. Engagement can support community relations and provide a sense of identity. A supplier cites a friend who "provides solar power for three festivals. Because he's part of a community who believes in a different way of living" (MD^{YY}). Festivals organise fundraising events to support the local community. Particularly in remote areas it is difficult to see how local youngsters would have access to such opportunities. The tangible and intangible cultural capital of a community must be preserved for future generations (UNCTAD, 2008).

The notion of 'community' is used to foster an atmosphere with respondents advocating a friendly community feel so "it doesn't feel as though you're forcing them in" (FO^{Wyc}). A benefit of this approach is improved involvement. One stakeholder described "selling our services to a specific community" of like-minded individuals (MD^{YY}). An organiser cited trying "to do things with as many local suppliers as we can. The guy with the horse is a local farmer…We use local timber from sustainable suppliers" (FO^{Noz}). These findings align with studies that highlight the importance of welfare and quality of life in their locality (Tilley & Young, 2009).

Social inclusion is a SD objective for some festivals with one organiser confirming "it's a really big thing that we're trying to support and get people on board" (FO^{BFF}). One describes how they strive "to be as inclusive as possible. It's not always easy … but where possible we put ourselves out to help people" (FO^{Noz}). Social inclusion should not be seen as purely altruistic as those included can make positive contributions. One respondent described how a local community group "for vulnerable adults (with) disabilities … (who) built the wonderful horse" (FO^{BFF}). This chimes with the notion of enlightened self-interest (Haberberg et al, 2010).

A caveat to social inclusion is recognising the need to sacrifice profitability, in some cases providing "resident offers" (FO^{Wyc}). This resonates with Margolis & Walsh (2003) who found organisations make social investments in the face of compelling economic reasoning not to do so.

Networks

Some communities overlap and evolve into networks for example festivalgoers became volunteers (as was the case with many locals). This chimes with Vestrum & Rasmussen (2013) who noted that festivals could develop interdependence with differing sectors of the community.

Vendors do more than simply sell goods and services, indeed "they make the atmosphere … With the way they run their stalls" (FO^{BFF}). However organisers must manage their expectations for example one encourages vendors to "buy organic food, buy reusable resources … use local suppliers, we ask all of the traders to use recyclable materials" (FO^{BFF}). Elsewhere vendors "are encouraged to use as little energy as possible and also to reduce their waste"(FO^{Noz}) and are "asked to use biodegradable cutlery and plates… Wherever possible we use locally sourced materials" (ibid).

The relationship between organisers and volunteers is symbiotic. One organiser describes how the site benefits because "the Green team have been collecting so you won't see much rubbish lying around" (FO^{BFF}). Some organisers see volunteer engagement as a driver for the festival. One states "there's no reason why we wouldn't involve them in the festival more… every year people come and they're always involved in some shape of form… the fact that we can then work with them next year is also rewarding (FO^{FFF}). Another cites "the Scouts who come and split all the waste properly" (FO^{Wyc}) thus raising their profile and providing a 'green' service. Hence volunteers provide a higher level of engagement, are members of the audience and become advocates for the festival engaging with other stakeholders.

Whilst communities are often 'local', some are dispersed geographically and interacted online. Some networks evolved into communities. Networks were recognised to include individuals, stakeholders and publics, however they were

considered as secondary to communities. Hence, it is prudent to see networks and communities as being congruous.

Servicescape

Service standards, information, authenticity and environmental quality can lead to competitive advantage (Richardson et al, 2015). Respondents recognised that, on entry, festivalgoers immediately make judgments as to whether they belong or feel welcome (Baker et al, 2007). One insists "we like to deliver a site so when people come in they say 'I'm going to enjoy spending three days here. And not just 'Oh!" it looks like sponsor followed by fast food followed by sponsor" (FO^{Wyc}). Another suggests "if you treat people well, they'll enjoy themselves and if anything help to make the event better" (FO^{Noz}).

An organiser advocates respecting the artists "because if you treat them nicely and give them space they'll give a better performance" ($FO1^{DSF}$). Vendors can also raise the credibility of festivals. Sometimes the vendors perceive themselves as having more stringent ethical and ecological 'norms', one observes "some tea is Fairtrade whereas some is Rain Forest Alliance and I haven't found any that's both… I'd go Rain Forest Alliance but festivals want Fairtrade" (MD^{GS}).

Factors that drive SE are related to the entrepreneur, the context, the openness of festivals to sustainability practices and the nature of the SD value creation goals (Munoz & Dimov, 2015). The entrepreneurs exhibited diverse sustainability orientations, however they unfailingly advocated adopting SD practices (Moore & Manring, 2009). These 'adroit' entrepreneurs delivered (often) innovative services amidst the complexity of temporary sites with millions of transactions taking place. The respondents believed customers are willing to pay a premium for socially and environmentally superior products (Hockerts & Wüstenhagen, 2010). Values based on altruistic concerns for society or the environment were recognised as costly endeavours (Pacheco et al, 2010) but worthy of the investment.

