An Investigation to identify how festivals promotional techniques have developed over the years – using Green Man Festival as a case study

Victoria Curran

BA (hons) Events Management

Cardiff Metropolitan University

April 2018
Declaration

“I declare that this Dissertation has not already been accepted in substance for any degree and is not concurrently submitted in candidature for any degree. It is the result of my own independent research except where otherwise stated.”

Name: Victoria Curran

Signed: [Signature]
Abstract

This research study was carried out in order to explore the different methods of marketing that Green Man Festival utilises, to discover how successful they are, and whether they have changed and developed throughout the years. The study intended to critically review the literature surrounding festivals and festival marketing theories, in order to provide conclusions supported by theory when evaluating the effectiveness of the promotional strategies. It aimed to discover how modern or digital marketing affected Green Man’s promotional techniques, to assess any identified promotional techniques and identify any connections with marketing theory, to investigate how they promote the festival towards their target market, and to finally provide recommendations for futuristic methods of promotion.

The dissertation was presented coherently, consisting of five chapters. The first chapter was the introduction, providing a basic insight into the topics involved. The second contains a critical literature review where key themes were identified; the third chapter discussed the methodology used whilst the fourth chapter presents the results that were discovered, providing an analysis and discussion. The final chapter summarises the study, giving recommendations and identifying any limitations of the study.

The dissertation made use of questionnaires and semi-structured interviews to gain primary data, and took all ethical issues into consideration throughout.

It was found that Green Man Festival partially makes use of social media advertising; however it does not make best use of the modern marketing methods that are available today. Its primary concentration is on customer retention. Its attendance is not impacted by its identified unsuccessful marketing techniques.

The research shows that Green Man Festival does not use the marketing models that are recommended and commended by authors within current literature, with a key suggestion being that it should incorporate ‘green marketing’ into its strategies.

Word Count – 13,983
I would like to thank my dissertation tutor Sara Johnson for her guidance and advice.

I would also like to thank the participants who engaged with the research of this study, giving up their time in answering the questionnaires and participating in the interviews. Their inputs are greatly appreciated.

Finally, I would like to thank family and friends for the support, encouragement and reassurances that they have given throughout the completion of this dissertation and throughout the whole of my time in university.
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UK – United Kingdom

SEO – Search Engine Optimisation
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1.0 Introduction

Areas of personal interest were combined with the relevant academic course to create a sufficient working title involving ‘marketing’, and ‘festivals’. The general purpose of this project is to analyse in some depth the different methods of marketing that are used by festival organisers when promoting their events, relating it to current marketing theory and used The Green Man Festival as a case study. Recommendations will be made based on these findings.

1.1 Background of Research

To firstly understand the meaning of a festival, a brief definition of an ‘event’ as a whole should be established.

Today events are more dominant in our culture than ever before; this could be due to the upsurge in leisure time of the public and increased discretionary spending, which has triggered a proliferation of public events, celebrations and entertainment (Bowdin et al., 2012:1).

The events market is so diverse and fragmented (Shone and Parry 2004:20) comprising of various aspects, making an ‘event’ difficult to define unambiguously; however it is clear that all events share common traits – at a specific time and place, people come together to form the ‘event’ (Mayer, Schwägermann and Ding, 2016:5).

The events industry can be broken down into smaller components; Shone and Parry (2004:3) split up events and place them into four broad categories based on them having “cultural, leisure, personal or organisational objectives”, although overlaps are inevitable. A festival would come under both ‘leisure’ and ‘cultural’.

Defining festivals and their typology with any precision is problematic (Picard and Robinson 2006:4). Quinn recognises festivals as social practices that communities
have engaged in for generations, and suggests that their purpose is to express beliefs and celebrate identities; although he admits that some confusion exists due to the complications of determining what type of event can be categorised as a festival (2013:17). In essence, festivals are celebrations which offer the chance to interrupt mundane everyday life (Anderton, 2008).

The UK festival industry is one that has developed and diversified rapidly over recent years (Webster and McKay, 2016). The festival business is now a great and diverse one, with over 850 occurring each year in the UK, engaging with disparate demographics (Kelsey, 2011).

The sudden proliferation of festivals can be demonstrated between 2006 and 2008, where the number of active festivals grew from 240 to 530 (Mintel, 2006; Mintel, 2008). Between 2003-2007, the number of festivals soared by 70%; during this growth era an immense number of particularly great festivals became firmly established on Britain’s festival scene, enticing tens of thousands of festival-goers yearly (Mintel, 2013). Throughout the UK, music festivals were attended by 27.7 billion people in 2016 (Booker, 2016).

Festivals attract roughly 14 million visitors to Britain every year, with overseas music tourism having grown by 16% from 2016 to 2017 (Consultancy UK, 2017). This industry brings some of the most well-known and celebrated performers from all over the world to perform at major festivals, including world-renowned Glastonbury. Glastonbury is labelled “the UK’s most popular festival” and is now ranked amongst “the best music festivals in the world” since it launched in 1970, despite a 243% rise in ticket prices from this time (Consultancy UK, 2017). The USA’s Coachella and Belgium’s Tomorrowland are also amongst the world’s best festivals (Lafontaine, 2018).

The graph shown below in Figure 1.1 illustrates the top ten UK music festivals based on attendance levels in 2017, which displays Glastonbury as a clear frontrunner.
Years ago, consumers had fewer options regarding which festival they should attend, as the number of festivals back in the year 2000 was paltry. Today, the live music scene has transformed radically (Moore, 2013). The current festival culture is varied, and ranges from the larger conventional festivals to the local, smaller-scale community oriented ‘boutique’ events (McKay, 2015:3). The festival industry is perpetually evolving and adapting to current trends and appealing to every taste, causing contemporary boutique festivals to emerge (O’Grady, 2017:137).

The term ‘boutique’ can be defined by the Oxford English Dictionary (2010) as “a business serving sophisticated or specialized clientele”. Moore (2013) describes boutique festivals as being “thoughtfully curated alternative realities” that are “creatively distinct”; they tend to be niche-orientated and have exploded in number over the last decade (Chapple, 2015).

A predicted 80% of the total UK festival goers attend boutique festivals (Johansson and Toraldo, 2015). This surge in popularity could be explained by the prioritisation
of quality over quantity by consumers, with even the significance of the music itself weakening (Ali-Knight et al., 2008:220). They tend to focus on location, with the focal point being on “accentuating the unique” (Chapple, 2015).

Green Man Festival is Wales' biggest music event, and is classified as a ‘boutique festival’. It is located in the heart of the Brecon Beacons National Park near the picturesque town of Crickhowell. The Festival is individually situated deep in the Welsh mountains, which provide a stunning backdrop, reinforcing the fact that boutique festivals concentrate on location. A map showing the exact location of Green Man is shown in Appendix A.

Green Man runs for four days during August and entices 20,000 visitors a year; a substantial increase from a mere 300 attendees in 2003 (Kelsey, 2011). It is multi-sensory, blending a concoction of music, literature, film, comedy and poetry, as well as placing a serious focus on food which is locally-sourced to promote Welsh food and drink traders. Music-wise, the festival favours folk, electronic, psychedelic and global sounds. It generates £8 million for the Welsh economy each year, and is an important platform for showcasing emerging talent and selling Wales to the world (BBC News 2017).

Green Man is an independent, family-run event which is considered to be more an “intimate party between friends and family in the countryside than a festival” (Visit Wales, 2018), alike many other boutique festivals including Blissfields, near Winchester, where the founder claims it began simply as a party (Moore, 2013).

This research project aims to explore the importance of marketing and how it has developed throughout the years, with specific concentration on how it affects the Green Man Festival.

The word ‘marketing’ has a marginally different meaning to every person (Reic, 2016:2). Eldridge (1970:12) describes marketing as:
The combination of activities designed to produce profit through ascertaining, creating, stimulating, and satisfying the needs and/or wants of a selected segment of the market.

Yeoman et al. (2006) advocates that there is no “one size fits all” system when it comes to marketing events; all events are “unique” (Getz, 2005). This denotes that the specific nature of each particular event will construct the style of marketing that needs to be taken. For example, smaller, less well-known events may require greater levels of promotion to attract customers, contrasted with more renowned events. Many current academic authors maintain the view that marketing is of crucial importance for the success or failure of a business or event (Volkmann, Tokarski, and Grünhagen, 2010:185), with Pride and Ferrell suggesting that marketing is indispensable in order for an organisation to survive and grow, and that the success or failure of that organisation is purely dependent upon how well they market it (2014:17).

The researcher predicts that Green Man’s marketing techniques will be limited and old-fashioned, placing reliance on word-of-mouth. The researcher believes that existing theories and views within contemporary literature could be disproven by Green Man, as it is foreseen that the festival remains a success despite its predicted lack of marketing. The researcher therefore hopes to challenge the statements made by many authors who firmly believe that the success of an event relies on the marketing techniques, and that boutique events need an even bigger emphasis on marketing. This study is therefore unique and potentially controversial as it opposes marketing theory. It is hoped that new knowledge will be generated from the study, with different ideologies coming to light in order to supplement the current body of academic documentation.

1.2 Project Aim

The overall aim of this project is to explore the different methods of marketing and promotional techniques used by Green Man Festival, to discover how successful
these methods are, whilst learning how these have changed and developed throughout the years.

Six objectives have been formed deriving from this aim; these are the steps that must be taken in order to achieve the aim. They will act as a framework for the research, and will provide structure to the project by breaking down the overall aim into smaller sections.

1.3 Project Objectives

1. To critically review the literature surrounding festivals and festival marketing theories from the past 50 years.
2. To discover how modern or digital marketing has affected Green Man’s promotional techniques.
3. To assess Green Man’s promotional techniques and identify any connections with marketing theory.
4. To investigate the demographics of the attendees at Green Man Festival to discover the target market and how they promote the festival towards that market.
5. To evaluate the effectiveness of the promotional strategies used by Green Man Festival by conducting primary research.
6. To provide conclusions supported by theory, and recommendations for futuristic methods of promotion for festivals such as Green Man.

1.4 Dissertation Structure

This research project entails five main chapters; ‘Introduction’, ‘Literature Review’, ‘Methodology’, ‘Results, Analysis and Discussion’ and ‘Conclusions and Recommendations’. The introduction presents the research question, providing some background knowledge and important definitions. The literature review is a
critical review of the literature that surrounds festivals and marketing, key themes, theories and opinions derived here will be denoted in subsequent chapters. The methodology will discuss the methods of primary research and analysis that will be used, providing justifications. The results, analysis and discussion chapter will present the results of the primary research, analysing and discussing these, whilst identifying links to theory. The final chapter will consist of a summary of the findings, conclusions and recommendations for improvements within the research, and for the festival.

The next chapter comprises of the literature review, where secondary sources will be examined in order to gain a further understanding of the topics involved.
2.0 Literature Review

This literature review will look at contemporary and appropriate literature giving the researcher the opportunity to appraise and deliberate the present body of knowledge; it will support the aims and objectives of the project and can provide a further insight into marketing as a whole, helping to establish a current state of knowledge.

2.1 Introduction

Generally, there is a lot of literature, both recent and older that discuss the concept of marketing at events. Formerly, the literature surrounding events has been condemned due to its lack of advanced theory (Formica 1998). The study of events management as a whole is a new concept which has only become more popular over the last twenty years, which could explain this condemnation, and could also explain why older textbooks on event management had only small sections focussing on event marketing (Jackson, 2013:10).

More recent authors include specific sections dedicated to festival marketing within their books, e.g. Yeoman et al. (2004), whilst other authors, including Reic (2016), offer a more general overview regarding event marketing, yet still provide relevant information that can be applied to festivals. This shows that marketing for festivals and events is topical as it is being concentrated on presently. It is now a favoured focus amongst event managers and authors, and is becoming increasingly popular due to the growth and development of the festival industry (Gelder and Robinson, 2009). Festivals have flourished again in contemporary society, following a decline from the mid-20th century (Boissevain 1992), with Yeoman et al. (2004:1) declaring that there is currently an unprecedented interest in festivals across the globe. Additionally, Bennett et al. (2014: 251) mention how music festivals have become an established feature of Britain’s cultural landscape throughout the years. This proves that festivals are becoming more relevant and therefore the academic study of the
industry needs to be upgraded and developed, making the overall aim of this project pertinent and current. Readers will be provided with additional and innovative knowledge that has not necessarily been widely discussed or studied in detail previously.

2.2 Background of Festivals

Various historians consider the first festivals to have occurred many years ago at around 4,500 BC in Ancient Egypt; it is thought that they entailed religious ceremonies and political fests as well as music and dancing (Mintel, 2013).

Today, the word ‘festival’ has two distinct definitions provided in the Oxford Dictionary; one being “a day or period of celebration, typically for religious reasons”, and the second being “an organized series of concerts, plays, or films, typically one held annually in the same place” (Oxford Dictionary, 2010).

Falassi (1987:2) produced a definition for a ‘festival’ many years ago; describing them as “a sacred or profane time of celebration, marked by special observances”, an explanation that loosely supports a more recent description that is provided by Getz, who suggests that festivals “celebrate community values, ideologies, identity and continuity” (2010:2). Pieper possessed an antiquated belief on what a festival truly is; he maintained the outdated idea that only religious rituals and celebrations were entitled ‘festivals’ (1965). Bossevain (1992) agrees that they still symbolise the traditions of various pasts, showing how this interpretation of festivals being purely religious, sacred traditions was widely established. The word festival originates from the word ‘feast’ and denotes a time of ‘celebration’ (Yeoman et al., 2011:33) signifying why these authors could label a festival this way, although from a recent point of view, this description seems to be insufficient.

Holloway et al. (2010, cited in Robinson, 2015) believes that there is still a problematic absence of educational studies on festivals, and resultantlly the theoretical fundamentals that were laid down by the early studies of festivals as carnivals and religious celebrations are rather disconnected from festivals of the modern age, especially music festivals (Robinson, 2015:4). A more contemporary
approach in describing and labelling festivals is now necessary; Getz (2005:21) states that they are “themed, public celebrations” with Quinn further acknowledging that they “construct scenes which stimulate social interactions and engender local continuity” (2013:17).

