On the development and implementation of sustainability strategies in the Dutch festival sector

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MANAGEMENT SUMMARY

The festival sector is under pressure due to a rapid expansion, increased competition, more regulation and declining financial resources. At the same time, stakeholders demand more sustainable business practices. Sustainability is becoming a theme that festival organisers have to keep in mind when organising a festival. To address sustainability issues in a structured and economical way, a festival organiser should incorporate sustainability in its business strategy. But how can this be achieved? This research looks into business factors that can affect the incorporation of sustainability in the business strategy by answering the research question: *What factors affect positively or negatively the incorporation of sustainability in the business strategy of festival organisers?*

It was found that the incorporation of sustainability in the business strategy is dependent on the dynamic capability "seizing" and the resources "change management capabilities" and "focus on consumer".

It was expected that a combination of resources and dynamic capabilities is necessary to incorporate sustainability in the business strategy. The organiser needs resources to organise a festival and meet short term goals. In addition, dynamic capabilities are necessary to meet long term goals. To sense business opportunities, seize these opportunities and transform the business to meet the requirements of the new business opportunities. In the next two sections explanations for the findings of this study are provided.

Sensing is affecting the sustainability score indirectly. This could be explained though the fact that festivals can be directly observed, and innovations are shared throughout the sector by organisers and suppliers. In addition, transforming does not play a role regarding the incorporation of sustainability in the business strategy. One explanation could be that festival organisers are small, non-hierarchical, flexible and often operate on an annually recurring basis. Therefore, pivoting into a new strategy can be done quickly. Firms that invest in seizing capabilities can incorporate sustainability in the business strategy more easily.

Next to the results above, correlations between resources and dynamic capabilities were also found. "Trained and competent staff" affect the sensing capability positively and "capability to learn" affects sensing negatively. "Change management capabilities" and "stable leadership" affect the seizing capability positively and "internal communication" affects seizing negatively. These findings suggest that an outward focus, capable staff and change leadership are at the base of incorporating sustainability in the business strategy. Focussing on internal affairs may affect the incorporation of sustainability in a negative way.

1 INTRODUCTION

The festival sector is a volatile sector, in which long term viability of the festival organiser is often uncertain (D. Getz, 2002). This is due to the observation that many festivals fail or have stagnated (D. Getz, 2002; van de Haterd, 2013). In addition, the current transition towards sustainability unites multiple stakeholders that pressure festival organisers to address sustainability issues within their festivals (Barnett, Henriques, & Husted, 2018; Yeoman, Robertson, & Smith, 2011). While festivals are addressing these issues on an ad hoc basis, the lack of a structured approach may withhold festival organisers from the implementation of sustainability in their business models (Wu, He, Duan, & O'Regan, 2012). In addition, addressing sustainability issues using marketing might lead to accusations of greenwashing (Seele & Gatti, 2015; Zifkos, 2015). Either way, neglecting these pressures can result in reputational- or even economic damage to the festival sector. However, if sustainability issues are addressed successfully, organisers may come across new business opportunities. For instance, sponsorship opportunities, financial savings, premium prices or new business models. In addition, festival organisers who attend sustainability issues in a structured way are also able to overcome these issues before becoming regulated by governmental bodies. In addition, these aspects together may result in an improvement of the long-term viability of festival organisers and contribute to the stability and sustainability of the festival industry.

While there are tools for making a festival more sustainable by implementing a strategy or plan (ISO, 2017; M. Jones, 2018; Mair & Laing, 2012; Shawna McKinley, 2018), only a few papers discuss festivals that address sustainability issues in a strategic way. Therefore, the question arises about whether or not festival organisers are prone to approach sustainability issues strategically? Reasons for not strategically addressing sustainability issues might be a lack of resources or capabilities to do so. To test this supposition, this paper will combine several management lenses. The first lens is the resource-based view, which states that a firm needs a specific set of resources to deliver a product (Barney, 1991). The second lens is the relational view advocating that resources, which are not possessed by a firm, can be acquired through alliances (Dyer & Singh, 1998). The third lens is the dynamic capabilities view, which emerges from the resource-based view and states that ordinary capabilities are necessary for product delivery and dynamic capabilities are necessary for product innovation and market expansion and other long term business goals (Teece, Pisano, & Shuen, 1997). By combining these theoretical lenses, insight will be obtained into the business factors, i.e. resources and dynamic capabilities, that affect the ability of festival organisers to implement a strategy on sustainability.

The event sector in which festival organisers reside is diverse by nature. The sector has very different characteristics in each sub-sector (Cudny, 2016). To avoid misconceptions, this paper uses the event definition coined by ReSpons information services, which is a leading knowledge hub in the Dutch event sector (Respons.nl; VVEM, 2017). ReSpons defines an event as follows: "An event is an organised movable occurrence attended by an array of people, who are therefore in a specific timeframe on a location or terrain[1]." Besides, this paper makes use of their definition of festivals as well: "an event type whose core is based on at least two programme items presented together or successively under the same header. A festival is an organised, temporary occasion attended by an array of people, who are therefore in a specific timeframe on a location or terrain[1]." Also, before this paper goes into depth, it is essential to conceptualise sustainability in further detail. In the academic and business literature, the concept of sustainability is often used with different intentions and meanings. This paper will use the triple bottom line (TBL) approach of Elkington (1994) to conceptualise sustainability. This approach, also known as the people, planet, profit approach (PPP), considers the specific contribution that a business makes to the environment, society and economy. This approach is also advised by other researchers, like Alhaddi (2015) and Getz (2010).