The entrepreneurs studied often adopt SD practices with social and ecological foci however some interviewed do not necessarily considering their festivals to be 'sustainable'. Those committed to SE practices recognised disadvantages when pursuing 'costly' sustainable actions, as such costs are not be borne by competitors (ibid) and yet they still undertook recognisable SD measures.

Not all respondents saw themselves as entrepreneurs. Some however closely identified with SE. All however sought balance between societal, environmental and economic dimensions (Munoz & Dimov, 2015). Some implemented SE practices immediately whilst others accrued the resources (or economy of scale) to initiate changes (Pacheco et al, 2010). Respondents alluded to specific SE tensions that had the potential to impede the enterprises (Munoz & Dimov, 2015) for example whether to charge for car parking, provide transport, include the socially excluded and so on.

Generally the respondents believe festivalgoers are satisfied however the retention of Servicescape will ensure that consumers' needs are not neglected

Consumers

Collectively the entrepreneurs delivering festivals are used to attracting mainstream consumers to the festivals, which is unusual as many advocates of SE are just focused on the niche green consumer. A danger for sustainable entrepreneurs attracted to the sector is that growth is deemed by some to be the antithesis of sustainability. As festivals become more commercial they lose their attractiveness for those interested in sustainability.

An illustration of this is festivalgoers' willingness to pay for the following year's festival during the current event. This has two benefits, first the cash flow is improved; second, it leads to more commitment from festivalgoers who are given the opportunity to "nail your colours to the mast and come back next year so it's a financial reward for doing that" (FO^{Wyc}).

This study adopts the widely used term 'festivalgoers' (Anderson & Getz, 2009) however this includes both customers (who pay) and consumers (who consume). A customer may also be a consumer. A criticism of 'Consumers' in the original SMBF was that it implied that benchmarking SM only applied to B2C markets. This study featured extensive B2B findings for example between the organisers and suppliers. Furthermore, organisers and vendors do not necessarily interact with the consumers, whereas they must interact with the customers that is those who buy the tickets or goods onsite. The interaction with customers is key and must be benchmarked. Consumers are key stakeholders along with suppliers, vendors, facilitators and publics.

Broader Environment

Many organisers associated with 'green' issues. Green "isn't just big stuff like climate change, it's also about the immediate environment, in which we live" (FO^{Noz}). Another recognises "it's two things, it's sustain the actual festival site and the environment" (FO^{FFF}). Respondents refer to not harming the environment by "making sure it's something that's not having a major impact" locally (FO^{Wyc}), that is "minimising impact" (FO^{BFF}).

The notion of resilience is echoed by a supplier who reflects "sustainability means to me the regenerative use of resources" (MD^{YY}). These insights concur with studies suggesting individuals have a connectedness with the broader environment. Their environmental interaction is features emotional commitments (Sheehan, 2010), which can affect their patronage decisions. When discussing sustainability, one organiser suggests "if you take that one word, it always has a kind of ecological meaning" ($FO2^{DSF}$). Another expects 'green' to be "part of the sustainability 'thing'" (FO^{Wyc}). A supplier suggests "it covers "a whole vastness of topics, recycling, energy saving,

water saving, being environmentally friendly" (MD^{ZL}). The range of terms used may in itself be problematic when seeking to engage festivalgoers.

All of the festivals interviewed prioritised waste management, striving to "recycle as much waste as we can… (however)… It's not always possible to convince people to behave in a certain way" (FO^{Noz}). Hence organisers often pay for the waste management companies who "sorts it offsite and we aim to have little or nothing going to land-fill" (ibid). Another has "a recycling company that takes every piece of waste. They sort everything onsite for example plastics and glass" (PD^{Wyc}) whilst another sends "zero to land-fill" ($FO1^{DSF}$).

Festivals are expecting suppliers to reduce waste by increasingly supplying 'green' goods and innovative services. One supplier provides innovative chemical-free vacuum toilet facilities with water saving capabilities and improved hygiene, noting "with clean waste you can legally put clean waste into the mains drainage system" (MD^{ZL}). He describes the contribution made to reducing waste at another fair where "Two hundred thousand litres of waste removal was saved" (ibid). This finding counters studies that identified increasing sustainability rhetoric but little progress in addressing environmental and social problems facing society (Tilley & Young, 2009).

A supplier suggests "there's a lot of things at festivals that're geared towards making things greener" (MD^{ZL}). This implies a commitment on behalf of the organisers. Jackson (2005) identified the need to change behaviour in relation to transport modes, eating habits and leisure practices, in order to reduce the damaging impact on the environment and on other people. One organiser notes "we try to do as much as we can… (however) some of it is really expensive and it's tough… there's a massive cost implication"(FO^{Wyc}). These offerings align with Young et al (2010) who found the environment was a key driver during purchasing decisions.

Attitudes are linked with environmental behaviour. The link is not however causal as one organiser suggests being 'green' is "not something I would go to a festival because of. I go because of what the content is" ($FO1^{DSF}$). Some organisers have conflicting views, one resists "charging for car-parking … the only fear is that we've always had free parking"(FO^{Wyc}). Another provides "buses from local train stations. This is combined with charging for car-parking to try to encourage people to use public transport." (FO^{Noz}).