Some authors such as Jaeger and Mykletun (2009) point to the complications of determining what kind of events can be classified as festivals, with Cudny (2016:32) upholding this attitude by stating that some people would consider a meeting with friends or family as a ‘festival’ yet many would disagree. This demonstrates that defining a ‘festival’ accurately is not a simple task, with even official dictionary definitions needing to be specified further.

There are numerous definitions of the word since it can be applied to various different circumstances; festivals vary enormously in type and form due to the many centuries of development (Cudny 2016:5).

Some festivals are primarily for entertainment purposes, such as music, arts or sports festivals. Gelder and Robinson (2009) are firm in stating that music-based festivals are extremely popular. Art festivals can be further dissected comprising of specific themes including opera, theatre, film, book etc. (Yeoman et al., 2011:4; Cudny, 2016:37). Other festivals can be for educational purposes, or may have a religious basis, whilst some revolve around food or drink, for example the Abergavenny Food Festival. Cudny (2016) distinguishes many other particular types of festivals; those dedicated to sexual or ethnic minorities, science and technology festivals, and multicultural festivals, where there is diversity of thoughts, ideas, values, sights and sounds (Moufakkir and Pernecky 2015:210).

2.3 Marketing Mix

Existing academic literature frequently discusses marketing through the traditional lens of McCarthy, which appears to be timeless; he formed his theory in 1960 yet is still used regularly today. McCarthy developed the ‘4 P’s of marketing’; product,
place, price and promotion. It must be the right product which is sold at the right place, at the right price by using the most appropriate promotion technique. These form the ‘marketing mix’; according to Kotler, the marketing mix is a “mixture of controllable marketing variables that the firm uses to pursue the sought level of sales in the target market” (1984: 68). The variables can be operated by a marketing manager to achieve exactly what each particular organisation requires. The marketing mix is widely considered to be one of the main marketing theories; the importance of this theory has been widely acknowledged and accentuated by authors (Mahajan, Muller and Wind 2000:99), with many agreeing that it has become the very definition of marketing (Mishra, 2009:45; Pearson 2014:5; Russell, 2017:12).

On one hand, there are many books and pieces of literature that suggest that the marketing mix is successful; the works written by 50 Minutes (2015:1) suggest that the model is basic and condensed in nature, which is an advantage as it encompasses all necessary aspects whilst managing to remain straightforward. Conversely, Pearson (2014:5) explains how he was always “uneasy” about the simplicity of the marketing mix, a comment that has been reiterated by Hill (2013:126) who agrees that we should be “sceptical” in approaching the concept. Pearson’s feelings regarding the matter have led him to believe that there must be more to marketing than the brief idea of the 4 P’s (2014:5). He proposes that the model should, in fact, consist of 20 P’s. This could be seen as too complex by those who praise the simplicity of the 4 P’s, although Mishra concurs with Pearson stating how the marketing mix framework was useful when the concept of marketing first arose, but its simplicity is now a limitation (2009:45).

Mishra advises increasing the 4 P’s to 5 P’s, as opposed to 20 P’s (2009:46). This 5th ‘P’ would represent ‘people’; this amendment is agreed upon by many, including Russell who declares that without people there would be no point to marketing as it revolves around the wants and needs of people (2017:13). There is no concrete proof that the theory of the 4 P’s works (Pearson, 2014:3), despite current literature suggesting that it is fundamental to marketing. The 4 P’s are a good starting point
but other aspects must also be considered for the best chance of success (Hill, 2013:126).

2.4 Promotion

The nature of this study involves ‘promotion’ from the marketing mix to be concentrated on more intensely. The aim of this research is to look into the promotional techniques that are used by Green Man Festival and analyse their effectiveness, therefore it is crucial to have some understanding of the word ‘promotion’.

As Lamb, Hair and McDaniel (2011: 48) explain it:

Promotions role in the marketing mix is to bring about mutually satisfying exchanges with target markets by informing, educating, persuading, and reminding them of the benefits of an organisation or a product.

There are six different ways in which an organisation can use promotion; advertising, sales promotion, public relations, personal selling, direct marketing and online marketing (Moore and Pareek, 2009). Each tool interacts with customers in a slightly different way and there are several ways of using each tool. Advertising involves publishing in newspapers or on television, whilst sales promotions would consist of an organisation offering deals or discounts. Public relation marketing makes use of promotional events or press releases, personal selling can include door-to-door sales, and direct marketing requires direct communication e.g. by telephone or email. Online marketing incorporates the internet to generate sales.

2.5 Traditional VS Modern Marketing

Marketing can be divided into traditional methods or modern methods that are also referred to as ‘digital’ methods. It is recognised that there are many gaps in literature concerning traditional marketing (Kashani et al., 2005:1), with many authors now concentrating on and discussing the move to ‘digital marketing’
Change brings about issues that challenge the traditional ways of marketing, with Kashani et al. identifying commoditisation as the biggest cause of change which is initiating people to think differently about marketing, stating that there is an “unrelenting change in technology” (2005:4).

Traditional marketing is perceived as a narrow view as it involves only concentrating on the nearest buyers (Kashani et al., 2005:14). Here, the level of interaction with customers is low resulting in a lack of personalisation (Panda, 2006:2). Modern or digital marketing, on the other hand, is said to deliver a higher value through “personalisation, interactivity, customisation and convenience” (Panda, 2006:2) and primarily utilises information technology.

Table 2.1 shows the different types of traditional and modern marketing methods that can be used.

**Table 2.1: The Types of Traditional and Modern Marketing Methods.**

<table>
<thead>
<tr>
<th>Traditional Marketing Methods</th>
<th>Modern Marketing Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Print media (e.g. newspapers)</td>
<td>• Facebook</td>
</tr>
<tr>
<td>• Billboards</td>
<td>• Twitter</td>
</tr>
<tr>
<td>• Television</td>
<td>• YouTube</td>
</tr>
<tr>
<td>• Flyers</td>
<td>• Instagram</td>
</tr>
<tr>
<td>• Posters</td>
<td>• Google</td>
</tr>
<tr>
<td>• Radio broadcasts</td>
<td>• Data storing</td>
</tr>
<tr>
<td>• Word-of-mouth</td>
<td>• Websites</td>
</tr>
<tr>
<td>• Catalogues</td>
<td>• Search Engine Optimisation (SEO)</td>
</tr>
<tr>
<td>• Telemarketing</td>
<td></td>
</tr>
<tr>
<td>• Direct Mail</td>
<td></td>
</tr>
</tbody>
</table>

SEO is the process of ranking your site higher in search engines, to “increase the number of desirable customers who visit your website via search engines” (Grappone and Couzin, 2008:4).
In order to analyse the efficiency of both traditional marketing and modern marketing techniques efficiently, two SWOT analyses have been undertaken in order to discover the strengths, weaknesses, opportunities and threats of each method. These can be found in Appendix B and Appendix C.

The SWOT analyses that have been conducted identify more advantages to modern/digital marketing in comparison to traditional marketing, and produce ideas that are consistent with the thinking of Scott, who considers traditional marketing to be so wide and broad that it can be deemed ineffective (2017:19). The many disadvantages identified in the SWOT of traditional marketing suggest that this is in the past, and modern marketing is the way forward, however modern marketing also has some drawbacks.

It is clear that current academic literature is now focussing more on modern marketing, as so many believe that traditional marketing is no longer suitable. For example, Wind and Mahajan (2002:1) write that the “internet is turning marketing on its head”, suggesting that traditional marketing must change alongside technology. Schmitt (2000:1) provides a more abrupt notion, stating how “we are in a revolution that will render the use of traditional marketing obsolete” signifying his belief that traditional marketing will become seldom used as the digital revolution prevails.

Larsen and O'Reilly (2009) detect that events such as festivals have to convert and become more conventional in order to survive and prosper. This indicates that it is essential for festival organisers to use innovative methods to engage with the modern-day consumer. As technology advances almost daily, the marketing approaches taken by organisations should reflect these advances and should be updating regularly.

On the other hand, despite his beliefs that the operation of traditional marketing will perish due to the revolution of the digital era, Schmitt confesses that there are various elements to traditional marketing that are worth conserving (2000:15). Panda (2006:2) remarks that modern marketing is actually a combination of
information technology and traditional marketing. His statement is more recent than Schmitt’s, proving that Schmitt was correct in believing that some aspects of traditional marketing are imperative as they are still in use. However, one must take into account recent technological advances in order to excel, as well as the benefits of traditional marketing as when both traditional and modern methods are used in tandem with one another a superior value can be provided (Panda, 2006:2).

A review of statistics has been undertaken looking at both traditional and modern marketing techniques, to help underpin any comments that have been made by authors on the topic. Figure 2.1 below shows the percentage of festival goers that are receptive to specific kinds of advertising.

**Figure 2.1: Percentage of people who are receptive to different types of marketing**

<table>
<thead>
<tr>
<th></th>
<th>Not Receptive</th>
<th>Receptive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>26</td>
<td>74</td>
</tr>
<tr>
<td>Television Adverts</td>
<td>24</td>
<td>76</td>
</tr>
<tr>
<td>Radio Adverts</td>
<td>18</td>
<td>82</td>
</tr>
<tr>
<td>Posters/Flyers</td>
<td>15</td>
<td>85</td>
</tr>
</tbody>
</table>

(festivalawards.com, 2014)

Contradictory to Scott (2017), the traditional method of using posters and flyers has been found to be most effective. Conversely, it was also discovered that 91% of festival goers own a smart phone, where a huge 89.2% of these smart phone owners use Facebook, making it a key platform for promotional material to be published on (festivalawards.com, 2014). Only 4% of festival goers in 2014 were from Wales,
where Green Man is located. This sets the festival at an immediate disadvantage as it
has a smaller catchment area, making marketing using the internet even more
important to reach a further demographic. Combining these facts prove that Panda
(2006) is accurate where he indicates that the use of traditional and modern
methods combined will form the best strategies.

2.6 Importance of ‘Green’ Marketing

When thinking of the Green Man Festival, one would instantly assume that it is
environmentally friendly considering the word ‘green’ is in its title. ‘Green’ or
‘sustainable’ marketing denotes the marketing of products or services that are
deemed to be environmentally friendly, meaning no harmful waste is emitted with
their use (Esakki, 2017).

Hillmer (2016:13) indicates that the interest of including the topic of sustainability in
an organisations communications and marketing strategy has increased, which is
“true for the music events industry”. Allen et al. (2011:360) are also among the
authors who argue that the events industry is changing rapidly in response to the
demand for sustainable development. They consider people to be generally more
aware of sustainability issues nowadays, and therefore expect events to be produced
responsibly and with this in mind. These extracts prove how many authors seem to
believe that public awareness of sustainability is rising, especially within the music
festival industry.

Holmes et al. (2015:81) state that if a planned event degrades the quality of the
environment, it is likely to reduce community and stakeholder support. There is
debatably an ultimatum for sustainable event management procedures to
emphasise on diminishing undesirable and damaging environmental impacts, to
certify continuous stakeholder and community support.

Pernecky and Luck (2013:38) point out that “the business message is that ‘green
events’ and ‘green marketing’ can provide opportunities to increase sales and
profits.” This suggests that ‘green’ policies stimulate attendance at events, including
festivals. This information proposes that recent events should be implementing their sustainability policies into their marketing strategies to increase attendance and profits, which would lead us to believe that the Green Man Festival would use ‘green’ marketing.

2.7 Customer Retention

“Customer retention is the process of keeping, sustaining and/or growing the relationship of the consumers” (Christiansen, Yildiz and Yildiz, 2014:321). It encompasses the conception of keeping customers loyal to a corporation for an incessant period by exceeding their expectations, and meeting their wants and needs. It is an aspect of relationship marketing, which means attracting, maintaining and enhancing customer relationships (Brink and Berndt, 2008:6).

It is imperative that festivals find fresh and original means of generating consumer loyalty and establishing long, enduring relationships throughout the year, as festivals tend to only occur annually. Connections with the consumers must be preserved and unremitting as they are not regular events. Geoff Elliott states that “music fans have more choice than ever before” making it essential to ensure that your event builds a relationship with its customers by responding to their needs and growing with them (Atkinson, 2008). Minor, independent festivals that lack resources and multi-million pound budgets must “tap into the niche lifestyle of their customer-base if they are to survive in this industry”, which necessitates them having a distinctive and unique identity where consumers are able to feel a collective sense of 'belonging' (Atkinson, 2008).

To gain a competitive precedence over the rivalry, producing and maintaining strong stakeholder relationships is vital in order to succeed.

Organisations succeed by outperforming their competitors in providing superior value to their customers. Companies that prosper in the marketplace are those that pay close and continuous attention to satisfying their customers (Crane and Matten, 2010: 341).
Repeat visitors are high for festivals, often with significantly more than half of the attendees having been before (Mintel, 2013). “A relationship with a customer tends to become more profitable for a business the longer it continues” (Schaefer, 2012:19). This statement by Schaefer is widely agreed with, including by Bains, Fill and Page (2013:18) who make a similar remark that when a company retains loyal customers, it is more likely to be profitable compared to organisations who do not, as they; “tend to increase their purchases over time, are cheaper to promote to and will refer your organisation to others”. There are numerous approaches to create and uphold consumer relationships, especially as technology is prevailing permitting companies to promote their product or service online. It makes it easier to keep the relationship alive with the consumer, as often analytical data can be stored enabling contact with customers to continue throughout the year.

Attracting new consumers must not be forgotten (Mintel, 2013); this is just as significant to the festival. It means that progress and development can be achieved and can result in short-term advantages including profit. Marketing strategies must therefore concentrate on retaining current customers, and also enticing new ones to ensure success despite Panda’s belief that customer retention is more important than acquisition (2006:11).

2.8 Conclusion

Relevant theories, key-themes and concepts have been highlighted to form a summary of this chapter:

- The effectiveness of the marketing mix
- Growth of social media marketing
- Is traditional marketing dying out?
- Modern marketing perceived as more effective than traditional marketing
- Necessity of combining traditional and modern marketing techniques
- Significance of green marketing
- Use of customer retention as a marketing strategy
The next chapter will discuss the methodology of the research that was undertaken.
3.0 Methodology

3.1 Introduction

This section will present the methodology of this study by evaluating and justifying each research method used. Associated ethical concerns and methods of analysing the data are also addressed.