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[1] This definition is translated from Dutch to English by the author and is copyrighted by ReSpons Evenementenmonitor B.V.

The field of festival studies is embedded in event studies and rooted in tourism studies. Festivals have been studied since 1993. Only 160 publications on this subject have been written since then (Wilson, Arshed, Shaw, & Pret, 2017), which is an indication that the field of festival research is relatively young and can be considered an academic niche. Wilson et al. (2017) found that scholarly interest focuses on five main themes: the motivations for organising, funding and attending festivals; the experiences of festival attendees; the relationship between festivals and their local environments; the economic and socio-cultural impacts of festivals; and the management of festivals. The topic of this paper, the incorporation of sustainability in the business strategy of festival organisers, applies to each of these agendas.

There have been studies before that address the incorporation of sustainability in the business strategy of festival organisers (Brito & Terzieva, 2016; Brooks, Halloran, & Magnin, 2007; Donald Getz & Andersson, 2008; Pelham, 2011). However, none of these papers looks into the enablers or barriers, i.e. business factors relevant for implementing sustainability in the business strategy of a festival organiser. Additionally, it seems that in practice, just a few organisers attend sustainability issues in a structured way. This paper will address the gap between existing theory on business factors and the implementation of sustainability in the festival organisers strategy. Therefore, it will not only add to the existing research on both business factors and strategic sustainability. It will also give an insight into the resources and capabilities necessary to implement sustainability in the business strategy. The results of this study are useful for festival organisers that are looking to strengthen their sustainability strategy and their position within the sector.

Several circumstances are currently transforming the festival sector. First, the festival sector is expanding (Eventplanner.be; KPMG & ACTAL, 2017; VVEM, 2017) and competition is increasing (Cavagnaro & De Brito, 2016). Secondly, festival audiences are demanding more value for their money and are becoming more knowledgeable and informed regarding their sustainability impact (Yeoman et al., 2011). They want to consume ethically and expect organisations to take their social and environmental responsibility seriously (Melissen, 2013; Yeoman et al., 2011). Third, rules on sustainability are currently implemented (Municipality of Amsterdam, 2019). Last, the festival sector is dependent on governmental- and private sponsors who provided almost 80 million euros in total in 2016, of which 45 million from governmental and 35 million from private sponsorships. These money flows are currently decreasing (Brito & Terzieva, 2016; VVEM, 2017). In conclusion, the festival sector is under pressure due to increased competition, more demanding stakeholders, more regulation and declining financial resources.

These circumstances are the result of various stakeholder influences. Stakeholders are external parties that influence factors that concern festival organisers (Freeman & McVea, 2001). While stakeholders are demanding more sustainable festivals, it is essential for festival organisers to incorporate these demands in their business models in order to stay competitive within their sector (Esty & Porter, 2005). Therefore, festival organisers have to attend sustainability issues and embrace them as business opportunities. To address sustainability issues economically, festival organisers should implement sustainability in their business strategy (Amui, Jabbour, de Sousa Jabbour, & Kannan, 2017; Mazzero, Rosati, Andersen, & Li-Ying, 2015; Shahbazpour & Seidel, 2006; Wu et al., 2012).

So far, there are no papers that study how sustainability issues are incorporated by festival organisers in their business strategies. While some news articles address sustainability in the festival business, they often rely on the same few frontrunner examples (Brito & Terzieva, 2016; Meyberg & Sanders, 2016). This indicates that only a few festival organisers address sustainability in their strategy. The goal of this study is to identify what factors stimulate or depress the implementation of sustainability in the business strategy of festival organisers. To achieve this goal, the following research question is formulated:

What factors affect positively or negatively the incorporation of sustainability in the business strategy of festival organisers?

To answer this question, a theoretical framework is developed in the next section. The empirical investigation of this theoretical framework is based on the methodology presented in the third section. The results of this study are presented in section four. The discussion is presented in section five, and the conclusion and managerial implications are discussed in section six.

2 THEORETICAL FRAMEWORK

Festival organisers are the central nodes in stakeholder networks that consist of location, audience, artists, partners, governmental- and private sponsors, public authorities, local municipalities, interest groups, suppliers and media (Brooks et al., 2007; Cudny, 2016). Stakeholders can be seen as cooperative or competitive (Freeman & McVea, 2001). In other words, as an opportunity or threat (Laplume, Sonpar, & Litz, 2008). Management of these threats and opportunities is considered to have a positive effect on the overall value of the firm and its financial performance (Clark, Feiner, & Viehs, 2014; Freeman & McVea, 2001; T. M. Jones, Wicks, & Freeman, 2002)**.** Success depends on finding new ways to address societal issues and, simultaneously, fulfil stakeholders needs. Companies that are not able to develop new approaches towards these issues will face difficulties remaining viable under current market conditions (Esty & Porter, 2005; Hörisch, Freeman, & Schaltegger, 2014). To be able to develop these new approaches in a structured way, sustainability should be implemented in the business strategy. In order to conceptualise the factors that drive or hold back this incorporation of sustainability in the business strategies of festival organisers, four theoretical concepts are discussed.

First, a festival organiser needs a set of resources to be able to deliver its product, a festival. The resource-based view (RBV) considers resources as all assets, capabilities, organisational processes, firm attributes, information, knowledge, etcetera controlled by a firm that enable the firm to conceive and implement strategies that improve its efficiency and effectiveness (Barney, 1991). Resources are stocks, not flows and can be tangible but are more likely to be intangible (Barney, 1991). This research will focus on the ownership of intangible resources. Examples are: process know-how, customer relationships and knowledge processed by groups of skilled employees (Katkalo, Pitelis, & Teece, 2010). It is expected that the festival organiser needs a specific set of resources to be able to incorporate sustainability in its business strategy. For instance, a festival organiser might need "know-how" to understand how sustainability can be incorporated into the strategy and "management competencies" to actually incorporate sustainability in its business strategy. To test this supposition, festival organisers will be assessed on the ownership of these resources. This will be done by assessing resources on their value, rarity, in-imitability and their non-substitutionality according to the VRIN framework (Barney, 1991; Barney, Wright, & Ketchen, 2001).