That said most festivals promoted schemes to reduce the footprint. For example "Everyone is given free bin bags and recycling bags" (FO^{Noz}) which encourages festivalgoers to 'own' recycling and waste-reduction. This ownership can be linked to incentives for example "Boomtown do this Eco Bond where … at the end of the festival … you get twenty pounds back on your tickets" (MD^{ZL}). This is an exemplar of using SD to engage festivalgoers.

Apropos the Broader Environment many practical measures were adopted however only one festival measured its carbon footprint. Most respondents accepted responsibility for reducing energy usage and organisers are taking responsible steps. The topic of the Broader Environment should be benchmarked and retained in any models or frameworks.

Corporate social responsibility (CSR)

No festivals had defined CSR policies and/or platforms. A supplier insisted "There's a lot of people that are out there that have a corporate responsibility platform without even realising that they have one" (MD^{YY}). This is problematic as a lack of awareness could influence adoption. That said it was evident that they undertook practices that resonated with CSR. Most festivals operated between Carroll's Discretionary and Ethical levels (Carroll, 1991) often exceeding stakeholders' expectations with philanthropic behaviour being commonplace. They contributed to society by going beyond the basic legal requirements in order to do what is respectful, just and fair.

Key findings that impact on benchmarking involved the lack of recognition of the term CSR. CSR was not mentioned at all. Many stakeholders did not recognise the explicit terms 'Corporate Social Responsibility' or CSR. One stakeholder noted "it's something that we've never even been aware of" (MD^{ZL}).

Therefore the term societal responsibility was considered more appropriate than CSR (Fig 7.1). This research provides a platform for better understanding of CSR (Carroll, 1991; Garriga & Mele, 2004 and Haberberg et al, 2010). It complements those studying how CSR is communicated (Tench & Jones, 2015). Future studies could investigate why such terms have such low recognition amongst SMEs, entrepreneurs and micro-enterprises.

Communications

Festivals should facilitate the festivalgoer's information gathering by improving awareness of products, suppliers and socio-environmental issues (Oates et al, 2008). This also applies to what is deemed internal marketing with one organiser insisting "We're very transparent about who it is running the festival. And people can contact us (FO^{FFF}). Transparency also linked with managing vendor expectations with an organiser justifying the decision to only offer weekend tickets stating "knowing how many people, our vendors and people like that know that when we say that there are this many people that is the case, whereas a lot of promoters will say they have 6000 people whereas in reality it's 2000 per day. So part of it is us being honest" ($FO1^{DSF}$). One vendor warned against "promising one thing and delivering something else which isn't fair'" (MD^{GS}).

Some stakeholders see benefits of promoting the interaction between festivalgoers in the camp-sites suggesting it "creates bonds, it creates atmosphere, and it rolls down into the actual main site as well" (FO^{Noz}). Some processes need to change with one

stakeholder alluding to the role of innovation within process suggesting "you can buy weekend wrist bands which gives you access for the whole weekend… making it easier for the customer, … it's a relatively new concept this pay as you go loo service" (MD^{ZL}). One organiser recognises increased local awareness (of the festival) suggesting "it's weird how you don't know what's on your own door-step" ($FO1^{DSF}$) however she acknowledges more "local people are finding us". All of the respondents recognised the need to communicate better with a range of stakeholders including customers. That said they communicated in an often ad hoc fashion.

Sustainability

Some respondents saw sustainability through a financial 'lens' with one suggesting "you want to produce festivals within a reasonable budget. That can continue… the finance crash of 2008 hit the festival scene so everyone had to tighten their belts" (FO^{Wyc}). Another observed "We started probably at the worst time ever, financially" ($FO1^{DSF}$). An organiser sees sustainability as being financially independent noting, "we need to be able to not rely on outside sources, I mean financial, and we haven't achieved that" (FO^{BFF}). One refers to "putting the gig on here because … it helps the venue to be sustainable" (FO^{FFF}). Another argues "it's no good having green and sustainable companies going bust if they can't survive" (FO^{Noz}). These insights resonate with those who insist there is little value in companies committing to sustainability but losing out to non-sustainable competitors who take business away (CIM, 2007).

When discussing sustainability from a societal orientation, locality is an issue as "it's sustainable because it's employing local people. That's good" ($FO2^{DSF}$). One insists "We have lots of local traders and people like that. At the moment people are very conscious of that" (FO^{Wyc}). Another alludes to working "with a local butcher for barbeques …and people seem to really like that" (FO^{FFF}) thus linking locality with engagement. Another strives to "get youngsters in this area mostly on the ladder … start them off give them a bit of advice" (FO^{BFF}). Many cited their support for charities for example one organiser provides "extra support in terms of marketing and works shops" (FO^{Wyc}). These insights align with studies suggesting charities have a role to play with social inclusion and illustrate how festivals 'reach' beyond the event itself and implies benefits for the local community.

The findings suggest the respondents do not have a tendency towards single issue campaigning as suggested by Hockerts & Wüstenhagen (2010). However given their limited resources, the newer, smaller festivals were less good at addressing a broad range of sustainability issues (ibid).