3.2 Inductive and deductive approaches

A deductive approach is where a hypothesis is developed, with a research strategy designed specifically to test that hypothesis (Wilson, 2010:7). This study utilised a deductive approach as it was a better fit; the researcher is familiar with the Green Man Festival and was able to apply their personal, current knowledge to conjure a predicted outcome. Here, the researcher is essentially testing the marketing methods used by Green Man Festival against current marketing theory to determine whether it adheres to well-known models and ideas that were identified in the literature review, or whether it disregards common theories.

The researcher could have chosen to complete this study using an inductive approach. This approach is theory-building, where theories are developed from the data as it is collected, rather than formed beforehand and attempted to be proven. This could have been used if the researcher did not present a hypothesis, and instead wanted to formulate a theory based on patterns derived from the research after all data had been collected. However, as a hypothesis was formulated, a deductive approach seemed more appropriate.

3.3 Primary and secondary research

Both primary and secondary research will be used to complete this study. Primary research will collect empirical data, and is information that has been gathered personally and first-hand, by means of observing and investigating (Dawson, 2009).
Secondary research will use existing data that has been collected by someone else (Johnston, 2014). Every primary study should begin by discovering what is already known of the topic in question. They will be used in collaboration to permit a more comprehensive background to be discovered.

3.4 Quantitative and Qualitative Research

Quantitative research is fixed and objective, allowing hypotheses to be tested (Silverman, 2001: 26). It is used to measure the reactions of a large sample of respondents by using closed questions. Pre-determined response categories are provided, often through the use of questionnaires. Quantitative research is useful as it creates superficial data which can be used to form charts, graphs and tables etc. to visually portray the information that has been discovered. This research method ensures consistency, reliability and legitimacy.

The researcher chose to use quantitative research due to its visual nature in presenting data, making it easy for a reader to interpret.

Qualitative research methods are used to probe subjective information from participants; these methods obtain more detailed data from a smaller sample of people and enable the researcher to gain a further understanding of the topic in question from a particular point of view. These results are unrepresentative of the wider population as they are subjective personal views.

“Exclusive reliance on one method may bias or distort the researcher’s picture” (Burns, 2000:419). Burns suggests that a mixture of both qualitative and quantitative research should be used in order to gain the most accurate results. In collecting data for this study, many different kinds of approaches will be taken so as to limit reliance on one particular method, and ensure the project is unbiased. The researcher will therefore use both quantitative methods and qualitative methods.

3.5 Questionnaires

The researcher aimed to gather 50 completed questionnaires to certify that the study was legitimate due to having collected a range of data from a variety of
participants. The questionnaire was formed using SurveyMonkey and was kept minimal; taking between 5-10 minutes to complete to refrain from interrupting participants for longer than necessary. It consisted of numerous closed questions, to collect specific data which was later used to create graphs, as well as open questions which were used to justify the statistics that were obtained.

The researcher sent an online questionnaire to those who have visited Green Man or are familiar with the festival. The researcher chose to undertake this non-random sampling as the “participants are selected based on characteristics they possess or their availability to participate” (Vanderstoep and Johnston, 2009:26) which was key as all participants had to possess knowledge of the Green Man Festival otherwise the data would be inaccurate and purposeless. Convenience Sampling was utilised here, as the researcher had to select people for the research “who are available (or convenient) for study” (Vanderstoep and Johnston, 2009:26).

The questionnaires were distributed on Facebook, generating some limitations and causing potential bias to affect the study. Using social media to distribute the questionnaires was likely to generate a large sample of responses from people within a similar age range due to the demographic that is available on the researcher’s social media profile. On the other hand, as snowballing techniques were used here, this was not necessarily the case as participants were asked whether they could suggest others who were able to fill out the questionnaire, reaching a wider demographic and increasing credibility and fairness.

The researcher approached members of the public to collect a more reasonable sample; potential participants were randomly approached and asked if they were over the age of 18 and familiar with the Green Man Festival. This was not a purposive study, as the researcher had no control over who completed the survey using this method of asking the general public, limiting bias; they simply needed answer ‘yes’ to the initial question. However, this meant that there would be a large pool of responses from those that live within the vicinity of the festival, as the researcher lives nearby, again resulting in potentially biased responses that could be influenced by the participants being so near to the festival grounds. This method could also result in rushed, incomplete or insufficient responses to the questions as the participants may be pressed for time.
To overcome this drawback, the questionnaire was posted on Green Man’s Facebook page to reach others from different locations. Again, this was not a purposive study with the questionnaires being able to be completed by anybody who had heard of the festival; the researcher was unable to choose participants, helping limit partiality therefore allowing a fair study to commence. The only issue with this method was the level of response; the questionnaire could have been easily overlooked.

The online questionnaires were self-completion questionnaires, allowing participants to fill them out in their own time without being rushed and preventing the researcher from interrupting their day.

All participants had to accept a consent form before filling out the online questionnaire, an example of this is in Appendix D, which was also provided as a hard copy on the questionnaires that were filled out by hand.

3.6 Interviews

Semi structured interviews were chosen as opposed to structured interviews, group interviews or focus groups.

Interviews are useful in acquiring detailed views of personal perceptions, experiences and ideas, obtaining qualitative data.

A structured interview is where a set of prepared questions are established and are asked exactly as they were originally worded (McLeod, 2014). These can appear very formal, causing participants to become nervous, affecting their responses. These were unsuitable for this study as the interview needed to be undertaken with some flexibility, and conducted in a relaxed environment to stimulate conversation.

Group interviews and focus groups are when numerous respondents are interviewed together (McLeod, 2014). These were considered unfitting for this study as confidentially cannot be guaranteed as it is not certain that other participants will keep the information private, causing ethical issues to arise. These are also considered to produce less valid information as people tend to ‘go along’ with the comments of others (Jayanthi and Nelson 2002:8).
The semi-structured interview was elected, containing open and closed questions with some pre-conceived questions shown in Appendix E. The researcher interviewed 5 people who are aware of Green Man Festival, which could be seen as impartial, as the researcher asked people within the surrounding area, potentially resulting in similar responses being given. On the other hand, this could be beneficial as they are likely to have the most knowledge of the festival from living nearby. Each interview lasted no longer than 15 minutes in length to prevent further interruption; they were recorded with permission, and stored on a password protected computer to ensure confidentiality. The interviews varied slightly as some took place in person and some over the phone; nonetheless, these trivial disparities do not undermine the results as the interview procedure was undeviating throughout. This method allowed the researcher to construct equilibrium between an informal conversation and a focussed question and answer session.

3.7 Participants

There was no discrimination regarding age, race, gender or disabilities. The only criterion for the questionnaire was for participants to have heard of the event and to be over the age of 18. All participants can withdraw information they have provided at any point. They must sign the consent form which guarantees their anonymity, confirms interviews can be recorded, and that their information can be used in the study. Examples of the consent forms are in Appendix F. The only personal information that will be recorded and used will be participants age and gender. All research will be in compliance the Data Protection Act.

3.8 Analysis

The analysis of the collected data enables the researcher to identify any patterns that emerged. The quantitative research gathered will be displayed in a variation of graphs, including bar graphs and pie charts, whichever is deemed most appropriate for the specific question. Microsoft Excel will be used to create these.
Qualitative data collected will be thematically analysed in order to pinpoint, examine, and record any patterns. It will be presented and discussed in writing, and will be used as evidence to reinforce the quantitative data gained. Information gathered will be compared with theories and concepts that were established in the literature review.

3.9 Ethics

There are potential barriers to the research plans which occur in the form of ethical issues; these were recognised in the ethics application process. The researcher ensured that the primary research was completed in an ethical manor, the finished and accepted ethical documentation can be found in Appendix G.

3.10 Conclusion

This chapter has delivered a distinct and logical rationale for the methods of data collection that were used, describing the processes in detail. The researcher provided alternative options for data collection, and contended as to why particular methods were not chosen. The usage of several different sources and fluctuating methods of data collection intensifies the validity and credibility of the research, certifying that the outcomes of the research and any interpretations were reliable and dependable. The same methods would be used again, if this research were to be redone.

The next chapter will present, analyse and discuss the results that were discovered in conducting this research.
4.0 Presentation of Results, Analysis and Discussion

4.1 Introduction

This section of the study presents the findings that rose from the primary research, these will be analysed and discussed comprehensively. The results are presented in a suitable and coherent style, utilising graphs, charts and direct interview quotes in order to epitomize and accentuate the ideas that were discovered during the primary research stage.

As the research is both qualitative and quantitative, the author of the study has consciously and purposely elected to combine the analysis and discussion segments into one. This will allow the results from the quantitative research to be reinforced by the results from the qualitative research, providing a basis for the discussion to take place.

The researcher will endeavor to produce links between the results and the literature review, in order to reflect on or contradict the viewpoints of others.

4.2 Questionnaires

The researcher collected 33 completed questionnaires, slightly short of the target of 50, which could potentially be due to the criteria involved where the participants must be familiar with the Green Man Festival, creating a smaller pool of potential respondents.

4.3 Interviews

5 interviews were conducted and recorded with the researcher achieving the set target. Interview transcripts are shown in Appendix H. Due to the confidentiality
agreement the interviewees will be referred to numerically as opposed to using their names. The participants included:

Participant 1 – aged 21, from Crickhowell
Participant 2 – aged 25, from Cardiff
Participant 3 – aged 37, from Abergavenny
Participant 4 – aged 46, from Crickhowell
Participant 5 - aged 21, from Crickhowell

4.4 Results

The first three questions in both the questionnaire and interview established the age, gender and location of the participant; these will be referred to in Chapter 5 when evaluating the study.

Figure 4.1 – ‘What is your gender?’

Figure 4.1 shows data collected from the questionnaires and interviews, regarding the participant’s gender. Women were the primary respondents, with only 34.2% of participants being male.
Figure 4.2 – ‘What age range do you come into?’

Figure 4.2 shows the age range of the questionnaire and interview participants. It can be recognised that a large majority of participants were aged 18-24, with the range 51-60 being least common. This could be due to the age range of the researcher being 18-24; and the fact that the researcher posted the questionnaire on their social media, which also contains lots of people who fall within this age range.
Figure 4.3 – ‘Where are you from?’

Figure 4.3 shows the locations of the participants of the interviews and questionnaires. From this we can clearly perceive that a large amount were from Crickhowell, near the site of Green Man. This was a potential limitation stated in Chapter 3, as so many of the respondents are from the same area the results gained may be considered to be biased. It was discovered by using these results that 60.5% of the participants are based within a 10 mile radius of the festival site, with 71% based within a 20 mile radius. The scope of the results collected could be affected by this, as only 9 responses were gained from those living further away than 20 miles.

The results collected from the interviews and questionnaires can be categorised into general subdivisions; customer retention, methods of marketing used by Green Man, the success of these methods, and the effects they have on attendance. This enables the reader to understand the ways in which the researcher interpreted the results, whilst providing coherency making the chapter easy to understand. Each of these sub-categories can be related back to the secondary research findings that occurred in the literature review.
4.5 Customer Retention

Customer retention was critically discussed in Chapter 2.7 of the literature review, where it was established that it is a form of marketing that can be vital to the success of an event. By concentrating on customer retention, Green Man can form relationships with individuals, making its marketing scheme more personal. Personalised marketing enables a customer to feel special, believing that the organisation cares about them, offering something different as other organisations may not concentrate on these personal touches.

Figure 4.4 – “Have you visited the Green Man Festival previously?”

Have you visited the Green Man Festival previously?

28 people out of the 33 who completed the questionnaire responded ‘yes’ to the question “have you visited the Green Man Festival previously?”, whilst all 5 interview participants had visited the festival. Percentages portraying these figures can be seen in the chart above, in figure 4.4.

Data gathered from both the interviews and the questionnaires aided in showing that customer retention is a large part of Green Man’s marketing strategy. Figure 4.5 visualises the results that the researcher gained by asking the question “how many times have you visited the Green Man Festival?”

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Data gathered from both the interviews and the questionnaires aided in showing that customer retention is a large part of Green Man’s marketing strategy. Figure 4.5 visualises the results that the researcher gained by asking the question “how many times have you visited the Green Man Festival?”
From this, it can be discovered that 85.7% of respondents visited the festival more than once, with 14.3% stating that they had only been once. This data can be linked to the customer retention theme that was discussed within the literature review; the importance of forming a relationship with a customer is repeatedly emphasised by authors such as Schaefer (2012:19), Bains, Fill and Page (2013:18), Crane and Matten (2010:341) and more. It is argued that increases in customer retention can lead to cost reductions and sales increases (Reichheld and Sasser, 1990 cited in Hennig-Thurau and Hansen, 2013:7), providing reasoning for its relevance within marketing. The results discovered in this research suggest that customer retention marketing is an area of marketing that Green Man concentrates on significantly.

Secondary research can be used to strengthen this argument; Fiona Stewart is the owner and director of the Green Man Festival, and stated in an interview by Wales Online in 2017 that “many of Green Man’s attendees are returners”. This shows that Green Man are aware of the fact that many of their customers are loyal and return
year upon year, and suggests that the festival would focus some of their marketing methods on their repeat customers.

Information extracted from the interviews provided responses that were consistent with this theory of Green Man focussing on their repeat customers. Interview participants 3 and 4 talk about the specific methods of marketing that they encountered from Green Man:

“It keeps in touch with its key customers, and tries its best to encourage them to return. It uses the internet to store information like email addresses in order to maintain this relationship.” (Participant 3, 2018)

“I regularly receive emails from the festival to encourage me to buy a ticket as I have been before. It actually makes me feel quite special to think that they want me to come back!” (Participant 4, 2018)

These direct quotes reinforce the personal side of retaining customers, showing that it is recognised and appreciated by returning customers - participants 3 and 4 have both been to the festival more than once. The researcher asked the 4 interview participants who had attended more than once, whether they believe that they spent more money at the festival in their subsequent visits, in attempt to prove or disprove the statement made by Schaefer (2012:19) in the literature review, which implied that returning customers tend to increase their purchases over time, becoming more profitable for a business. All four answered ‘yes’ to this question and expanded upon this, with each stating in similar words that this was because of the experienced high quality of the festival, and the fact that they were able to trust the festival. This led to them feeling more comfortable, and consequently caused them to become more relaxed regarding spending money. This information is vaguely consistent with statistics that state repeat customers spend 300% more than new ones (Levine, 2016); the exact percentage cannot be challenged due to the participants not stating how much more they spent.