Second, the relational theory of Dyer & Singh (1998) is used. A festival organiser could be characterised as a supplier dominated firm (Pavitt, 1984). This implies that a festival organiser has ownership of only a small number of resources. All other resources have to come from their suppliers. If a festival organiser wants to address sustainability in a structured way, it will need to secure access to the resources necessary to incorporate and execute a strategy on sustainability (Barney et al., 2001). Dyer & Singh (1998 p. 660) suggest that some of a firm's critical resources may lay outside the firm's boundaries and could, therefore, only be accessed by using an alliance. Strategic alliances can exist between supply chain partners but also between competing parties (Belderbos, Gilsing, & Lokshin, 2012). In other words, they can exist in a vertical configuration and a horizontal configuration. Dyer & Singh (1998) identified four potential sources of competitive advantage that are accessed using an alliance: relation-specific assets, knowledge sharing routines, complementary assets and effective governance. In this case, the existence of alliances will be assessed through questions about horizontal and vertical alliances, which will be discussed in the method section.

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The third concept that is relevant for this study is the ability of festival organisers to create value from new business opportunities. The theory of dynamic capabilities builds on the resource-based view to realise long term business opportunities. Dynamic capabilities are the processes and skills -that use resources- necessary to be able to sense, seize and transform internal and external resources and competencies to address and shape rapidly changing business environments (Teece et al., 1997). Alternatively, Wu et al., (2012 P. 233) stated: "the ability to address the rapidly evolving sustainable expectations of stakeholders by purposively modifying functional capabilities for the simultaneous pursuit of economic, environmental, and social competences." Dynamic capabilities are an extension of strategy focussed capabilities in the resource-based view. However, it is essential to understand that there is a difference between "ordinary" capabilities and "dynamic" capabilities. Ordinary capabilities are the capabilities necessary to deliver a product; dynamic capabilities are capabilities necessary for product innovation, market expansion etcetera (Winter, 2003). Dynamic capabilities are essential to be able to keep up with the sustainability demands of the stakeholders, while the stakeholder pressure for sustainability is rapidly changing the business environment. To assess whether festival organisers possess dynamic capabilities, the assessment scheme developed by Kump, Engelmann, Kessler, & Schweiger (2018) will be used. The conceptualisation of the sensing, seizing and transforming capabilities is presented in the following paragraph.

Sensing is the capability of the festival organiser to acquire information from the business environment. This includes market trends, best practices and competitors activities and other strategically relevant information from outside the firm (Kump et al., 2018). Sensing may take place via different channels, such as specialist literature or participation in networks of knowledge exchange (Danneels, 2008). Seizing is the capability of a festival organiser to assess whether the information received with their sensing capabilities is valuable and the capability to build new business models from this information (Kump et al., 2018). Transforming is the capability of transforming the business by means of (re)assigning responsibilities, allocating resources and ensuring that the festival organiser possesses all newly required knowledge (Teece, 2007).

The fourth concept is the dependent variable representing whether or not a festival organiser has implemented sustainability within its strategy. Mintzberg, Ahlstrand, & Lampel (2009) have developed five definitions of strategy of which one fits the purpose of this paper, namely, strategy as a plan. This definition considers strategy as intended behaviour. The assessment of intended behaviour can take place by looking into planned behaviour. This study assesses whether festival organisers are systematically addressing sustainability issues. This suggests that the festival organiser needs a plan, i.e. intended strategy. Thus, the existence of a plan is an indication of the application of a strategy. To test whether sustainability is incorporated in the business strategy, questions regarding the planning of sustainability themes can be answered on a five-point Likert scale.

The three independent concepts are interrelated. The dynamic capabilities view builds on the resource-based view and utilises unique resources in processes and routines that are aimed at achieving long term business goals. The alliance theory is an addition to the resource-based view and focusses on resources that can be attained by joining forces. The three independent concepts are expected to affect the planned adoption of sustainability of festival organisers directly as well as indirectly as visualised in figure 1
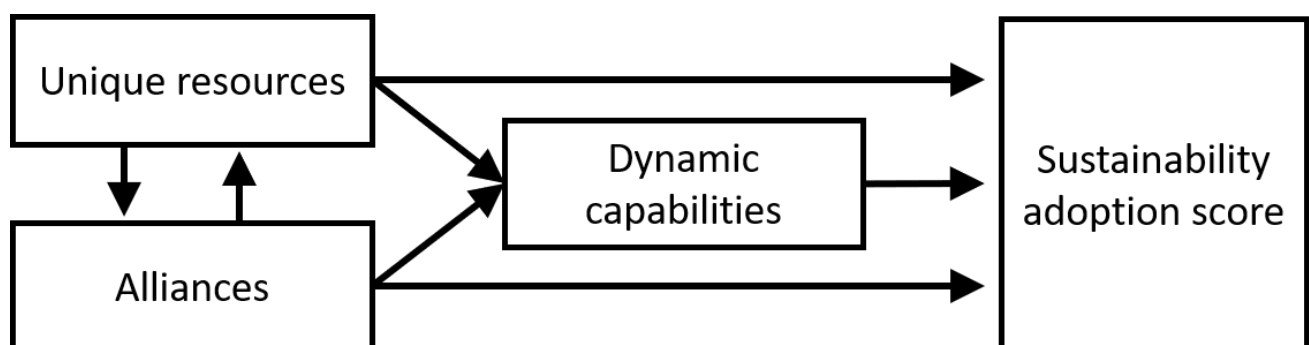

Figure 1, the conceptual model of the factors that might have effect on the implementation of a strategy on sustainability.