Whilst the previously discussed orientations suggest narrower sustainability foci for some, holistic interpretations also existed. One respondent argues "recently it's been badged and called the triple bottom line… the people we work with have always had those three target objectives. People, Planet and Profit … It's implicit but it's essential

and that's the difference between smaller sustainable festivals and the larger industrial events" (MD^{YY}).

These behavioural findings chime with studies that identified increasing sustainability rhetoric but little progress in addressing social problems facing society (Tilley & Young, 2009). Those interviewed do not necessarily consider themselves to be sustainable. Some sustainable practices are undertaken intuitively with a marketer noting how organisers "don't think of it as anything special… It's so intuitive it's like 'why wouldn't you do that'?" (M_kM^{BFF}). Some respondents offered SM perspectives for example linking resilience with values such as safety and inclusion. One suggested sustainability is ensuring "things can continue in a safe and inclusive way… It's about respect (FO^{Noz}).

Respondents lacked awareness of key terms (for example CSR) and sustainable event management standards. This chimes with studies where consumers committed to sustainable causes viewed standards (for example CSR) with suspicion (Oates et al, 2008). One vastly experienced Production Director suggested the size of most festivals is a barrier noting "Festival Republic may have a complete team working on just one festival and they can go to the standards on that one because they have the time the money and the resources (however) …Small festivals like Wychwood and Larmer Tree use independent festival producers … And it would be impossible" (PD^{Wyc}). Stakeholders expressed diverging views regarding the imposition of compliance with one (admittedly with a background in health and safety) warning "I've seen the trivialisation of the subject. I don't want to see necessarily the trivialisation of … sustainability by standards that are designed to make the non-compliant compliant" (MD^{YY}). This counters extant studies suggesting compliance needs to be adhered to and, where necessary, corrective actions should be taken (Musgrave & Raj, 2009).

Festivals are considered to be at the forefront of adopting sustainability. A supplier insists "what this festival is trying to do will eventually happen …(elsewhere)… but nobody will do anything about it until it has to be done…some very wise philosopher said that "change won't happen until the pain of change is less than the pain of remaining the same" (MD^{GS}). This conscientiousness chimes with those critical of wealthy consumers enjoying being free riders where their immediate descendants and the world's poor pay (Kotler et al, 2009).

The respondents had diverse attitudes towards of sustainability. Organisers have, however, attracted festivalgoers that are not averse to the notion that the green and societal endeavours are not just good for society, but also good for them (Hockerts & Wüstenhagen, 2010). None of the festivals were overtly 'sustainable' unlike some in the supply-chain. All of the festivals practiced sustainability even if on an ad hoc

basis. For these festivals it may simply be an afterthought rather than forethought. (Jones et al, 2009).

Whilst the context is admittedly UK-centric many of the findings will be of interest to academics and entrepreneurs further afield. Two of the categories, namely Servicescape and the broader environment, were supported by the findings and therefore retained. It is useful to illustrate how the other categories changed (Fig 5)

SMBF 2.0

A key output of this study is to generate version 2.0 of the SMBF.