A questionnaire response to the open question “explain any specific methods of marketing that Green Man uses that particularly draw your attention to the festival
and make you want to attend?” resembles the ideas provided by interview participants 3 and 4 above, stating:

“\textit{When purchasing tickets, you provide an email address. The festival sends updates to this email address, and after the festival has ended it sends friendly emails to convince you to return next year. This is the only marketing I have witnessed, and it is concentrating on repeat customers as they can only do this if they already have your email address. It feels personal and exclusive, and made me want to return.}”

This supports the view that the festival concentrates on repeat customers with the respondent specifically articulating this. This point also arose in 6 other questionnaires and 2 interviews when responding to various questions, in particular the question “why do you think the marketing techniques used by the festival are successful or unsuccessful?” Many who responded used the phrase “the festival relies on repeat business” in their explanations, with one expressing how it has “built a community of tourists/clients who return every year”. It can be predicted that the focus on repeat business is perceived to be positive as 7/8 of these specific responders answered ‘yes’ to the previous closed question; “do you think that Green Man’s marketing techniques are successful?”.

Customer retention is a form of marketing that you don’t pay for directly (Belk, n.d.). Bowie and Buttle (2004:284) write how “repeat customers can become powerful advocates for the business” by encouraging others to support the organisation. Through concentrating on repeat business, a collection of devoted customers will form, who will willingly speak positively of the event, therefore promoting the festival.

This section helps in achieving objective 4, as ‘returning customers’ can be recognised as a part of the festivals target market. These findings prove that the festival utilises some promotional methods that specifically reach out to this group.

Overall, Green Man seems to rank customer retention highly when marketing, conforming to the views of authors who reinforce the importance of this (Panda, 2006; Atkinson, 2008; Bains, Fill and Page, 2013; Christiansen, Yildiz and Yildiz, 2014), as well as statistics that prove the benefits of customer retention. There is only a
13% chance of persuading a prospective customer purchase a ticket, in comparison to 60-70% chance of persuading a repeat customer to attend (Nethercott, 2018). It is also 500% - 700% more expensive to gain a customer than to keep one (Belk, n.d.).

The question that arises here is whether Green Man have concentrated so much on retaining old customers, that they have forgotten to attract new ones. Citations in the literature review stressed that attracting new customers must not be overlooked, suggesting a balance should be formed. The successive segment of this chapter (4.5) analyses other results in an attempt to recognise whether the festival attract new customers sufficiently.

### 4.6 Marketing Methods used by Green Man

Part of the aim discussed in Chapter 1.2 is to “explore the different methods of marketing and promotional techniques used by Green Man Festival”. This subcategory provides crucial results that aid in accomplishing this aim.

**Figure 4.6 – ‘How did you hear about the Festival?’**

<table>
<thead>
<tr>
<th>How did you hear about the Festival?</th>
<th>Number of People</th>
</tr>
</thead>
<tbody>
<tr>
<td>Television Advert</td>
<td>2</td>
</tr>
<tr>
<td>Radio Advert</td>
<td></td>
</tr>
<tr>
<td>Festival Website</td>
<td>1</td>
</tr>
<tr>
<td>Word of Mouth</td>
<td>37</td>
</tr>
<tr>
<td>Posters/Flyers</td>
<td>1</td>
</tr>
<tr>
<td>Social Media</td>
<td>4</td>
</tr>
</tbody>
</table>

The data shown in figure 4.6 was derived from including the question “how did you hear about the festival?” in both the questionnaire and interviews, gaining a total of
38 responses. There was no restriction of how many methods the participant could select, as it is possible for some to have heard about the festival in more than one way. As depicted in the graph above, it can be easily interpreted that ‘word of mouth’ was the primary response to this question. Social media was second, although the graph proves that it was not a close competition. Of the 4 people who responded by selecting social media, all 4 clarified that Facebook was the particular site that originally caused them to become familiar with the festival. This question aimed to establish how people first became aware of Green Man, where the question “are there any specific methods of marketing that Green Man uses that particularly draw your attention to the festival, making you want to attend?” looks at whether they have witnessed any promotions since initially discovering the festival, therefore excluding word-of-mouth as a response and concentrating on their advertising methods. This question was also incorporated in both the questionnaire and interviews.

Figure 4.7 – ‘Are there any specific methods of marketing that Green Man uses that particularly draw your attention to the festival, making you want to attend?’

Figure 4.7 shows that a large proportion of participants had never had their attention drawn to any particular method of promotion used by Green Man. This
hints that the festival may not be marketing the event sufficiently; their promotions should stand out. As the chart proves that this is not the case, the presumption can be made that the festival needs to improve its marketing.

The next question requested an explanation for the way the participant responded to the previous, which provided the researcher with qualitative data to underpin the results shown in figure 4.7.

Many responses were similar; participants shared the collective opinion that they had “never seen anything advertising the festival”. Interview responses were more detailed, with participants 1, 3 and 5 discussing how they had seen some advertising; however they would not consider any to be memorable.

On the other hand, those who have seen memorable and impressionable adverts promoting the Green Man Festival mutually agreed that “social media” posts had made them want to attend with 9 people mentioning this platform.

“Publishing the headline acts on the Facebook page and on the Facebook event can make me want to attend.”

4.6.1 Modern Marketing Methods Used

This section focusses on modern methods that are utilised by Green Man to relate the results to the ‘Traditional v. Modern Marketing’ segment of the literature review.

Interview participants had the opportunity to discuss the methods of marketing that they have witnessed Green Man utilise in some depth. Participant 5 discusses the use of Facebook:

“I have seen a few posts on Facebook showing the line-ups and where to buy tickets. Green Man has Facebook and Instagram pages, and sets up a Facebook event each year which you can join to receive updates. I don’t see it advertised much in Crickhowell until closer to the time, but I do see it on social media as I follow their pages.”
The information provided by participant 5 suggests that one must be previously aware of the festival in order to find their social media pages to gather information regarding the event. Participant 3 reinforces this quote by directly stating that:

“You have to know that the festival already exists to see any advertising on social media like Facebook; you need to follow their page/event to see their posts.”

Secondary research that was undertaken discovered that the festival is often dubbed “Wales’s best kept secret” (Wales Online, 2013), with articles describing the festival as “THE summer event for festival-goers in the know” (Visit Wales, 2018) suggesting that it is something that you must discover for yourself. This supports the notion made by participant 5 and hints that few are aware of the festivals existence, resulting in suspicion rising regarding the successfulness of their marketing campaign. As Goldblatt (1997:230) puts it; “you may have the best quality event, but unless you have a strategic plan for promoting it, it will remain the best-kept secret in the world”. The way in which Goldblatt phrases this indicates that having an event that is a “best-kept secret” is not advantageous or productive.

Conversely, interview participant 1 stated how they believed that if they did not follow the event on social media sites that it would still “pop up as a sponsored advert”, but also declared that this would probably be due to the participant living near the event site, and “having friends who would join the event on Facebook which would make it appear on my timeline.” This citation leads us to believe that you are much more likely to be aware of the festival, and witness its modern marketing methods if you live nearby.

Within the interviews, the question “do you think the increase in technology over the years has helped Green Man to improve and expand?” was asked. 3/5 interview participants answered ‘yes’; the remaining 2 answering ‘no’ explained their reaction by stating that “the organisation does not use the available technology to its full potential” both justifying this as they believe that living so near they should have seen some sort of advert on social media, yet they have not.
To conclude, the modern marketing method that is used by Green Man is primarily social media. The use of a website is also relevant, with figure 4.3 proving that their website has resulted in some of the public becoming aware of the festival. The website is also mentioned by interview participant 5, who acknowledges that they often use festival website to gain information and is the sole location where tickets can be purchased, highlighting the importance of technological advances which make the purchasing process “quick and easy”.

Although it is confirmed that the festival does use social media and modern techniques to advertise, most of the comments received within the questionnaires and interviews share the similar view that the organisation needs to “make better use” of the available technology and of social media in particular. Buhalis and Schertler’s (1999) 4 barrier theory was recognised within the SWOT analysis in Appendix C; these barriers suggest why people may be hesitant when it comes to modern/digital marketing. The worries that are identified in this theory are still current, and could contribute to Green Man not wanting to use social media marketing more.

### 4.6.2 Traditional Marketing Methods Used

Figure 4.6 verifies that Green Man primarily makes used of ‘traditional marketing’, principally the use of word-of-mouth advertising but with some use of posters. This evidence is contrary to academics beliefs that traditional marketing is essentially dying out, with numerous marketers and authors discussing the “death of traditional advertising” from as early as the late 1990’s (DeMers, 2016). 20 years later, the festival continues to rely on these traditional methods, contradicting citations made in the literature review that insist festivals must convert to using modern marketing methods in order to survive. The festival is thriving and growing year on year, whilst still using a considerable amount of traditional marketing.

Hennig-Thurau and Hansen (2013:7) reveal that “positive word of mouth can increase sales”. This is the method which is most used by the festival, with figure 4.6 showing the extent to which people have heard of the festival in this way. It is evident that this is an approach widely used by the festival as numerous replies
mention how they “only hear about the acts from friends”, and 7 responses specifically said that the festival “depends on word-of-mouth”. This delineates that the festival has too much reliance on word-of-mouth, and is incredibly precarious as the literature review recognises that “only 4% of festival goers in 2014 were from Wales, where Green Man is located”. A question arises of how far the word from Welsh festival goers can actually spread if they only make up 4% of all UK festival goers, challenging the reliability of this marketing method.

The festival also appears to use word-of-mouth in a different way, by not only relying on their customers to spread the word, but for their acts and performers to also propagate the event. This is evident through questionnaire responses such as:

“I only knew about it from a band I follow who performed there, they essentially promoted themselves.”

It is noted within the questionnaire and interview results by 5 participants that the festival uses posters to advertise the event and the line-up. One response reads: “the posters created are inviting and draws the attention of the reader” suggesting that they are noticeable and attract attention.

On the other hand, interviewee participants 1, 2, 3 and 4 all explicitly said that they have “never seen a poster” advertising the festival, with 4 questionnaire respondents agreeing. This was said without prompting, with the general notion that it is “strange not to have seen any posters”. This proposes that it is ‘normal’ to see posters advertising festivals, and can be related back to the statistics shown in figure 2.1 which shows the type of adverts that UK festival goers are most receptive to. The traditional method of using posters and flyers was shown to be most effective which can explain why participants considered it to be strange to not see a poster.

These results contradict each other, with some results stating that the posters are “eye-catching”, yet many others stating that they have never seen a poster advertising the festival before. It can therefore be assumed that Green Man do make use of the traditional marketing method of using posters, however it is evidently not used to its full potential.
As discussed in section 4.1, Green Man also makes use of ‘direct marketing’ through sending personal emails to past customers. This links to the theory that is explained by Moore and Pareek (2009) within Chapter 2.4 of the literature review, where six methods of promotion were identified. The use of emails by Green Man is considered to be direct mail which is a traditional method of marketing.

Through undertaking secondary research, it was discovered that Green Man have also used ‘public relations’ as a traditional promotional technique, by putting on a separate, promotional event named ‘Courtyard’ that aimed to advertise Green Man and provide a taster of what it has to offer. Courtyard provides a weekend of Welsh beer, cider, food and music and was so popular in 2015 they were invited to host the event at London’s King Cross in 2017 (King’s Cross, 2017). It allowed the festival to promote further afield, with its popularity indicating its success. Fagan (2016) discloses that “we pay attention to anything that stands out from the patterns that we are used to”; Courtyard seems to stand out which could explain why it is so well-liked.

4.6.3 Traditional and Modern Marketing Combined

When referring back to the literature review, it can be observed that some academics have proclaimed that a mixture of both modern and traditional marketing methods is the best way forward. The methods that are used by Green Man harmonise with this idea, as it has been shown to utilise modern techniques such as social media in conjunction with traditional techniques, such as word-of-mouth and posters. Panda’s citation is remarkably accurate, where he suggests that modern marketing is actually a mix of modern techniques and traditional techniques.

This section has helped to achieve objective 2, listed in Chapter 1.3. It was discovered how modern or digital marketing has affected Green Man’s promotional techniques. The use of modern marketing to Green Man is proving to be advantageous, but it is in low supply. Modern marketing has caused Green Man to begin to use social media platforms as means of promoting the event, e.g. Facebook,
Twitter and Instagram. However, the event needs to increase its following on these sites in order for this marketing method to become more successful. Modern marketing hasn’t seemed to impact Green Man in many ways, possibly because it does not use many methods of marketing at all – modern or traditional. Or possibly because their utilisations of the traditional methods are continuing to work, meaning that it does not feel the need to change and concentrate more on digital marketing; “if it’s not broke, don’t fix it” (Kalb, 2004:311).

The SWOT analyses of tradition and modern marketing methods that was undertaken in Chapter 2 can be referred to in Appendix B and C where the strengths and weaknesses each method can be seen.

### 4.7 Success of Marketing Techniques

This section will discover whether the marketing methods used by Green Man are considered to be successful, relating the findings to theory and secondary research. The researcher asked “do you think that Green Man’s marketing techniques are successful?” to both the questionnaire and interview participants.

Figure 4.8 – ‘Do you think that Green Man’s marketing techniques are successful?’
Figure 4.8 shows that there is a total split in the opinions of the participants whether the festival’s marketing methods are successful or not. This equal divide in attitudes is difficult to analyse, however the researcher will attempt to provide unbiased arguments as to why this split has occurred.

The main comment that was received amongst those who voted ‘yes’ was that “it sells out each year, so it must be doing something right!” This is a reasonable comment, as the attendees of the festival must hear about it somehow even if it is in ways in which the participants of the interviews and questionnaires have not seen themselves. 9 people commended its use of social media specifically, deeming this to be a successful marketing technique.