In conclusion, to find the answer to the research question, festival organisers are investigated regarding their unique resources, involvement in alliances, dynamic capabilities, and whether the festival organiser incorporates sustainability in its strategy. How these factors are identified and operationalised is presented in the next sections of this paper.

3 METHOD

The theoretical model is operationalised with the help of indicators, which are discussed in the next section. The data sample will be collected with the help of a digital survey (Appendix 9.6). To test whether the questions in the survey are fit to test the variables and to test the clarity of the questions, a pilot survey is performed prior to the survey. In the first part of this section, the operationalisation of the conceptual model is explained. In the second part, the adaptations to this operationalisation based on the pilot study are discussed. The data collection and analyses applied are discussed in the last part of this section.

3.1 Operationalisation

To measure the ownership of intangible resources, a strategic analysis technique that is described by Carmeli (2001, 2004) and Pearson, Pitfield, & Ryley, (2015) is used. First, a literature review of resources that are considered to influence competitive advantage was performed. Three studies were identified (Carmeli, 2004; Morgan, Vorhies, & Schlegelmilch, 2006; Pearson et al., 2015) that used a list of resources for their research. These three lists, which already consisted of combined sources, have been merged into one list (Appendix 9.1). The list was translated to Dutch and adapted to fit the festival sector. This list is provided to participants as they are asked to choose seven resources that are owned and valued by the participant. This number is in line with Carmeli (2004) and Pearson et al. (2015), who use this number because the interval rating technique rates attributes from one to seven. After selection, the recipient has to distribute 175 points over the seven resources to score the value of the resource. The number of points to be distributed is in line with Carmeli (2001) and Pearson et al. (2015), who calculated the number of points to be allocated by taking the total number of resources identified (32) minus the 7 selected ones and multiplied by the number of resources to be selected (7). After choosing the seven resources and assigning points for value, the participant is asked to distribute 175 points for rarity, 175 points for inimitability and 175 points for substitutability over the seven chosen resources. This results in a table with rankings for each resource based on value, rarity, inimitability and non-substitutionality. The total number of points per resource indicates the importance of each selected resource for each participant.

This interval rating method is used as opposed to an ordinal rating method, where respondents can give a score of one to seven on a Likert scale for each resource. For example, if know-how receives the first and brand recognition the second place, this would not provide any information on how these two resources would score vis-a-vis each other. When using the interval rating method, a recipient can score know-how with 50 points and brand recognition with 2. It is this interval that can now be analysed. By regressing these scores on that of the dependent variable insight is obtained regarding which resources are posing a barrier or an enabler for the incorporation of sustainability in the business strategy.

The involvement in alliances is measured by asking if the organisers are involved in either horizontal or vertical alliances. Participants can answer the number of alliances that they are involved in and have the option to add to this answer. Buyer-seller relationships and deals with suppliers concerning price are not considered alliances. Both are excluded as alliances because these deals are very common in the festival industry and measuring them would not be of interest for this study. The answers are analysed as count data, and open answers/opinions will be categorised. For instance, if the open answers yield answers regarding horizontal alliances through industry organisations. These industry organisations could then be considered as a relevant category.

To measure whether dynamic capabilities are present in an organisation, the method developed by Kump, Engelmann, Kessler, & Schweiger (2018) is used. This method assesses the general presence of dynamic capabilities, drawing on thirteen existing scales and methods. The method consists of five questions on sensing capability, four questions on seizing capability and five questions on transforming capability (Appendix 9.2). These questions have to be answered on a one to six Likert-scale "strongly disagree (1), disagree (2) slightly disagree (3) slightly agree (4), agree (5) and strongly agree (6)". The points for the questions regarding sensing, seizing and transforming are averaged for each concept and these averages are then compared to the sustainability adoption score, which will indicate if dynamic capabilities are correlated with the incorporation of sustainability in the business strategy.

For the assessment of the incorporation of sustainability in the business strategy, various sustainability themes for festival organisers are considered through comparison of six grey and peer-reviewed sources (Brooks et al., 2007; FMiV, n.d.; GreenKey, 2012; M. Jones, 2018; Scoop, 2014; SMK & Milieukeur, 2019). These themes are compared and merged into a list of themes that a festival organiser can address (Appendix 9.3). The themes that are mentioned in at least two sources are used in the survey: "waste prevention and separation", "energy supply", "mobility and transport", "water and wastewater", "food and beverage", "the involvement in local community and society", "location (soil and greens)", "sustainability management system", "sustainable procurement", "CO_2-compensation" and, "phasing out disposable plastics". Themes that occurred only once in the sources were not added to the list. With one exception, "phasing out disposable plastics", this theme was not named in any of the sources but was added due to the topicality of the theme in the sector.

To further operationalise the incorporation of sustainability within the business strategy, the categories mentioned above are measured on a five-point Likert scale, indicating if an organiser has or is addressing that aspect using a strategy. The scale breaks down as follows: "never thought of (1), considered (2), plans are being made (3), plans ready (4), plans executed (5)". The answers given to each aspect by the participant are summed in order to indicate the comprehensive incorporation of sustainability in the business strategy.