Fig 5 Evolution of SMBF 2.0 based on findings

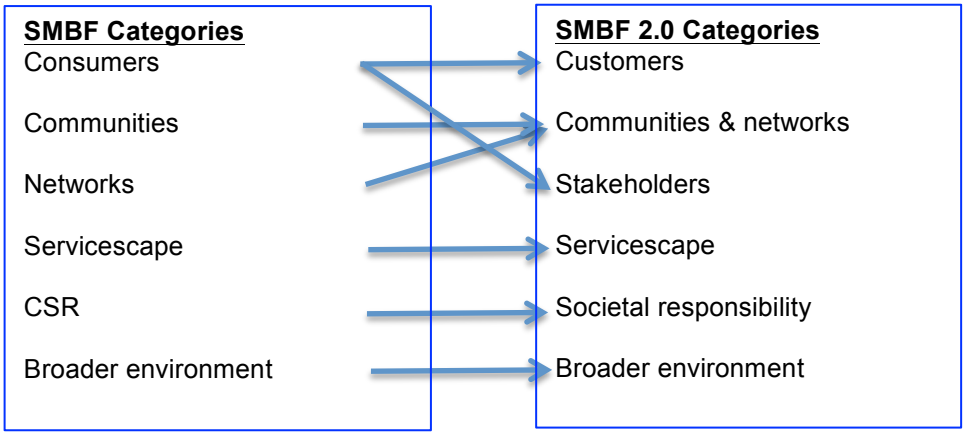
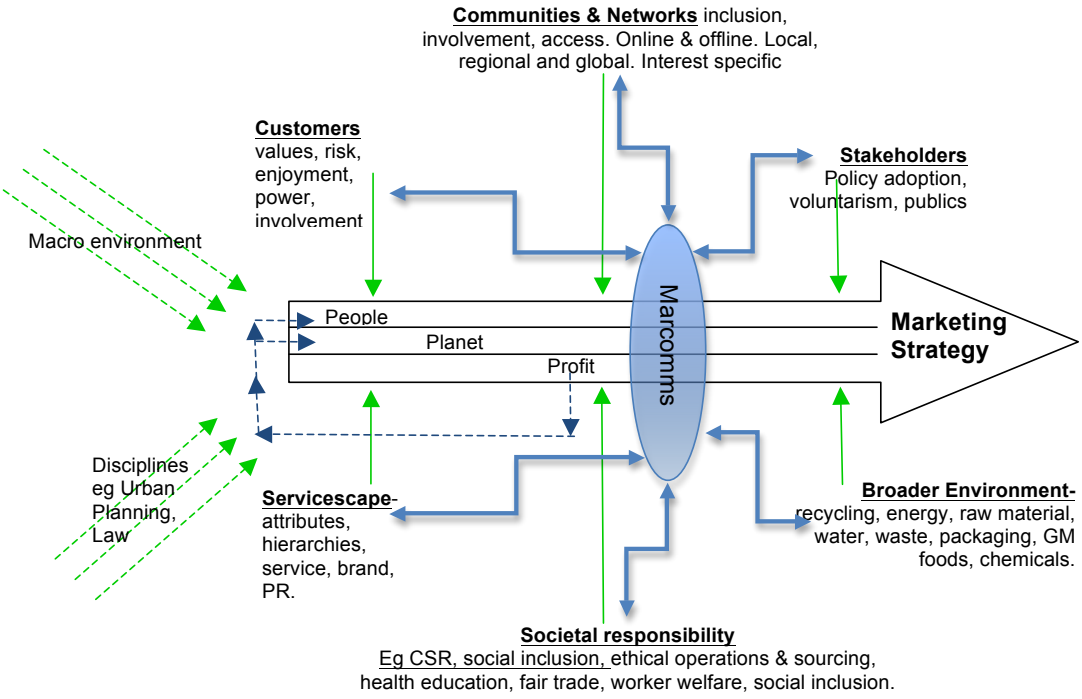


Fig 6 represents a revised version of the SMBF (Fig 2) with changes resulting directly from this study.

Fig 6 Sustainable Marketing Benchmarking Framework 2.0
(original diagram)



The question of whether Profit alludes to profitability alone or the re-investment of Profit into People and Planet is addressed. Companies must not only reinvest Profit but must also be seen to do so. Some festivals had differentiated their 'offer' whilst others 'reacted' by adopting sustainable innovations and developed their capabilities. The concept of the marketing strategy being represented by an arrow, therefore, is retained as it underpins the need to act strategically whilst being mindful of strategic drift (Mintzberg, 1990).

A key finding is the lack of awareness of CSR. Hence the SMBF 2.0 uses the more generic term of societal responsibility. This will resonate more with entrepreneurs, micro-enterprises and SMEs who may not deem themselves 'corporate'. Larger organisations may have CSR policies which would need auditing transparently under the auspices of societal responsibility.

The term 'customer' replaces 'consumer' as the framework is applicable to B2B and B2C scenarios across all sectors. That said it is recognised that customers and consumers are not synonymous. Vendors do not necessarily interact with consumers however they always do so with customers and stakeholders. Stakeholders are now to be benchmarked separately, covering all involved third parties in the micro-environment. The findings herein suggest communities can join and form networks hence the two are aligned. The framework reflects a degree of 'locality' even if contrasting the 'local' nature of sustainability with the global impact of unsustainable patterns of consumption is challenging.

Version 2.0 insists that all of the benchmarked factors must be viewed through the lens of 'marcomms'. Dialogue must be seen to take place with all parties covered by benchmarking. The SMBF 2.0 is a framework rather than a model as it is not computational. Neither is it a guide as it offers specific terms rather than generic direction. It is applicable to organisations of all sizes across all sectors however the tools used therein would differ. The framework provides balance in illustrating that the People and Planet foci are complementary supporting studies advocating addressing sustainability in a more balanced way avoiding the bias towards environmental studies (Barkemeyer, 2009). However a caveat is that prioritisation must take place for example whether to invest in People and/or Planet and to what extent.

As discussed, Gosnay & Richardson (2008, p138) offered the first SM definition overtly linked to Elkington's TBL. This paper can now offer a refined definition. "Sustainable marketing (SM) is principled and predicated on the foci of the Triple Bottom Line. SM decisions should be ethically and ecologically sound and companies should divert profits into People and Planet foci to enable implementation. Sustainable business practices must be informed by continuous dialogues with all stakeholders. Ultimately this is the only way to resolve the tensions between customer

(and stakeholder) demands, long-term interests, companies' requirements, society's long run interests and the need for environmental balance".

Conclusions

This research has sought to advance the discussion of entrepreneurial perceptions of SD by (i) highlighting the differing perceptions of the components of the original SMBF (ii) proposing a refined SM definition, SMBF and associated segmentation tool (iii) reflecting on issues with adopting SD and using such tools as the SMBF 2.0

This study has demonstrated that there are overlaps between SD and entrepreneurialism within this specific context. They should not be seen as competing approaches but rather they should be deemed complementary. As marketing is to entrepreneurialism, SM is to SE. This paper does not suggest music festivals alone can cure highly complex societal problems, such as environmental degradation (Kennedy, 2015) however they undoubtedly make a contribution.