The best way of analysing the data within figure 4.8 would be to compare it to the data that was achieved by asking the closed question “do you think that Green Man can improve its marketing strategies to increase its popularity?” Figure 4.9 below illustrates this data.

Figure 4.9 – ‘Do you think that Green Man can improve its marketing strategies to increase its popularity?’

<table>
<thead>
<tr>
<th>Do you think that Green Man can improve its marketing strategies to increase its popularity?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes (92%)</td>
</tr>
</tbody>
</table>

This chart shows that a vast majority of respondents to this question think that the festival can improve its marketing strategies. We must consider whether Green Man’s marketing strategies are, in fact, successful if the same people who voted ‘yes’ to the question in figure 4.8, also voted ‘yes’ to the question shown in figure 4.9. We must ask; how can the festival’s marketing strategies be deemed so successful, yet also voted to be in need of improvement by 92% of respondents?

It is possible for a method to be successful yet need improving, as there are always room for improvements; however, the debate on precisely how successful the marketing is will arise. The researcher makes a personal input here, suggesting that the methods of marketing used by the festival can be considered partially successful, but must be further refined and upgraded. The only justifications for voting ‘yes’ to the question of successful marketing were: “it seems to do nothing, yet sells out each year, so it must be successful”.

These justifications explain why participants voted ‘yes’ in figure 4.8, however, these assumptions are based on the overall success of the event, without concentrating on its marketing specifically. The fact that the festival sells out each year does not mean that it has formed a successful marketing strategy. Using the figures derived from figure 4.7, it can be deduced that the marketing methods are not successful, as 87% of respondents did not see any memorable promotions, which is an important aspect of a successful promotion. Literature surrounding marketing advocates that memorable marketing is successful marketing (Fagan, 2016); taking into account the shared opinions of academics, it can be reasoned that Green Man’s methods of marketing are unsuccessful as they are proven to be unmemorable.

This section, combined with sections 4.4 and 4.5 aid in achieving objective 5, as the effectiveness of the promotional strategies used by Green Man Festival are analysed by studying the data that was collected by conducting primary research. In essence, the festivals promotional methods were found to be ineffective as a high proportion of participants to the study claimed to find the marketing that is carried out by the festival to be sparse in nature, and unmemorable; therefore easily forgettable which is not a sign of a successful marketing campaign.
4.8 Impact of marketing on attendance levels

This subsection aims to discover whether the acknowledged lack of marketing and unsuccessful schemes actually have an effect on attendance levels at the festival.

The question “do you think that the way Green Man promotes itself has a large impact on attendance?” was posed to the questionnaire participants, but not to the interview participants, gathering 33 responses.

Figure 4.10 – ‘Do you think that the way Green Man promotes itself has a large impact on attendance?’

**Do you think that the way Green Man promotes itself has a large impact on attendance?**

![Pie chart showing 78.8% Yes, 21.2% No]

Figure 4.10 exposes the fact that the majority of respondents did not think that Green Man’s marketing strategies impacted attendance levels. Quotes used in section 4.5 can also be used to justify this result; stating that repeat business is highly focussed on. This is clearly the route the festival has chosen to take, as it has now been established that its marketing methods are unsuccessful yet attendance levels are at their maximum capity. Festival owner Fiona Stewart acknowledges that its advertising does not affect attendance; “we sell 6,000 tickets before we advertise the line-up” (WalesOnline, 2013).
Within the open-question responses in the questionnaires and interviews, many responses stated that “its advertising had nothing to do with my attendance” confirming this fact further.

Concentrating on repeat business is clearly working for the festival by maintaining their attendance levels, however it is possible that the focus on this is preventing other methods of marketing to be put to use competently.

### 4.9 Green Marketing

The current compulsion of incorporating the events ecological information into its marketing scheme is supported by Chapter 2.6 within the literature review. A question specifically mentioning green marketing in relation to Green Man was not integrated into the questionnaires, but was prompted in the interviews; if the topic was briefly mentioned the interviewer probed the participant for further information.

Interview participant 5 discussed how they visit the festival on the basis of its eco-friendliness;

> “Green Man is so eco-friendly, you wouldn’t believe it. I have worked as a litter picker, where litter picking team is actually just a ‘recycling team’. We had to meticulously separate and sort every piece of litter over a period of days. I think it’s brilliant, and is one of the main reasons I attend the festival, and sign up for the litter picking schemes each year.”

Where participant 5 states “you wouldn’t believe it”, they insinuate towards the lack of ‘green marketing’ that is done by the festival. Participant 5 moves on to confirm this by saying:

> “It has so many amazing ‘green’ schemes ... reusable cups, wooden cutlery instead of plastic cutlery to limit plastic waste, vegan friendly food stalls ... The only downside is that you wouldn’t realise any of this unless you visited because they don’t advertise it at all.”

Supporting the views of participant 5, participants 3 and 4 provide similar recommendations, with participant 4 directly stating that Green Man “needs to
incorporate its sustainability into its advertising campaigns, it could gain national coverage by explaining how much it does to help the environment.”

5 questionnaire participants agree that “the festival should promote its 'sustainable' event theme more” as this is becoming more important to people as global warming is prevalent. These opinions are sustained by the theoretical views of ‘green marketing’ mentioned in the literature review, proving that customers really care about the environment, upholding the belief of Holmes, Hughes, Mair and Carlsen (2015:81) who argue that environmentally degrading events reduce support.

The question “who do you think the festival is aimed at specifically?” was asked on the questionnaires. This question aimed to gather a vague sense of who the participants deemed to be the event’s target market, in order to establish whether it promotes itself in the right ways to reach these targets. 8 questionnaire respondents identified “eco-warriors” as a specific group of the festival target market; a term for people who feel strongly about protecting the environment. Realistically, this should result in ‘green marketing’ taking place, as this is a specific form of marketing that would directly reach the ‘eco-warrior’ group within the target market. Unfortunately this is not the case, as it is demonstrated that the festival does not use ‘green marketing’.

This subsection has enabled the researcher to fully achieve objective 4, listed in Chapter 1.3. The target market of Green Man Festival was discovered, along with how the festival promotes itself specifically towards that market. Challenging the points made in Chapter 4.5, the festival does not appear to promote itself specifically towards all target markets, especially the ‘eco-warrior’ group. This suggests that market research is not undertaken as the customers are not personally understood; this can result in promotions reaching those who are not a part of the target market, wasting time and resources. This is contrary to Hall’s theoretical recommendations regarding event marketing; he proposes that one should “read their customer needs and motivations, develop products that meet these needs, and build a communication programme which expresses the event’s purpose and objectives” (1992:136).
Overall it has been found that the festival is incredibly environmentally friendly with the festival stating that “being green is fundamental” (Green Man, 2018). However, this factor is not communicated within its marketing. Secondary research found that there is a ‘being green’ link on their website, but again one must already be familiar with the festival to find this information. Consequently, this is not reaching out to new customers, but again concentrating on impressing and retaining previous ones.

4.10 Conclusion

This research helps to achieve the objectives that were set in Chapter 1.3. The researcher believes that objectives 2, 3, 4 and 5 have all been achieved in this discussion and analysis of results, which has been conversed throughout the chapter. Whilst specific subsections of this Chapter have helped to achieve some of the objectives, objective 3 has been completed throughout this Chapter as a whole as this entire division has set out to assess Green Man’s promotional techniques, whilst identifying connections with marketing theory. The achievement of each objective leads to the overall aim of the study being reached.

The next chapter provide conclusions and recommendations for this study.
5.0 Conclusions and Recommendations

5.1 Introduction

This chapter looks to provide a coherent and concise summary to the study by reviewing the original aims and objectives. Conclusions will be formed alongside recommendations for further research, for the Green Man Festival, and for the festival industry as a whole.

The researcher is now in a position to confront the aims and objectives of the study; here the objectives will be revisited separately and sequentially, explaining the main findings that surround each one.

This concluding chapter will finalise the completion of all objectives, and therefore the achievement of the overall aim of the study.

5.2 Summary of Key Findings

5.2.1 Objective 1

The literature surrounding festivals and their marketing theories was critically reviewed. The ideas of respected authors and other researchers were investigated within Chapter 2 in order to form a list of key themes that would be referred to throughout the study, including;

- Modern versus traditional marketing
- Green marketing
- Customer retention as a marketing strategy
It was discovered that there were conflicting views on modern and traditional marketing. Some academics stated their belief that modern methods are more effective, whilst others mention how a combination of both methods is vital. The notion that effective marketing is crucial for the success of an organisation is widely agreed upon.

5.2.2 Objective 2

It was discovered how modern and digital marketing has affected Green Man’s promotional techniques.

Chapter 4.5.3 discusses in detail how modern marketing has affected the festival; the summarised findings follow:

- Digital era initiated social media advertising (Facebook, Twitter and Instagram)
- A website is used as a modern marketing method
- Only 4/38 respondents heard of the festival through social media
- 3/5 interview participants think the increase in technology has helped Green Man to improve and expand
- Festival does not use modern methods enough
- It’s lack of modern marketing does not affect attendance levels

Statistics and information gathered prove that modern marketing hasn’t immensely impacted Green Man; participants had either witnessed no modern marketing from the festival, or had witnessed it but did not consider it to be effective. Modern marketing has caused Green Man to advertise on social media; however its continued use of primarily traditional methods of promotion leads us to the conclusion that it has not been largely affected by the technological advances regarding marketing.
5.2.3 Objective 3

The different marketing techniques used by Green Man were identified, with links to marketing theory established in order to support, or challenge any findings. A summary of these findings follows:

- Uses customer retention marketing
- Uses direct mail (email) to encourage repeat business
- Uses public relation marketing through promotional events
- 37/38 respondents heard of the festival through word-of-mouth
- Has pages/events on Facebook, Twitter and Instagram
- 5/38 respondents saw “eye-catching” posters
- Has few marketing techniques

The data that was found when looking into achieving this objective shows that word-of-mouth is utilised by the festival predominantly. Customer retention is also significant for Green Man. Although other means of promotion have been recognised, only a small proportion of participants mentioned other methods such as social media and posters.

5.2.4 Objective 4

It was discovered how closely the festival pays attention to their target market, and therefore whether they directly promote the event towards this market appropriately. A summary of the findings follow:

- Mixed findings
- Does promote specifically towards target market of ‘repeat customers’
- Direct mail encouraging previous visitors to return
- Does not promote specifically towards other groups within target market – ‘eco-warriors’
- Suggests market research is not undertaken
- Very economically friendly festival
8 participants to the study mention how ‘green marketing’ is not used.

These findings suggest that the festival does not pay close attention to all target markets when forming promotions, as it would integrate ‘green marketing’ if it did. The festival does not engage in targeted market, but uses some general approaches. Conversely, the festival concentrates on customer retention as a strategy, and markets accordingly to this particular group.

5.2.5 Objective 5

The success and perceived effectiveness of the promotional strategies that are used by Green Man Festival were evaluated. A summary of the findings follows:

- Marketing strategies perceived to be unsuccessful
- 50:50 divide in responses to question “do you think that Green Man’s marketing techniques are successful?”
- Reasoning based on festivals high attendance levels, not success of its marketing
- 92% of respondents think that Green Man can improve its marketing strategies
- 87% of respondents have never seen any memorable promotions
- Memorable marketing is successful marketing (Fagin, 2016)

It has been established that as the festival does not produce any memorable promotions that its methods are unsuccessful, with a large proportion of respondents stating how they have “never see any advertisements”.

5.3 Limitations of the Study

A primary limitation of this study was the lack of questionnaire respondents; the researcher aimed to gather 50 completed questionnaires to increase the validity and
reliability of the study, but only obtained 33. “A larger sample size broadens the range of possible data and forms a better picture for analysis” (DePaulo, 2000).

A high proportion of participants lived near the festival grounds; they could share similar beliefs making the results slightly biased. On the other hand, this factor could be a positive aspect as the people who live nearest to the festival could have more knowledge on the matter, providing more accurate and detailed responses.

The high percentage of participants who came under the age range of 18-24 could also cause bias to occur considered as a weakness; along with the majority of participants being women. Opinions are needed from all age ranges and both genders equally for a fair project to be conducted.

The researcher planned to carry out interviews with employees. Unfortunately, this did not emerge as the festival never responded to emails sent by the researcher. Employee opinions could have provided a further insight into the marketing schemes used by the festival, making this a limitation.

5.4 Recommendations

5.4.1 Recommendations for Future Research

Gathering responses to the questionnaires from a variety of people of different ages, and from different locations is the main improvement that would be made to this study. 50-100 questionnaire responses are recommended, with attempts being made to reach festival attendees from overseas, as opposed to only those within the UK. It would be interesting to discover how foreign visitors to the festival have heard about the event, as it was established that the festival has generally unsuccessful marketing strategies.

This project could be completed as a comparative study instead of as a singular case study. This would involve asking the same questions using two or three more festivals as comparisons. Other boutique festivals could be investigated to compare
their methods and discover whether all boutique festivals lack in advertising, or whether Green Man is an abnormality within the industry.

5.4.2 Recommendations for Green Man

Secondary research shows that the festival has “no plans to expand” (BBC News, 2017); if the organisers did decide to focus on expansion and profit, recommendations for improvements are provided:

1. Better use of technology
25 out of 38 participants to this study commented that “social media is the most important method of advertising” showing the significance of using this method. The festival could link with well-known internet bloggers in order to increase their following on these platforms. YouTube videos could be formed to provide snippet views of artists or live-streams of the festival.

2. Television advert
15 out of 38 participants suggesting that the festival should make use of a television advert to reach far and wide quickly; this is still a popular method of marketing (Pride and Ferrell, 2016).

3. Posters
The literature review submits that festival goers are most receptive to posters; this is supported by 9 participants to the study showing that the festival should produce and distribute posters throughout the UK.

4. Promotional events
The courtyard event in London was successful, suggesting that more of these kinds of promotional events should be carried out.

5. Improve headline acts
Using one slightly more famous act as a headliner each year would increase recognition, popularity and demand. This was suggested by 11 participants to the
study. Well-known artists are more likely to have a larger fan base, and therefore a louder voice when it comes to word-of-mouth advertising.