On top of the measurement of the four concepts, general information about the participants was gathered. This is data about the profit type (for-profit or non-profit), the number of organised festivals per year (1; 1-5; >5), organiser age and job title of the participant. It was also checked whether the organiser was participating in a sustainability certification scheme.

3.2 Pilot based adaptations

To increase the internal reliability and face-validity of this study, a pilot survey was held. Ten participants provided feedback on the questions posed, and their insights have been used to adapt the survey. Two issues were found in the pilot study, the first regarding the indicators of alliances. While the concepts of horizontal and vertical alliances were explained in the survey, pilot-participants were unable to distinguish horizontal from vertical alliances in the relations that they maintained. Also, the answers to this question were very diverse, and the explanations of the pilot-participants did not fit the purpose of the study. Therefore, it was decided to exclude the alliance indicators from the survey.

Secondly, it was found that the method proposed by Carmeli, (2001, 2004) to measure unique resources based on the distribution of points out of a total of 175 points was too complicated and too time-consuming for this survey. Therefore, instead of distributing points, respondents were asked to choose 7 out of 28 resources that they considered most valuable for their organisation and rank these according to value for the organiser. Also, the list of resources (Appendix 9.1) was adapted with insights from the feedback of the pilot participants. After these improvements, invitations for participation in the survey were sent to the population of Dutch festival organisers.

3.3 Data collection and analysis

Data regarding the indicators was gathered using an online survey among the population of Dutch festival organisers. The survey was in Dutch, and the unit of analysis is the festival organiser as an organisation, which can be represented by the owner, co-owner or festival producer who can be self-employed or employed by the organiser.

First, a database of 1070 festival names was acquired from the festival atlas (Vliet, 2016). The e-mail addresses of these festivals were collected from their websites, which resulted in a total of 933 e-mail addresses. The survey was distributed to all of these addresses. Eventually, 140 people engaged in the survey and 59 fully completed the survey, which is a response rate of 6.3 per cent. This is relatively low. However, as all e-mail addresses were "info@domain.com" addresses a response rate between 5 to 10 per cent was expected. The estimated population of festival organisers counts 772 individual organisers (ReSpons, 2018), of which some organise multiple festivals. 59 out of 772 organisers engaged in the survey. Using a confidence interval of .90, the margin of error is calculated to be 10.30 per cent. This is above the accepted percentage of five per cent, and therefore, the results of this study should be interpreted with care (Taherdoost, 2017).

The data was processed in Microsoft Excel and analysed with SPSS (IBM Corporation, 2017). The dataset consisted of 42 non-profit and 17 for-profit organisations. 37 of the respondents organises a single festival per year, 18 organise 1 to 5 festivals per year, and 4 of the respondents organise 5 or more festivals per year.

Table 1, descriptive values of the survey sample.

	N	%			N	%
Non-profit	42	71		Organises a single festival per year	37	63
For-profit	17	29		Organises 1-5 festivals per year	18	31
Total	59	100		Organises >5 festivals per year	4	7

All the variables are analysed using a Kendall Tau correlation analysis (Kendall, 1938), due to the ordinal characteristics of the data (Noether, 1981). The unique resource variable consists of two parts, the participants choice of most valuable resources and the ranking of these choices. The data of the ranked resources is used for the correlation analysis. The resources are all individually analysed and checked for correlation with themselves and the other variables. The dynamic capabilities data is analysed by using the mean of the Likert scale answers regarding sensing, seizing and transforming. This is in line with the method of Kump et al. (2018). The answers regarding the incorporation of sustainability within the business strategy were summed up and analysed as a whole. This done because this study is interested in the adoption of sustainability in general rather than the adoption of individual aspects of sustainability. The sustainability score is a construct, therefore the reliability of the variable was tested using Cronbach's alpha (.822). This is considered to be a good reliability, according to Mallery & George (2003). Lastly, a Listrel 8.80 generalised linear model analysis (Jöreskog & Sörbom, 2006) is performed based on the output of the Kendall Tau correlation analysis. To mitigate the direct correlations among the independent variables and their indirect correlations via internally dependent variables, i.e. sensing, seizing and transforming.

4 RESULTS

In this section, first, the results of the Kendall Tau correlation analyses will be discussed, and a schematic view of the correlations is presented. Second, the results of the Lisrel 8.80 generalised linear model analysis and its schematic view of the estimated relations are presented. Asterisks are used to indicate the significance of estimates, this paper uses * to indicate a p ≤ 0.10, ** to indicate a p ≤ 0.05 and *** to indicate p ≤ 0.01.

Table 2, results of the Kendall Tau correlation analysis, including the mean and standard deviation. This is a representation of the variables that have a significant correlation; a complete table can be found in Appendix table 6 (N=59).
Asterisks are used to indicate significance * p ≤ 0.10, ** p ≤ 0.05 and *** p ≤ 0.01.