Further research

This study has identified insights many of which could generate for further research. It has been suggested that SE research should move beyond the single case study and towards larger samples. Certainly further insights would be gained from comparative studies of SE initiatives in both small and large festivals. There is also scope for ascertaining whether the insights apply to other industries and sectors.

To paraphrase Hockerts & Wüstenhagen (2010, p490) it would be even more insightful if longitudinal case studies of a set of small and large festivals moving towards sustainability could be undertaken. These could be triangulated with research into the attitudes of festivalgoers. Simply put festivals should undertake 'green' research under the auspices of benchmarking their good SM practices and communicate the findings (and subsequent actions) effectively. This research contributes to the body of work linking theoretical frameworks with the 'real' world (Willard & Creech, 2005). It contributes to TBL-based studies with a practitioner focus (Musgrave & Raj, 2009).

SMBF 2.0 will need to evolve in future to incorporate unforeseen changes and adaptations. Like the original SMBF any global/international SM framework may necessitate new or adapted elements. Further research could identify whether the macro-environmental or international socio-cultural factors should be benchmarked rather than merely monitored. Future research could ascertain what specific tools would be appropriate for a micro-enterprise, an SME or a large organisation and whether international variants could be developed.

Authors' details

Neil Richardson, Leeds Beckett University, United Kingdom.

Neil is an experienced marketing/business practitioner with over 20 years of industry experience covering a wide spectrum of operational and strategic positions. He has worked for (and with) world-class companies in the test & measurement, aerospace and process control industries. He has been a Director of a social enterprise as well as other SMEs. Further to being a Senior Lecturer at Leeds Business School (LBS) Neil is the Course Director for their Chartered Institute of Marketing (CIM) and Masters level marketing programmes. He has written and been the lead author on a number of texts. His research focuses on Sustainable Marketing and he has published a number of related articles and key chapters in marketing practitioner books.

Corresponding Authors' details

Neil Richardson, Leeds Beckett University, The Rose Bowl, Portland Gate, Leeds, LS1 3HB.
Email n.richardson@leedsbeckett.ac.uk Tel 44 113 8124899

References

Andersson, T.D & Getz, D. (2009) *Tourism as a mixed industry: Differences between private, public and not-for-profit festivals*. Tourism Management, 30, 847-856

Armstrong, G. & Kotler, P. (2012) *Marketing: An introduction*. 11th ed. Pearson: Boston

Baker, S.M., Holland, J. & Kaufman-Scarborough, C. (2007) *How consumers with disabilities perceive "welcome" in retail servicescapes: a critical incident study*. Journal of Services Marketing, 21(3), 160-173

Barkemeyer, R.(2009) *Beyond compliance – below expectations? CSR in the context of international development.* Business Ethics: A European Review, 18(3) July 2009

Barkemeyer, R., Figge, F., Holt, D. and Hahn, T. (2009) *What the Papers Say: Trends in Sustainability - A Comparative Analysis of 115 Leading National Newspapers Worldwide* Journal of Corporate Citizenship, 33, Spring 2009, 69-86

Brassington, F. & Pettitt, S (2007) *Essentials of Marketing*, 2nd ed., Harlow: Pearson Education

BSI (2007) *BS 8901:2007 Specification for a sustainable event management system with guidance for use* (BSI, 2007)

BVEP (2015) http://www.businessvisitsandeventspartnership.com/news/bvep-press-releases/393-value-of-events-industry-rises-8-per-cent-to-42-3-billion [accessed 20-11-15]

Carroll, A. (1991) *The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organisational Stakeholders* Business Horizons, 1991, July-August.

CIM (2007) *Shape the agenda – The good, the bad and the indifferent- Marketing and the Triple Bottom Line*. Issue No 11, 2007 Article downloaded from http://www.cim.co.uk Chartered Institute of Marketing 2008 [Accessed 20-12-15]

Dibb, S. & Carrigan, M. (2013) *Social marketing transformed. Kotler, Polonsky and Hastings reflect on social marketing in a period of social change*. European Journal of Marketing, 47(9), 1376-1398 DOI 10.1108/EJM-05-2013-0248

Elkington, J. (1998) *The 'Triple Bottom Line' for 21st century Business*. Published in the Earthscan *Reader in Business & Sustainable Development* (2001). Editors Starkey & Welford. Earthscan Publishing: London

Emery, B (2012) *Sustainable Marketing*. Pearson Education: Harlow

Fisher, R., Maritz, A & Lobo, A. (2014) *Evaluating entrepreneurs' perception of success- Development of a measurement scale*. International Journal of Entrepreneurial Behaviour & Research. 20(5), 478-492

Foley, M., McGillivray, D. & McPherson, G. (2009) *Policy, Politics and Sustainable Events* Chapter 2 in '*Event management and sustainability'*. Edited by Raj, R. and Musgrave, J., CABI: Oxon