6. Promote eco-friendliness
Incorporating the ‘green’ aspects of the festival into its promotional methods could help to increase attendance and profits, and gain stakeholder support which is in line with the concepts debated in the literature review.

5.4.3 Recommendations for the Festival Industry

All of the above could be applied to any festival, but the recommendations are primarily focussed on boutique festivals, as larger festivals such as Glastonbury already make use of many of these points.

5.5 Conclusion of Key Findings

It was established in Chapter 1 that current academics believe that the success or failure of a business depends on the success of its marketing techniques (Jackson, 2013; Pride and Ferrell, 2014; Volkmann, Tokarski, and Grünhagen, 2010). If Green Man complied with the beliefs of these authors, theoretically it should have ceased to exist or suffered financially.

The festival therefore appears to defy marketing theory, a concept that was predicted to occur by the researcher. The festival has not succumbed to the proclaimed failure and abandonment of traditional marketing, again disregarding the opinions provided by many academics who believe traditional marketing to be obsolete (Schmitt 2000:1).

This non-cooperation of academic theory could suggest that Green Man is an anomaly. Festival competitiveness has intensified due to the highly saturated market, suggesting that the purposeful lack of advertising of Green Man would affect other events or festivals more negatively.
There was a gap in the market for this dissertation, as all current literature points to the necessity of marketing and making use of marketing theories, but Green Man is an example of a festival that disproves this to show that the use of these theories is not fundamental for the success of an event.
Appendices

Appendix A – Location of the Green Man Festival

(Stay in Wales, 2018)
**Appendix B - SWOT Analysis of Traditional Marketing Methods**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Target audience usually must be visually engaged with the promotional method (TV, newspaper, billboard, poster etc.)</td>
<td>• No guarantee that message is reaching target market, “very difficult to target specific buyers with individualised content” (Scott, 2017:18)</td>
</tr>
<tr>
<td>• High success rate (Higuera, 2018)</td>
<td>• Low exposure.</td>
</tr>
<tr>
<td>• Methods are easily understood and widely recognised.</td>
<td>• Cannot be edited once it has been published.</td>
</tr>
<tr>
<td>• No need for promotors or customers to be internet savvy.</td>
<td>• Less awareness of traditional marketing methods in younger generations.</td>
</tr>
<tr>
<td>• Long-standing methods of marketing, they are trusted and well-known.</td>
<td>- 18-24 year olds are least likely to read a newspapers (Durrani, 2013)</td>
</tr>
<tr>
<td>• Can reach an extensive demographic by not targeting specific groups or individuals.</td>
<td>• Not able to measure success; therefore have nothing to work towards and can be difficult to set strategic targets.</td>
</tr>
<tr>
<td>• Telemarketing (phoning customers individually) is personal as direct communication is involved.</td>
<td>• Very costly - a key drawback (Buhalis and Schertler 1999; Brown 2016)</td>
</tr>
<tr>
<td>• Cave (2016) says traditional marketing is easier to understand and is more memorable to readers compared to modern/digital methods.</td>
<td>• Need to be creative and different to draw attention</td>
</tr>
<tr>
<td></td>
<td>• Time consuming</td>
</tr>
<tr>
<td></td>
<td>• Not particularly engaging</td>
</tr>
<tr>
<td></td>
<td>• Tend to interrupt daily life –</td>
</tr>
<tr>
<td></td>
<td>• Traditional methods are easily ignored.</td>
</tr>
<tr>
<td></td>
<td>- Changing radio station during adverts</td>
</tr>
<tr>
<td></td>
<td>- Fast forwarding through adverts on television</td>
</tr>
<tr>
<td></td>
<td>- Not reading posters/flyers/billboards</td>
</tr>
<tr>
<td><strong>Opportunities</strong></td>
<td><strong>Threats</strong></td>
</tr>
<tr>
<td>-------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Allows creative and unique marketing to take place</td>
<td>Increased use of the internet and social media causing more organisations and customers to move to digital marketing, organisations do not want to be out of touch with the target market.</td>
</tr>
<tr>
<td>People appreciate tangible items such as brochures, especially in this age of digital marketing (Murphy, 2017).</td>
<td>Newspapers and magazines are being published and viewed online now, with fewer people reading the printed copies.</td>
</tr>
<tr>
<td>Television and radio adverts are still widely used in marketing, this method can be utilised more to keep traditional marketing alive.</td>
<td></td>
</tr>
</tbody>
</table>
Appendix C – SWOT Analysis of Modern Marketing Methods

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Allows responses and interaction with customers to be made quickly.</td>
<td>Ineffective presence on social media or online, for example a low number of followers on Facebook or Instagram.</td>
</tr>
<tr>
<td>Reach a great deal of people rapidly</td>
<td>Staff unfamiliar with using the technology required, and inexperienced with social media and the internet.</td>
</tr>
<tr>
<td>- 89% of adults in the UK regularly use the internet (Office for National Statistics, 2017)</td>
<td></td>
</tr>
<tr>
<td>- 99% of 16 to 34 year olds regularly use the internet (Office for National Statistics, 2017).</td>
<td></td>
</tr>
</tbody>
</table>
Inexpensive to use, they “cost a fraction of what big-budget advertising costs” (Scott, 2017:19).

Quickly provide information to the public regarding discounts, sales and other offers to entice customers.

Allows integration with many different websites, brands and organisations at the click of a button.

Regular internet users tend to be experienced and know where to find things.

Search Engine Optimisation can help send a flow of endless visitors and customers to your website daily.

Data can be accessed to show how well the organisation is doing, and whether it is reaching its targets. New targets and improvements can easily be set because of this.

Very interactive and engaging.

A digital campaign can be modified to reach a particular market by tailoring it to target precise genders, ages, locations or interests; this can make it more successful (Cave, 2016).

Quick to set-up and maintain, saving labour costs.

Can be considered more personal (Panda, 2006:2).

Target market must be using the internet to see the promotions
- Only 41% of adults aged 75 years and over use the internet (Office for National Statistics, 2017)

Search Engine Optimisation can be lengthy and there is no guarantee of it working.

Must be active online regularly to respond to customers or update websites or social media pages.

Risk of receiving negative comments that can be seen by any internet user.

“Scepticism” and “perceived uncertainty” are barriers identified by Buhalis and Schertler (1999:62) suggesting users are sceptical over the reliability of the internet

“Impersonal service” - many customers appreciate and enjoy face-to-face service (Buhalis and Schertler, 1999:62).

“Security” causes worry of hackers, identity theft and stolen card details (Buhalis and Schertler, 1999:62; Chaffey and Smith, 2017:182)

<table>
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<th>Threats</th>
</tr>
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<td>Data can be accessed to show how well the organisation is doing, and whether it is reaching its targets. New targets and improvements can easily be set because of this.</td>
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<td>Quick to set-up and maintain, saving labour costs.</td>
<td></td>
</tr>
<tr>
<td>Can be considered more personal (Panda, 2006:2).</td>
<td></td>
</tr>
</tbody>
</table>
- Target new markets that have not been reached out to previously.
- Easier to form partnerships with particular websites, people or organisations who may have a larger following.
- Providing jobs for younger professionals who are accustomed to technology.
- Allows expansion abroad to reach new markets.
- Following and keeping up with the latest trends.
- Increasing usage of mobile phones and mobile applications
- The number of people using the internet it rising annually, meaning more people can be targeted and accessed.
  - Internet usage among women aged 75 and over had almost trebled from 2011 to 2017.
  - Use by retired adults increased by 22% from 2011 to 2017.

- Direct competitors using the same methods.
- Sustainability of the campaign - whether it is a long-term promotional method.
- Lack of funds.
- Negative reviews or complaints on an internet profile can be hard to manage and can cause customers to become wary of the organisation, and therefore can affect sales. This could lead to the closure of an organisation.
- Data must be fully secured or legal issues may arise.
Appendix D – Example of Questionnaire

1. Are you: (please tick)
   a. Male  ○
   b. Female ○

2. What age range do you come into?
   a. 18-24  ○
   b. 25-30  ○
   c. 31-40  ○
   d. 41-50  ○
   e. 51-60  ○
   f. Over 60 ○

3. Where are you from?

4. Have you visited Green Man Festival previously?
   a. Yes  ○
   b. No  ○

5. If you have previously been to the festival, how many times have you been?

6. If you have not previously attended Green Man Festival, why?
7. Why did you go to the festival? (select as many that apply)
   a. Friends were going  ○
   b. Enjoy the music  ○
   c. Other entertainment (Stalls, food, other activities)  ○
   d. Close to home  ○
   e. Good ticket price  ○
   f. Reputation of festival  ○
   g. Good for children  ○
   h. Meet new people  ○
   i. Family day out/weekend trip  ○

8. Who did you go to the festival with?
   a. Friends  ○
   b. Family  ○
   c. Children  ○
   d. Partner  ○
   e. On your own  ○

9. How did you hear about the Festival? (select as many that apply)
   a. Social Media –
      Facebook  ○
      Twitter  ○
      Instagram  ○
      LinkedIn  ○
      Pinterest  ○
      Tumblr  ○
      YouTube  ○
      Snapchat  ○
      Reddit  ○
   b. Posters/Flyers  ○
c. Word of mouth  

10. Who do you think the music festival is aimed at specifically?

___________________________________________________________________________

___________________________________________________________________________

11. Are there any specific methods of marketing that Green Man uses that particularly draw your attention to the festival, making you want to attend? (Social media/TV/Flyers etc)

a. Yes  

b. No  

12. Please explain your answer below:

___________________________________________________________________________________

___________________________________________________________________________________

13. Do you think that Green Man’s marketing techniques are successful?

a. Yes  

b. No  

14. Why do you think this?

___________________________________________________________________________________

___________________________________________________________________________________

15. Do you think the way Green Man promotes itself has a large impact on attendance?

a. Yes  

b. No
16. Do you think that Green Man can improve its advertising methods to increase its popularity?
   a. Yes ○
   b. No ○

17. What do you think it can do to improve? (e.g. Make better use of social media/ National TV and Radio Ads/ Improve headline acts/ Celebrity endorsement/ Use flyers / Attempt to reach more people outside of Wales, etc.)
Appendix E – Example of Interview Questions

1. How old are you?
2. Where are you from?
3. Have you been to Green Man Festival previously?
4. How did you hear about the festival?
5. How many times have you been?
6. What made you want to go?
7. Are you more aware of the festival now than you were 10 years ago? Why do you think this is?
8. Have you ever seen an advertisement used to promote Green Man Festival? If so, what did you see and was it memorable or did it make you want to go?
9. Do you believe that the festival has a successful marketing strategy? Why/why not?
10. Why do you think Green Man is not as popular as other UK festivals, e.g. Creamfields/Leeds etc.
11. Do you think the increase in technology over the years has helped Green Man to improve and expand? Please explain why.
12. Is there anything you believe Green Man can do better to increase its popularity, regarding its marketing methods?
Appendix F – Interview Participant Consent Form

Title of Project: An Investigation to identify how festivals promotional techniques have developed over the years – using Green Man Festival as a case study

Name of Researcher: Victoria Curran

Participant to complete this section: Please initial each box.

1. I confirm that I have read and understand the information sheet for the above study. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily. [ ]

2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason. [ ]

3. I agree to take part in the above study. [ ]

4. I agree to the interview [ ]

5. I agree to the use of anonymised quotes in publications

   Yes [ ] No [ ]

_______________________________________                       ___________________
Signature of Participant                                      Date

_______________________________________
Name of person taking consent                                     Date

____________________________________
Signature of person taking consent
Appendix G – Ethics Application Form

CARDIFF METROPOLITAN UNIVERSITY
APPLICATION FOR ETHICS APPROVAL

When undertaking a research or enterprise project, Cardiff Met staff and students are obliged to complete this form in order that the ethics implications of that project may be considered.

If the project requires ethics approval from an external agency (e.g., NHS), you will not need to seek additional ethics approval from Cardiff Met. You should however complete Part One of this form and attach a copy of your ethics letter(s) of approval in order that your School has a record of the project.

The document Ethics application guidance notes will help you complete this form. It is available from the Cardiff Met website. The School or Unit in which you are based may also have produced some guidance documents, please consult your supervisor or School Ethics Coordinator.

Once you have completed the form, sign the declaration and forward to the appropriate person(s) in your School or Unit.

PLEASE NOTE:
Participant recruitment or data collection MUST NOT commence until ethics approval has been obtained.

PART ONE

<table>
<thead>
<tr>
<th>Name of applicant:</th>
<th>Victoria Curran</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor (if student project):</td>
<td>Sara Johnson</td>
</tr>
<tr>
<td>School / Unit:</td>
<td>Cardiff School of Management</td>
</tr>
<tr>
<td>Student number (if applicable):</td>
<td>St20081352</td>
</tr>
<tr>
<td>Programme enrolled on (if applicable):</td>
<td>BA Events Management</td>
</tr>
<tr>
<td>Project Title:</td>
<td>An investigation to identify how festivals promotional techniques have developed over the years – using Green Man festival as a case study.</td>
</tr>
<tr>
<td>Expected start date of data collection:</td>
<td>18/12/2017</td>
</tr>
<tr>
<td>Approximate duration of data collection:</td>
<td>3 months</td>
</tr>
<tr>
<td>Funding Body (if applicable):</td>
<td>Click here to enter text.</td>
</tr>
<tr>
<td>Other researcher(s) working on the project:</td>
<td>If your collaborators are external to Cardiff Met, include details of the organisation they represent.</td>
</tr>
<tr>
<td>Will the study involve NHS patients or staff?</td>
<td>No</td>
</tr>
<tr>
<td>Will the study involve human samples and/or human cell lines?</td>
<td>No</td>
</tr>
</tbody>
</table>

Does your project fall entirely within one of the following categories:

<table>
<thead>
<tr>
<th>Category</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper based, involving only documents in the public domain</td>
<td>No</td>
</tr>
<tr>
<td>Laboratory based, not involving human participants or human samples</td>
<td>No</td>
</tr>
</tbody>
</table>

Application for ethics approval v6 October 2016
### Practice based not involving human participants (e.g., curatorial, practice audit)
- No

### Compulsory projects in professional practice (e.g., Initial Teacher Education)
- No

### A project for which external approval has been obtained (e.g., NHS)
- No

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**In no more than 150 words, give a non-technical summary of the project**

The aim of this project is to explore the different methods of marketing and promotional techniques used by Green Man Festival based in Crickhowell, South Wales, by means of a case study approach, and how these have changed and developed throughout the years.