	Variables	Mean	SD	1	2	3	4
1	Sustainability score	33.33	9.58				
2	Sensing	4.35	0.97	.088			
3	Seizing	4.36	0.85	**.303*****	**.502*****		
4	Transforming	4.59	0.64	**.282*****	**.360*****	**.602*****	
Unique resources	Power of the brand	1.61	1.66	-.050	-.020	.001	-.013
	Marketing and promotion strategy	1.10	1.86	.037	.140	.094	.030
	Focus on consumer	0.68	1.40	.162	.051	.152	.038
	Strategic partners	0.94	1.97	-.108	**.225****	.084	.098
	Relation with the local community	1.75	2.09	-.167	-.076	-.088	.032
	Trained and competent staff	1.03	2.13	-.113	**.316*****	**.243****	.076
	Change management capabilities	0.58	1.65	**.297*****	.038	.192	**.327*****
	Stable leadership	0.80	2.00	.149	-.123	.143	**.234****
	Capacity to raise funds	0.87	2.09	-.127	-.044	-.094	-.068
	Know how	1.86	2.38	-.003	.038	.001	-.002
	Capability to learn	0.84	2.08	.105	**-.264****	-.052	-.090
	Internal communication	0.88	1.88	-.169	**-.274****	**-.316*****	**-.287*****
Characteristics	Profit type	1.29	0.46	.147	**.263****	.207	.147
	Number of festivals	1.45	0.63	.031	**.256****	**.269****	.106
	Organiser Age	17.80	14.31	.089	-.052	.031	.025
	Sustainability certification	1.07	0.26	.155	.143	.121	.014

The sustainability score is correlated with the seizing (.303***) and transforming (.282***) parts of dynamic capabilities. The resource "change management capabilities" is correlated with the sustainability score and "change management capabilities" is correlated with the transforming aspect of dynamic capabilities (.372***). Dynamic capabilities are also correlated internally; sensing is correlated with both seizing (.502***) and transforming (.360***). Seizing is also affecting transforming (.602***).

Regarding the resources, "change management capabilities" is the only resource that affects the sustainability adoption score directly. However, several resources affect aspects of dynamic capabilities. "Strategic partners" has a positive effect on sensing (.225**) and "capability to learn" affects sensing negatively (-.264**). "Trained and competent staff" has a positive correlation with both sensing (.316***) and seizing (.243***). "Stable leadership" has a positive correlation with transforming (.234**) and "change management capabilities" are not only affecting the sustainability adoption score but are also affecting transforming capabilities (.327***). Lastly, the resource "internal communication" affects all aspects of dynamic capabilities in a negative way (SE: -.274***; SZ: -.287***; T: -.319***).

There are also some correlations among the organiser characteristics. One correlation is between the profit type and the number of festivals that are organised (.401***). In addition, a negative correlation (-.292***) is found between the profit type and organiser age. There are also correlations among the organiser characteristics and dynamic capabilities. The amount of festivals that an organiser produces affects the sensing (.256**) and seizing (.269**) aspects of dynamic capabilities. Also, profit type affects sensing in a positive way (.263**).

The next step in the analysis process was to run a Lisrel 8.80 generalised linear model based on these Kendall Tau correlations in Appendix 9.4. The outcomes of this analysis are presented in figure 2, the table with the detailed results can be found in Appendendix 9.5. In the generalised linear model, the sustainability score is correlated with the resources "change management capabilities" (.242[*]) and "focus on consumer" (.229[***]). From the dynamic capabilities perspective, the sustainability score is affected by the seizing capability (.263[***]). Which suggests that only the seizing aspect of dynamic capabilities is affecting the sustainability score, rather than dynamic capabilities in general. The dynamic capabilities are correlated internally. Sensing correlates with seizing (.504[***]) and seizing with transforming (.720[**]). This substantiates the dynamic capabilities theory regarding the conditional sequence of sensing, seizing and transforming (D. Teece et al., 1997).

Sensing is positively correlated with "trained and competent staff" (.317[***]) and negatively correlated with "capability to learn" (-.211[**]). Seizing is correlated with "stable leadership" (.411[***]) and "change management capabilities". Seizing is also negatively correlated with internal communication (-.245[**]). Lastly, it was found that the profit type affects sensing (.284[***]) and that the number of festivals is affects seizing (.233[**]). These findings suggest that for-profit organisers are more involved in sensing new business opportunities. In addition, it also suggests that an organiser that is involved in multiple festivals is seizing new business opportunities more often than single festival organisers. A schematic view of the correlations is provided in figure 2.
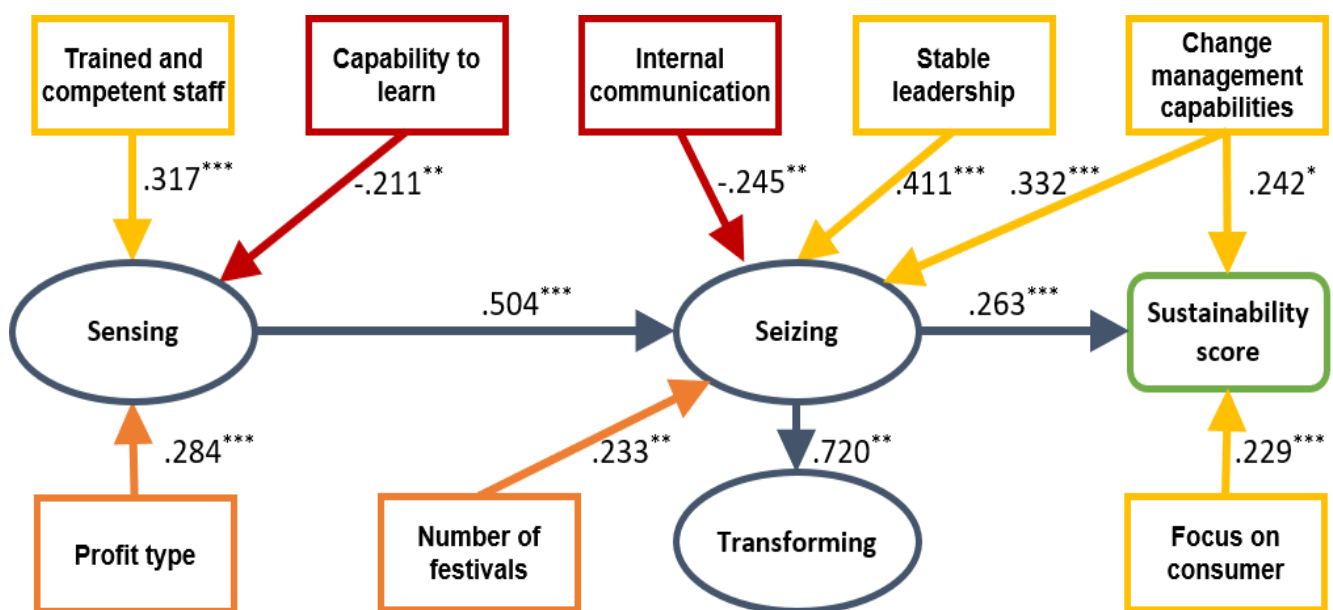