FTSE4GOOD (2017) http://www.ftse.com/products/indices/FTSE4Good [Accessed 20-02-17]

Garriga, E. & Mele, D, (2004) *Corporate Social Responsibility Theories: Mapping the Territory* Journal of Business Ethics, 53, 51–71

Getz, D. (2007) *Event Studies: Theory, Research and Policy Planned Events*. Elsevier:Amsterdam

Getz, D. (2010) *The nature and scope of festival studies*. International Journal of Event Management Research. 2010, 5(1)

Gosnay, R.M. & Richardson, N. (2008) *Develop your marketing skills*. Kogan Page: London

Haberberg, A., Gander, J., Rieple, A., Martin-Castilla, J-I and Helm, C. (2010) *Institutionalizing idealism: the adoption of CSR practices*, Journal of Global Responsibility, 1(2), 366-381 http://dx.doi.org/10.1108/20412561011079443

Hart, S.L. (1997) Beyond Greening: Strategies for a Sustainable World. Harvard Business Review. Jan/Feb1997, 75(1), 66-76

Hawken (2007) as cited in Mittelstaedt et al, 2014, p.254

Henderson, S. and Musgrave, J. (2014) *Changing audience behaviour: Festival goers and throwaway tents*. International Journal of Event & Festival Management, 5 (3) 247-262

Hockerts, K. & Wüstenhagen, R. (2010). *Greening Goliaths versus emerging Davids — Theorizing about the role of incumbents and new entrants in sustainable entrepreneurship*. Journal of Business Venturing, 25(5), 481–492. doi:10.1016/j.jbusvent.2009.07.005

ISO (2015) ISO 20121:2012 *Event sustainability management systems -- Requirements with guidance for use*. Article downloaded from http://www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=54552 [accessed 20-11-15]

Jackson, T. (2005) *Motivating Sustainable Consumption- a review of evidence on consumer behaviour and behavioural change*; a report to the Sustainable Development Research Network January 2005. Funded by the Economic and Social Research Council's Sustainable Technologies Programme (STP)

Jones, B, Bowd, R and Tench, R (2009) *Corporate irresponsibility and corporate*

social responsibility: competing realities. Social Responsibility Journal, 5 (3), 300-310

Kennedy, A-M. (2015), *Macro-social Marketing*. Journal of Macromarketing, 2015, 1-12. DOI: 10.1177/0276146715617509

Kerr, I.R. (2006). *Leadership strategies for sustainable SME operation*. Business Strategy and the Environment.15,30–39

Kostaglios, P.A, Lavranos, C., Korfiatis, N. Papadatos, J. & Papavlasopoulos, S. (2015) *Music, musicians and information seeking behaviour: A case study on a community concert band.* International Journal of Entrepreneurial Behaviour & Research. 71 (1) 3-24 http://dx.doi.org/10.1108/JD-07-2013-0083

Kotler, P., Wong, V., Saunders, J. & Armstrong, G. (2009) *Principles of Marketing*, 5th European ed., Harlow: Prentice Hall.

Lena, J.C. (2011) *Tradition and transformation at the Fan Fair Festival*. Chapter 9 in Moeran,B. & Strandgaard Pedersen, J. (2011) *Negotiating Values in the Creative Industries-Fairs, Festivals and Competitive Events*. Cambridge University Press: Cambridge

Lorand, J. (2007) *BUSINESS-AS-USUAL AND SUSTAINABILITY: WHICH PARADIGM ALIGNS WITH OUR BELIEFS?* Paper presented to Corporate Responsibility Research Conference 15-17 July 2007, University of Leeds United Kingdom

Margolis, JD & Walsh JP (2003) *Misery Loves Companies: Rethinking Social Initiatives by Business*. Administrative Science Quarterly, 48, 268-305 0001 - 8392/03/4802-0268

Martin, D. & Schouten, J. (2012) *Sustainable Marketing*. Pearson Education Limited: England.

Mintel (2010) *Music Concerts and Festivals - UK - August 2010* - Market Size and Forecast

Mintel (2017) *Music Concerts and Festivals - UK - August 2017* - Market Size and Forecast

Mintzberg, H. (1990) *The Design School: reconsidering the basic premises of strategic management*, Strategic Management Journal, 11, 171-95

Mitchell, R.K., Agle, B.R. & Wood D.J. (1997) *Toward a theory of stakeholder identification and salience- defining the principle of who and what really counts*. Academy of Management Review, 22 (4), 853-866

Mittelstaedt, J.D., Shultz, C.J.,Kilbourne,W.E. & Peterson, M. (2014) *Sustainability as Megatrend: Two Schools of Macromarketing Thought*. Journal of Macromarketing 2014, 34(3) 253-264 DOI: 10.1177/0276146713520551

Moore, S.B. & Manring, S.L. (2009) *Strategy development in small and medium sized enterprises for sustainability and increased value creation*. Journal of Cleaner Production, 17(2), 276–282. doi:10.1016/j.jclepro.2008.06.004