It will analyse the marketing methods that are used by the festival, considering whether these strategies are successful in attracting their target market each year and investigating how they play a part in motivating guests to purchase tickets. This research topic is relevant as the methods of marketing used by an organisation can determine its success or failure in the future. The author will conduct research using secondary resources, such as different literature, to gain a further insight into this topic and into marketing overall, in order to broaden their understanding of the theoretical aspects. Semi-structured interviews will be undertaken, along with questionnaires to discover whether Greenman festival-goers are aware of the marketing that takes place, and whether it affects their decision-making processes. The researcher will review the results to conclude how their strategies have changed and developed throughout the years, and whether guests are aware of or affected by the methods used to market the festival, these results can help to discover how well the festival is advancing and whether it is successfully reaching out to its target market. Recommendations will be made for improvements in the future.

### DECLARATION:

I confirm that this project conforms with the Cardiff Met Research Governance Framework

I confirm that I will abide by the Cardiff Met requirements regarding confidentiality and anonymity when conducting this project.

STUDENTS: I confirm that I will not disclose any information about this project without the prior approval of my supervisor.

Signature of the applicant:  
Date:  

FOR STUDENT PROJECTS ONLY

Name of supervisor:  
Date:  

Signature of supervisor:
A RESEARCH DESIGN

A1 Will you be using an approved protocol in your project?  No
A2 If yes, please state the name and code of the approved protocol to be used
Click here to enter text.
A3 Describe the research design to be used in your project
All research taken regarding this particular project will be of an overt nature, where the identity of the researcher will be provided openly, along with their reasoning for undertaking this investigation.
Questionnaire for the general public:
The researcher aims to gather over 50 completed questionnaires to make sure the study is legitimate and conclusions can be justified due to having collected a large range of data from a wide variety of participants. The researcher will hand out questionnaires to those who have been guests at Greenman Festival, or those who have heard of it and are a part of the festival's target market, as these people will be able to comment on their marketing strategies. There will be a diverse selection of participants regarding gender, age, location etc. There will be no need to write a letter to any organisations to attain permission to hand out questionnaires to their employees, as the questionnaire will have nothing to do with specific organisations. The only criterion is for participants to have visited or heard of the event. The questionnaire will be kept minimal and will take between 5-10 minutes to complete so as to refrain from interrupting participants for longer than is necessary.
Potential participants will be approached and asked if they have heard of Greenman Festival. This will not be a purposive study, as the researcher will not have control over who completes the survey — they simply need to answer ‘yes’ to the initial question. Snowballing techniques will also be used, asking participants if they can suggest others who would be able to fill out the questionnaire.
Online questionnaires will be posted on various social media sites in order to gain as many responses as possible, including on Twitter and on Greenman’s Facebook page for example. This can be filled out by anybody who comes across the questionnaire and is familiar with Greenman. Participants must accept a consent form before being able to fill out the online questionnaire; this consent will also be in writing on the questionnaires that will be filled out by hand insisting participants. General questionnaire candidates will be discovered by using SurveyMonkey, to ensure that there is a mixture of participants and that it is not biased in any way, always remaining subjective.

1 An Approved Protocol is one which has been approved by Cardiff Met to be used under supervision of designated members of staff; a list of approved protocols can be found on the Cardiff Met website here.
| **CARDIFF METROPOLITAN UNIVERSITY**  
APPLICATION FOR ETHICS APPROVAL |
|---------------------------------------------------------------|
| **Questionnaire for employees:**  
The researcher will send the questionnaire to employees of Greenman in the hope that 10 people who work there will be able to fill it out. The questionnaire will be slightly different to the one uploaded online and which will be given to non-employees. It will have a few extra, relevant questions that only employees could answer. Contact with these staff members will begin in December, and questionnaires will be sent in January if the organisation is in agreement. It will be requested that those who are involved in the marketing processes fill in the questionnaires, however if this is not possible general employees are also useful as they will possess more knowledge than guests. |
| **Interview (semi-structured):**  
Semi structured interviews will be undertaken; they will contain open questions to provide the researcher with qualitative information. Open questions allow participants to express their opinions on the matter and can discuss the subject freely; their responses can be written up and used to form a conclusion. Interviews with the general public are important and relevant as the open conversation can allow other questions to be asked that may not have been originally considered and may not be in the questionnaire, the participants are more likely to explain their answers fully in a conversation rather than written in a questionnaire. These answers can also be expanded upon by the interviewer asking the participation to give more details; again this cannot be done in a questionnaire. This more detailed explanation is helpful when analysing the numerical data as it could be used as evidence in explaining certain results. These interviews will also permit a larger pool of data to be analysed.  
The researcher will interview at least 10 people who have attended the festival. Preferably the interviews will be conducted with people who have not already filled out a questionnaire, however it does not matter if they have as the interview will enable them to explain their responses fully.  
Each interview will be no longer than 15 minutes in length, will be recorded and stored on a password protected computer to ensure confidentiality. The interviews will be carried out in a public location to ensure the safety of the participant and the researcher; these will take place in Crickhowell in the town centre as this is where many visitors to the festival will be based, and where many interviewees will be invited to participate. |
| **Participants:**  
Those chosen to complete the questionnaire will be entirely random, although those being interviewed will be people who live in Crickhowell and have been to Greenman, they will not be completely random as they must live here in order to make the process easier and less time-consuming. It is also likely that as they live so close they will have the best knowledge of the festival. All participants must be over 18 years of age and questionnaire participants must have at least heard of Greenman Festival, and interviewees must have visited the festival themselves. There will be no discrimination regarding age, race, gender or disabilities. All participants can withdraw any information they have provided at any point if they feel uncomfortable or change their minds. They are also guaranteed anonymity. The only personal information that will be recorded from these participants will be their age and gender. |
| **Analysis:**  
The analysis of the collected data will enable to researcher to identify any patterns that have emerged. The quantitative research gathered will be displayed in a variation of different graphs, including bar graphs and pie charts for quantitative data, and line charts to show a trend in any data. Tables will be used to show and compare data where appropriate, different methods of analysis will be used depending on which is deemed most appropriate for the specific question. For example, a frequency table could be used to input the age ranges of attendees at Greenman, from this, percentages can be formed and the mean and medians can be discovered. These tables can then be converted into bar charts to provide a more visual analysis. Microsoft Excel will be used to create these. Qualitative data collected will be presented and discussed in writing throughout the project, and will be used as evidence to support the quantitative data gained. |
| Anonymity and privacy of the participants will be respected at all times, and all research will be taken in compliance the Data Protection Act. |

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Application for ethics approval v6 October 2016
A4 Will the project involve deceptive or covert research? No
A5 If yes, give a rationale for the use of deceptive or covert research
Click here to enter text.
A6 Will the project have security sensitive implications? No
A7 If yes, please explain what they are and the measures that are proposed to address them
Click here to enter text.

B PREVIOUS EXPERIENCE
B1 What previous experience of research involving human participants relevant to this project do you have?
The researcher has previously completed a project which looked into crime rates across Wales, and public opinion of the safety of certain areas as a part of her A Level Geography course. This involved gathering evidence through using primary research. Questionnaires were used with open and closed questions to gain information from the general public, along with interviews to enable justification of responses in the questionnaires. The researcher has also gained experience in University, with creating, editing and publishing online questionnaires to gain market research.

B2 Student project only
What previous experience of research involving human participants relevant to this project does your supervisor have?
Sara Johnson has undertaken undergraduate and postgraduate research projects and is currently undertaking a PhD using qualitative and quantitative methods.

C POTENTIAL RISKS
C1 What potential risks do you foresee?
Face-to-face interviews can pose a potential risk to the interviewer’s personal safety; the participant could be offended by certain questions and could become aggressive and angry. The researcher could become a recipient of illegal information, which can cause many complications. Confidentiality could be an issue, especially if the participants become anxious and concerned about information they have given you without thinking about it thoroughly. The researcher could experience some animosity if they become an inconvenience to workers by interrupting their working day.

C2 How will you deal with the potential risks?
To ensure that the researcher is always safe, a phone will be carried at all times and family or friends will be made aware of the whereabouts of the interview and who is being interviewed. They will be interviewed in a public area, the researcher and interviewee will not be in a room alone at any time. Interviewee’s will be warned not to discuss any illegal aspects prior to the interview, if the researcher happens to be a recipient of illegal information, it will not be included in the final report. Confidentiality will be agreed upon; their details will not be shared with anybody. Each participant will sign a consent form, or agree to the terms and conditions if completing the online questionnaire. A convenient time and place for the interview to take place will be arranged so that it does not interfere with anyone’s schedules. A particular length of time for the interview to take place will also be established, and it will not run over the allocated time. If participants feel uncomfortable at any time, the interview will be terminated.
All data will be kept on a password protected computer.
Appendix H – Interview Transcripts

Participant 1

How old are you?

21

Where are you from?

Crickhowell

Have you ever been to Green Man Festival before?

Yes

How many times have you been?

I’ve been three times

How did you first hear about the festival?

Probably just from my friends and family who live in the area. We all live very close to the festival grounds; it is only down the road. I’ve always been able to hear the music from my house and can see it being set up.

What made you want to go?

My friends tend to go each year, it’s a good night out and gives me something to do in the summer as Crickhowell is small and usually quiet, it is nice to have a change.

Are you more aware of the festival now than you were 10 years ago?

Yes

Why do you think this is?

It has gradually gotten bigger over the years, I started going about 6 or 7 years ago so obviously I am now more aware of it. I went once and had a good time so I continued to go each year. Word of mouth spread that it was a good night out amongst Crickhowell High School students quickly; it wasn’t long before half of the school started going. I also think this is because they have had better artists some years like Ben Howard. I remember him being very popular when he played there.
Have you ever seen an advertisement used to promote Green Man Festival? If so, what did you see and was it memorable/make you want to go?

I follow the festival Facebook or Twitter so I can keep updated. I think that if I did not follow the event some ads may still pop up as sponsored advert on my Facebook, but this would probably only happen as I live so close have friends who would join the event on Facebook which would make it appear on my timeline. I have never actually seen a poster or leaflet. The Bridge End Inn is a pub in Crickhowell and it has a big sign up saying it welcomes the festival each year, which is the only thing I have ever seen around town. I wouldn’t say that any ads I have seen have been memorable or stood out to me. None of these adverts would make me want to go because I only go to socialise with friends, and have fun. Not for the specific bands or any acts performing.

Do you believe that the festival has a successful marketing strategy? Why/why not?

No I don’t believe it markets the festival well but it somehow always manages to sell out each year. Living so close you would expect to see more adverts and details around the surrounding areas but I never see any. I only realise that the festival is about to begin due to the added traffic you see on the roads! Maybe it’s advertised more outside of South Wales considering it is always so popular?

Why do you think Green Man is not as popular as other UK festivals, e.g. Creamfields/Leeds etc.

It is more unique, they all have similar acts performing who are all big and famous. Green man has small acts and is a different kind of music festival; it is more of a country festival than pop and is aimed at a different audience. The land it is set up on cannot hold as many people as Glastonbury either.

Do you think that you spent more money at the festival the second and third times you visited, in comparison with the first time you went?

Yes I probably did, because I tried different food and drink from all the different stalls the second and third times I visited. I think this was because I was familiar with the festival now, and everything is high quality.

Do you think the increase in technology over the years has helped Green Man to improve and expand? Please explain why.
Yes, as the only place I’ve ever seen it advertised is on social media, and only a little. It does have a website so if you’re already aware of the festival you can check the site to find dates and information. Although I think it relies on previous guests returning, because it doesn’t seem to get the word out and it is not very well known for people who don’t live in South Wales. Lots of my friends who live further away have never heard of it. I don’t think it uses the technology we are capable of today to its full potential.

Is there anything you believe Green Man can do better to increase its popularity, regarding its marketing methods?

Using a live stream on YouTube would be good to show the acts and entertainment. It should make a TV ad, or use the radio to its advantage. It should also get bigger acts that are more well-known so they can use their names to endorse customers to visit the festival. Mainly it should use social media more, such as Facebook adverts, to reach more people.

Participant 2

How old are you?

25

Where are you from?

Cardiff

Have you been to Green Man Festival previously?

Yes

How did you first hear about the festival?

My partner lives in Abergavenny, so pretty close to the grounds. She has been before and convinced me to go with her by telling me about the festival.

How many times have you been?

Only once

What made you want to go?

My partner had only good things to say about it, she made it sound like a lot of fun and it was a good weekend event.
Are you more aware of the festival now than you were 10 years ago? Why do you think this is?

Yes, only because I met my partner who told me about it, before that I had never heard of it.

Have you ever seen an advertisement used to promote Green Man Festival? If so, what did you see and was it memorable/make you want to go?

No I’ve never seen anything promotional, never even seen the name anywhere. With my partner living so near I’d expect to see posters around the town but there isn’t any.

Do you believe that the festival has a successful marketing strategy? Why/why not?

Not if it is trying to become bigger and reach out to more people yearly, if it is only trying to maintain its customer level then it is doing fine. Depends what its organisational goals are.

Why do you think Green Man is not as popular as other UK festivals, e.g. Creamfields/Leeds etc.

It is too alternative; the target market is smaller because it seems like a hippie festival so it is aimed only at this sort of person. Creamfields and Glastonbury etc. are more varied and mainstream so have a bigger market to reach to and have bigger grounds so can hold more people. Its poor use of marketing, especially technological marketing also may be why it is a smaller festival.

Do you think the increase in technology over the years has helped Green Man to improve and expand? Please explain why.

Not really... It is clearly successful in itself but compared to other festivals it is smaller. I don’t think it has used new technology to its full benefit regarding marketing; I use all social media sites and only live an hour away, I would’ve expected to have at least seen an ad on social media once considering how widely it is used these days!

Is there anything you believe Green Man can do better to increase its popularity, regarding its marketing methods?