Figure 2, the schematic model derived from the Lisrel 8.80 generalised model analysis. The dynamic capabilities are blue, the general data correlations are orange, negative correlations are red and positive correlations are yellow.
Asterisks are used to indicate significance * $p \leq 0.10$, ** $p \leq 0.05$ and *** $p \leq 0.01$.

5 DISCUSSION

5.1 Theoretical Implications

It was expected that all of the dynamic capabilities would affect the sustainability score but only one of them seems to do so. Seizing is the only capability that affects the sustainability score directly. In this paragraph, some possible explanations for this finding are discussed. First, festivals can be directly observed whereby innovations are shared throughout the sector. In addition, festival organisers are supplier dominated firms, and innovations have to come from the suppliers. The suppliers deliver their innovations throughout the sector and are actively marketing their innovations. Therefore, sensing capabilities of festival organisers are spread quite evenly over the sector. Second, the transforming capability focusses on "continuous renewal, aimed at maintaining a sustained competitive advantage"(Teece et al., 1997 p. 1179). One could argue that smaller firms with a flat hierarchy are transformed more quickly than a more prominent firm with a structured hierarchy. Festival organisers that incorporate sustainability in their business strategy do not need transforming capabilities while the firm can quickly pivot into this new strategy. Also, while organisers have annually recurring products, they are already transforming their organisations every year. This might be an explanation for the fact that transforming capabilities are not correlated with the sustainability score and why there are no resources correlated with the transforming capability. While firms are undergoing a transformation when sustainability is incorporated in the business strategy, they do not need specific transformation capabilities to succeed.

The sustainability score is affected by the resource "change management capabilities" and by "focus on consumer". This is an indication that the adoption of sustainability in the business strategy requires a change in the organisation. Literature confirms the need for change management in the early stages of a firms sustainability transition (Linnenluecke & Griffiths, 2010; Lueneburger & Goleman, 2010; Millar et al., 2012). The correlation of the "focus on consumer" resource with the sustainability score can be explained from stakeholder theory. Melissen (2013) and Yeoman et al. (2011) stated that consumers, -i.e. stakeholders- demand more sustainable business practices. As explained in the theory section, business success depends on finding innovations that address societal issues and fulfil stakeholders needs (Hörisch et al., 2014). Organisers that focus on the consumer are addressing this demand by incorporating sustainability in their business strategy.

The sensing capability is affected by the "trained and competent staff" resource. This suggests that trained and competent staff is necessary to find the right strategic information. This is in line with Nieves & Haller (2014 p.229) who found that "the level of knowledge, skills and abilities was related to the development of dynamic capabilities in the firm." Which was already a theoretical supposition of Augier & Teece (2009). Hence, this finding stresses the importance of human resources in the development of a sensing capability of the organisation. The sensing capability is also affected in a negative way, by the resource "capability to learn". This suggests that if an organiser utilizes learning capabilities, the organiser is using feedback from daily operations to improve the current business model. However, when the focus lies on daily operations, sensing will be neglected while this is an externally focussed capability. In other words, the business model will be improved without new external opportunities, which might be an explanation for the negative correlation that was found.

Seizing is affected by "change management capabilities" and "stable leadership". Both are leadership related capabilities, which indicates that leadership is an essential theme in seizing business opportunities. Change management has been associated with leadership (Gill, 2002) and leadership has been related to dynamic capabilities (Helfat & Peteraf, 2015; Lopez-Cabrales, Bornay-Barrachina, & Diaz-Fernandez, 2017). It could be stated that leadership is a theme in developing dynamic capabilities. However, specific literature that explains the correlations of both resources with seizing capabilities has not been found.

Lastly, it was found that "internal communication" affects seizing in a negative way. This is an indication that if an organiser is valuing internal communication over other resources, the organiser is not able to extend its vision to seize business opportunities. It seems that these organisers are focussing on their ordinary capabilities instead of their dynamic capabilities. These ordinary capabilities are essential for an organiser to deliver its festival. However, it does not enable the organiser to engage in product innovation, market expansion etcetera (Winter, 2003).Which suggests that focussing on ordinary capabilities can hurt the development of dynamic capabilities.

It was expected that festival organisers who address sustainability in their business model would have a specific set of resources. It was found that two resources affect the sustainability score directly. There are two explanations from a resource-based perspective. First, sustainability strategy is an add-on to a festival. An organiser does not need specific resources other than change management capabilities and a focus on consumer to implement sustainability in the strategy. Alternatively, the mobilisation of resources in the festival sector is so fluid that there are no structural components to be found. Each festival has a specific demand for resources. Lastly, from a combined resource-based and dynamic capabilities perspective, the resources that are correlated to the dynamic capabilities are all social and organisational in nature. This is a confirmation of dynamic capabilities being routines that have to be implemented and accomplished by the staff (Wright P.M., Dunford B.B., & Snell S.A., 2001). Commercial resources do not seem to affect the dynamic capabilities.