Munoz, P. & Dimov, D.(2015) *The call of the whole in understanding the development of sustainable ventures*. Journal of Business Venturing, 30(4), 632–654. http://dx.doi.org/10.1016/j.jbusvent.2014.07.012

Musgrave, J. & Raj, R. (2009) *Introduction to a Conceptual Framework for Sustainable Events.* Chapter 1 in '*Event management and sustainability'*. Edited by Razaq Raj and James Musgrave. CABI: Oxon

Oates, C., McDonald, S., Alevizou P., Hwang, K., Young, W. & McMorland, L. (2008) *Marketing sustainability: Use of information sources and degrees of voluntary simplicity* Journal of Marketing Communications, 14 (5), 351–365 DOI: 10.1080/13527260701869148

Pacheco, D.F., Dean, T.J. & Payne, D.S.,(2010). *Escaping the green prison: Entrepreneurship and the creation of opportunities for sustainable development*. Journal of Business Venturing, 25(5),464–480. doi:10.1016/j.jbusvent.2009.07.006

Parrish, B., (2010). *Sustainability-driven entrepreneurship: principles of organization design*. Journal of Business Venturing, 25(5),510–523.

Prothero, A. & McDonagh, P. (2015) *Introduction to the Special Issue: Sustainability as Megatrend II*. Journal of Macromarketing, Vol. 35(1) pp7-10 DOI: 10.1177/0276146714556818

Richardson, N. (2008). *Investigating the Positioning of Retailers on the Sustainability Continuum- A Schumpeterian Perspective.* World Journal of Retail Business Management. 2 (3) 50-61 ISSN (Print): 19942915, ISSN (Electronic): 19981368

Richardson, N., James, J. & Kelley, N. (2015) *Customer-centric marketing: Supporting sustainability in the digital age*. Kogan Page:London

Sheehan, B (2010) *The Economics of Abundance: Affluent Consumption and the Global Economy*. Cheltenham: Edward Elgar.

Shepherd, D.A. & Patzelt, H. (2011) *The New Field of Sustainable Entrepreneurship: Studying Entrepreneurial Action Linking "What is to be sustained" with "What is to be developed"*. Entrepreneurship: Theory and Practice, 35 (1), 137-163 DOI: 10.1111/j.1540-6520.2010.00426.x

Shepherd, D.A., Patzelt, H. & Baron R.A.(2013) *I CARE ABOUT NATURE, BUT . . .": DISENGAGING VALUES IN ASSESSING OPPORTUNITIES THAT CAUSE HARM.* Academy of Management Journal, 2013, 56 (5), 1251–1273. http://dx.doi.org/10.5465/amj.2011.0776

Spedale, S. & Watson, T.J. (2014) *The emergence of entrepreneurial action: At the crossroads between institutional logics and individual life-orientation*. International Small Business Journal. 32(7) 759-776

Starkey, R. & Welford, R (2001) *The Earthscan Reader in Business & Sustainable Development*. Earthscan Publishing: London

Tench, R. & Jones, B. (2015) *Social media: the Wild West of CSR communications*. Social Responsibility Journal, 11 (2), 290-305 http://dx.doi.org/10.1108/SRJ-12-2012-0157

Tilley, F. & Young, W. (2009) *Sustainability Entrepreneurs – Could They Be the True Wealth Generators of the Future?* Greener Management International. 55, 70-92 Greenleaf Publishing

UNCTAD (2008) *Creative Economy Report 2008- The Challenge of Assessing the Creative Economy: Towards Informed Policy-making*. Downloaded from *unctad.org/fr/Docs/ditc20082cer_en.pdf [accessed 03-01-13]* ISBN 978-0-9816619-0-2

van Dam, Y.K. & Apeldoorn, P.A.C. (1996) *Sustainable Marketing*. Journal of Macromarketing 16(2): 45–56.

Vargo, S.L. and Lusch, R.F. (2004) *The four service marketing myths – remnants of a goods-based manufacturing model*, Journal of Service Research, 6, 324–35

Vestrum, I. & Rasmussen, E. (2013) *How community ventures mobilise resources: Developing resource dependence and embeddedness*. International Journal of Entrepreneurial Behavior & Research. 19(3) 283-32

WCED (1987) *The Bruntland Commission report World Commission on Environment and Development*

Willard, T. & Creech, H. (2006) *Sustainability of International Development Networks-*
Review of IDRC Experience (1995-2005). Downloaded from IISD web-site http://www.iisd.org/pdf/2007/networks_sus_int_dev.pdf [accessed 01-02-08]

Young, W., Tilley, F., (2006). *Can businesses move beyond efficiency? The shift toward effectiveness and equity in the corporate sustainability debate.* Business Strategy Environment, 15(6), 402–415 DOI: 10.1002/sd.394

Young, W., Hwang, K., McDonald, S. & Oates, C. (2010) *Sustainable Consumption: Green Consumer Behaviour when Purchasing Products* Sustainable Development. 18, 20–31

Zahra, S.A. (2007) *Contextualizing theory building in entrepreneurship research*. Journal of Business Venturing, 22(3), 443–452