Get acts that are more mainstream and popular; however this would affect the uniqueness of the festival and would change its whole demographic so it’s difficult to say... There have got to be some people who are into their kind of music but have not heard of it across the country, they should still use
technology more to its advantage and advertise on TV/radio and YouTube for example.

Participant 3

How old are you?

38

Where are you from?

Abergavenny

Have you been to Green Man Festival previously?

Yes

How many times?

2

How did you first hear about the festival?

Just by living nearby, the level of tourists in Crickhowell and Abergavenny increases dramatically when it is on, and people talk about it a lot.

What made you want to go?

It is just something to do living in a quiet area it is a nice change and a fun day or night out.

Are you more aware of the festival now than you were 10 years ago? Why do you think this is?

Yes as it was much smaller 10 years ago, I think it has grown massively in size which obviously has made people more aware. I think this is because of the growth of the internet, it’s has made everything so much cheaper and easier to use – It is all at our finger tips. The internet has so many users, and this has probably helped the festival to keep in touch through email or by signing up on their website like most companies do nowadays. This allows the festival to concentrate on their previous visitors and entice them to come back; it feels personal when you get an email inviting you to return. They are also getting more famous acts some years like Ben Howard, and Mumford and Sons. These are a huge talking point to have well-known acts performing in such a usually quiet and unlikely area.
Have you ever seen an advertisement used to promote Green Man Festival? If so, what did you see and was it memorable/make you want to go?

I have seen a few posts on Facebook that have been shared by my friends but nowhere near as many as I should see if they were advertising better, they aren’t really memorable as I just scroll past and rarely see any more. I have never seen posters or flyers which is weird living so close you think they would use these.

Do you believe that the festival has a successful marketing strategy? Why/why not?

No but it does seem to be successful so people must’ve heard of it somehow! Also I think its marketing strategy concentrates on getting visitors to return rather than enticing new ones, which is obviously important but so is getting new customers. But I have never seen any adverts for the festival myself, seems strange as I live so near, I just have to wait until someone talks about it to gain any information. You also have to know that the festival already exists to see any advertising on social media like Facebook; you need to follow their page/event to see their posts.

Why do you think Green Man is not as popular as other UK festivals, e.g. Creamfields/Leeds etc.

I don’t think it is supposed to be as popular as these. It’s very different, concentrates on different things... less on the music and more on the overall experience including the food, drinks and the other entertainment. It has less well known acts compared to these big festivals, which makes it less popular with the general public as it is not mainstream and therefore appealing to a narrower demographic.

Do you think the increase in technology over the years has helped Greenman to improve and expand? Please explain why.

Yes as it can now keep in touch with its key customers, and try its best to encourage them to return. It has allowed you to buy tickets online quickly and easily, and keeps in touch with key customers, and tries its best to encourage them to return. It uses the internet to store information like email addresses in order to maintain this relationship. I do think it needs to make better use of the
technology available, I think it is slightly lagging with the times but it can easily improve.

Do you think you spent more money the second time you went?

Yes probably, I knew what was on offer the second time around and knew what I enjoyed from my first visit. I trust that the products I buy at the festival are high quality. I think I was more relaxed the second time too, I knew it was an enjoyable experience so I was relaxed when spending my money.

Is there anything you believe Green Man can do better to increase its popularity, regarding its marketing methods?

Make better use of social media; generate a bigger platform for itself by linking with celebrities or well-known organisations or powerful people. I also don’t think it shows its sustainable side enough, I know (only from visiting) that it is very environmentally friendly which is key nowadays however I have never seen this factor advertised, not even when I have seen posts on Facebook. This needs to be put out there more to increase popularity.

Participant 4

How old are you?

46

Where are you from?

Crickhowell

Have you been to Green Man Festival previously?

Yes

How many times have you been?

Twice, only for the day

How did you hear about the festival?

I live so close I can hear the music from the house! Probably first heard about it from just observing, and hearing people talk about it.

What made you want to go?

It had been running for so many years, and I can hear it every year but never went. One year I decided I had to go to see what was going on and to see
whether it was a good enough day out to return every year! Mainly because it is so close to home, and something different to usual.

Are you more aware of the festival now than you were 10 years ago? Why do you think this is?

Yes because it has become so much bigger, probably because of the acts it is getting to perform – some are slightly more well-known than they used to get and it has been known to produce famous artists that started out there. The acts have their own following, where their fans will follow them to any gigs. The internet has probably helped too; I guess they use social media platforms to advertise but I can’t be sure as I do not use any social media.

Have you ever seen an advertisement used to promote Green Man Festival? If so, what did you see and was it memorable/make you want to go?

No… Come to think of it, I have never even seen a poster around town which is odd.

Do you believe that the festival has a successful marketing strategy? Why/why not?

Yes, because it is a busy little event and when I visited I heard accents from all over. They must hear about the festival somehow, although I personally have not seen any advertisements and I would not know it existed if it were not located on my doorstep. It also seems to rely on repeat business.

Why do you think Green Man is not as popular as other UK festivals, e.g. Creamfields/Leeds etc.

I know that it is individually-run and does not receive corporate sponsorship meaning its budget would be a fraction of what Glastonbury’s is. Also, the main idea of the festival is to provide a platform for up and coming artists who need a break-through. This means that famous celebrities cannot be used, as it would change the festivals concept entirely. It is not supposed to be a copy of V fest or Leeds fest.

Do you think you spent more money on your second visit?

Yes, I remember not spending much on my first visit because I was unfamiliar with the festival and its grounds, not knowing where certain stores were located. The second time I visited I more relaxed.

Do you think the increase in technology over the years has helped Green Man to improve and expand? Please explain why.
Yes because I regularly receive emails from the festival to encourage me to buy a ticket as I have been before and it has stored my details. It actually makes me feel quite special to think that they want me to come back! Increases in technology allow advertising to reach further much more quickly and cost less than printing posters, so I think it would’ve definitely been a key factor in Green Man’s growth.

Is there anything you believe Green Man can do better to increase its popularity, regarding its marketing methods?

Advertise its food and drink and other entertainment rather than just the music based line up, often I don’t know who any of the musicians are. Needs to incorporate its sustainability into its advertising campaigns as it is so eco-friendly, it could gain national coverage by explaining what it does to help the environment. Also, I think that Green Man should concentrate more on its local community especially students/kids in school as so many of these visit the festival annually. It should link with schools, and take part in schemes that may help the environment and promote the festival. It should link with more businesses in Crickhowell, and potentially use the time that campers spend before the festival begins to put on some sort of smaller event in the town like a mini Fringe Festival involving putting on tasters of food and drink, offers in local pubs for the visitors to have something to do while they wait, tours around the area, guides to walk up mountains or along canals. Promotional events like this should be used before the festival and in different locations to gain attention.

Participant 5

How old are you?

21

Where are you from?

Crickhowell

Have you been to Green Man Festival previously?

Yes

How many times have you been?

3 times

What made you want to go?
All my friends were going, and it is local and seemed a fun weekend. Didn’t go for the main acts, I went more for the food and the smaller tents such as Chai Wallahs which is the club tent.

How did you hear about the festival?

Just through people talking about it in school really.

Are you more aware of the festival now than you were 10 years ago? Why do you think this is?

Yes because I have also worked there so I am aware of when it is on because I want shifts. It has become bigger and using more online advertising; Crickhowell itself is advertising for example the Bridge End Inn has signs up each year mentioning its support for the festival.

Have you ever seen an advertisement used to promote Green Man Festival? If so, what did you see and was it memorable/make you want to go?

Yes, I have seen a few posts on Facebook showing the line-ups and where to buy tickets. They have a Facebook page and Facebook event each year which you can join. I followed the Instagram page. I don’t see it much in Crickhowell until it is closer to the time, but I do see it on social media, but more because I follow the pages. I think it would still pop up if I didn’t though. I wouldn’t exactly say the ads that I have seen are particularly memorable though.

Do you believe that the festival has a successful marketing strategy? Why/why not?

Definitely successful as it grows year on year and always sells out, it just ticks all the boxes as it uses social media, has a website that is easy to use, uses posters.

Why do you think Green Man is not as popular as other UK festivals, e.g. Creamfields/Leeds etc.

Main reason is because the headline acts are less-well known and less mainstream, however this is the aim of the festival – it aims to be a small, family festival that uses local acts instead of larger mainstream acts.

Do you think you spent more money there on returning after the first time?
Definitely! I worked out how much I liked the food the first time, so when I went the next time I went straight to the food stalls, and purchased more food throughout the weekend. It was good-quality, and I felt more comfortable spending more the second and third times around because I knew that it would be worth it.

Do you think the increase in technology over the years has helped Green Man to improve and expand? Please explain why.

Yes because people are now buying their tickets online, it is advertised online, it helps increase awareness and makes purchasing easier. Can’t imagine how other people from other parts of Britain would know of the festival if it didn’t make use of technology.

Is there anything you believe Green Man can do better to increase its popularity, regarding its marketing methods?

It could have just one well-known headline act to keep its niche feel, advertise the food more as this is a large part of the festival but you would not realise until you get there.

They need to use the fact that they are so eco-friendly more – this is one of the main reasons that I visit the festival! Green Man is so eco-friendly, you wouldn’t believe it. I have worked as a litter picker, where litter picking team is actually just a ‘recycling team’. We had to meticulously separate and sort every piece of litter over a period of days. I think it’s brilliant, and is one of the main reasons I attend the festival, and sign up for the litter picking schemes each year. It has so many amazing ‘green’ schemes … reusable cups, wooden cutlery instead of plastic cutlery which is sustainable and limits plastic waste, vegan friendly food stalls used to teach the effects of meat farming. The only downside is that you wouldn’t realise any of this unless you visited because they don’t advertise it at all.

They really care about the land, after litter picking they ensure that the grass is able to grow back, and always ensure there are no negative impacts upon environment.
Appendix I – Participant Information Sheet

Project summary
The purpose of this project is to explore the different methods of marketing and promotional techniques used by Green Man Festival, in order to discover whether the festival is successful in reaching out to its target market, or relies more on repeat business. It will be discovered how methods of marketing have changed and developed throughout the years, taking into account changes in technology. Green Man’s use of modern promotional techniques will be looked at to ascertain whether they are using these technological advances to their advantage.
Your participation will enable the collection of data which will form part of this study being undertaken at Cardiff Metropolitan University.

Why have you been asked to participate?
You have been asked to participate because you fit the profile of the population being studied; that is you are:
- Over 18 years old
- Are aware of, or have visited or worked at Green Man Festival
Your participation is entirely voluntary and you may withdraw at any time.

Project risks
The research involves the completion of a questionnaire and possible participation in an interview which will be recorded for later analysis. We are not seeking to collect any sensitive data; this study is only concerned with marketing policies and will not discuss any immoderate behaviours. We do not think that there are any significant risks associated with this study. However, if you do feel that any of the questions are inappropriate then you can stop at any time. Furthermore, you can change your mind and withdraw from the study at any time – we will completely respect your decision.

How we protect your privacy
All the information you provide will be held in confidence. We have taken careful steps to make sure that you cannot be directly identified from the information given by you. Your personal details (e.g. signature on the consent form) will be kept in a secure location by the researcher. When we have finished the study and analysed all the information, the documentation used to gather the raw data will be destroyed except your signed consent form which will be held securely for 5 years.
The recordings of the interviews will also be held in a secure and confidential environment during the study and destroyed after 5 years.

YOU WILL BE OFFERED A COPY OF THIS INFORMATION SHEET TO KEEP
Appendix J – Questionnaire Consent Form

“An Investigation to identify how festivals promotional techniques have developed over the years – using Green Man Festival as a case study.”

This project has received the approval of Cardiff School of Managements’ Ethics Committee, Cardiff Metropolitan University

I understand that my participation in this project will involve completing a questionnaire about the different methods of marketing and promotional techniques that have been used by Green Man Festival by means of a case study approach, and how these have changed and developed throughout the years which will take approximately 10 minutes of my time.

I understand that participation in this study is entirely voluntary and that I can withdraw from the study at any time without giving a reason or I can discuss my concerns with Victoria Curran at st20081352@outlook.cardiffmet.ac.uk.

I understand that any identifying information provided by me will be held confidentially, such that only Victoria Curran can trace this information back to me individually.

I understand that my data will be stored on password protected computers, anonymised after completion of the survey and that no one will be able to trace my information back to me. The raw data will be retained for five years when it will be deleted/destroyed.

If you are 18 years of age or over, understand the statement above and freely consent to participate in this study please tick the consent box to proceed.

☐ Consent box

Thank you very much for helping with this project and participating in the research.
Appendix K – E-mail to Organisation

Dear Sir/Madam

My name is Victoria Curran, and I am an undergraduate student at Cardiff Metropolitan University. I am currently in the process of forming my third year dissertation and have chosen to complete it about the Green Man Festival as I have previously attended and live in Crickhowell.

The title of my research is “An Investigation to identify how festivals promotional techniques have developed over the years – using Green Man Festival as a case study.” Its overall aim is to explore the different methods of marketing and promotional techniques used by Green Man Festival by means of a case study approach, and how these have changed and developed throughout the years.

As a part of my research I would like to undertake research with people who are employed by your organisation who are in at supervisory level and below. Before any primary data is collected this project will have been approved by Cardiff Metropolitan University and all data collection will be in accordance with the university’s ethics code of practice.

My purpose in writing is to ask if you would permit me to issue a questionnaire to your employees, and if possible organise a meeting for short interviews to take place. Their participation would be entirely voluntary, they would not be identified in the research and it would only take 10 to 15 minutes for each employee to complete a questionnaire. I would hope to gain 10 responses from your employees.

The questions asked would include:

- Length of service
- Role within the company
- Opinions and knowledge of marketing methods
- Changes of advertising techniques over the years

I shall be very happy to make the results of my research available to you as a participant in the research when it is complete. If you would like to participate in this project and or are interested in discussing it further please contact me at st20081352@outlook.cardiffmet.ac.uk.

Thank you in anticipation.

Yours sincerely,

Victoria Curran
References


Brown, B. (2016). *How to use the internet to advertise, promote, and market your business or web site*. Ocala: Atlantic Publishing Group Inc.