Further research into this subject should focus on the following; an interview study regarding the resources that are- and are not used by festival organisers. In addition, the same study should also address the alliances that organisers are involved in. This data could strengthen the theoretical model of this study and might unveil additional drivers or barriers to incorporate sustainability in the business strategy.

5.2 Methodological Limitations

Regarding the reliability of the study, almost all the methodological considerations were taken from peer-reviewed literature, which increased the external validity of the study. Also, the one measurement method that was not taken from literature was tested with Cronbach's alpha and passed with good reliability. Considering the validity of this study, face-validity measures were taken regarding the survey. With user feedback from the pilot survey it was ensured that the survey is measuring the intended variables, which also increases the construct validity of the results (Bryman, 2013).

However, as stated in the method section, the sample did not meet the criteria of a valid random sample. Therefore, the sample is not representative for the population of festival organisers, and selection bias could have occurred. This has its impact on the reliability of this study, and therefore, these results are tentative and are only valid for the festival organisers covered in this study. To be more definite about the results of this study, a random survey on a larger scale should be performed. Besides, of the 140 surveys that were opened only 59 were fully completed. This raises the suspicion that from a psychometric point of view, the survey might have been too complicated or too time-consuming at first sight. This completion rate suggests that using a shorter, less complicated or more appealing survey might have resulted in higher completion rates and therefore more substantial results.

Lastly, there are four limitations in the operationalisation of the resource-based view. First, there might have been too many resources addressed in the question. Although measures were taken, the list was still large and could have been overwhelming. Second, the meaning of the resources was not always clear and could have been misinterpreted. This might have resulted in less decisive results. However, while there was not much info regarding resources and the festival sector the use of an extensive list was the only way to secure a clear view of which resources could matter in this sector. Third, the method used by Carmeli (2001) did not fit the festival sector, and therefore the author suggests to use a ranking method over this method in situations where recipients do not have time and motivation to engage in complex surveys. Last, the scientific sources used for the methodological section were rooted in corporate studies. Therefore, the resources that are asked for are derived from a corporate perspective. As the festival sector is a creative sector, the questions and resources might have an imperfect fit with the sector.

6 CONCLUSION AND MANAGERIAL IMPLICATIONS

The goal of this study was to identify what factors positively- or negatively affect the implementation of sustainability in the business strategy. This was investigated by using the following research question: *What factors affect positively or negatively the incorporation of sustainability in the business strategy of festival organisers?* There are two conclusions to be drawn:

> Conclusion 1: "Change management capabilities" and "focus on consumer" affect the adoption of sustainability within the business strategy.

> Conclusion 2: The dynamic capability seizing has a positive relationship with the adoption of sustainability in the business strategy.

To adopt sustainability in the business strategy, a festival organiser should focus on consumers and implement change management capabilities in the organisation. In addition, the organiser should develop sensing and seizing capabilities by utilising trained and competent staff and installing stable leadership promoting change management capabilities.

7 ACKNOWLEDGEMENTS

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9 APPENDICES

9.1 List of intangible resources

Table 3, the intangible resources that were used in this survey are a combination of three sources. (Carmeli, 2004; Morgan et al., 2006; Pearson et al., 2015). The resources were compared and merged into the first list, this list was adapted to fit the festival sector. During the pilot survey participants were asked which of the resources did not fit in the sector. These resources were excluded and this selection was used in the survey. The categories are the categories used in the survey for user convenience and are not used in the analysis. (PC) product and consumer, (P) partners, (M) Management, (K)knowledge, (O) Organisation.

Resource list from combined sources	Type	Resource list used in the survey
Brand	PC	Power of the brand
Product/service reputation	PC	Product and service reputation
Marketing/promotional activities/strategies	PC	Marketing and promotion strategy
Quality standards/professionalism	PC	Focus on consumer
Strategic partners	P	Strategic partners
Relationships with local/national governments	P	Relation with local and national government
Relationship with the community	P	Relation with the local community
Relationships with employees/suppliers	P	Relation with staff and suppliers
Supply contracts	P	Suppier contracts
Ability to raise funds	M	Capacity to raise funds
Managerial competence/experience	M	Management competences
Planning capabilities	M	Planning capacities
Human capital	M	Trained and competent staff
Decision-making capabilities	M	Decision making capabilities
Ability to manage changes	M	Change management capabilities
Stable leadership	M	Stable leadership
Ability to learn	K	Capability to learn
Databases/information systems	K	Databases and information systems
Knowhow	K	Know how
Technical experience	K	Technical capabilities and experience
Trained/experienced workforce	K	Trained and experienced staff
Training programmes	K	Training programs
Organisational culture	O	Organisational culture
Organisational communication	O	Internal communication
Entrepreneurial capabilities	O	Entrepreneurship
Financial stability	O	Financial stability
Teamwork	O	Teamwork
	O	Creativity
Organising		
Research and development (R&D)		
Business environment Customer focus		
Intellectual property)		
Business development and planning		
Distribution system		
Internal control		
Environmental fit		
Legal knowledge		
Managing principles/corporate governance		
Strategic goals/planning		

9.2 Questions for assessing dynamic capabilities

Table 4, questions for assessing dynamic capabilities by Kump et al., (2018). The type indicates the subject of the question. (SE sensing, SZ seizing, T transforming).

Type	Dynamic capability questions
SE1	Our company knows the best practices in the market
SE2	Our company is up-to-date on the current market situation
SE3	Our company systematically searches for information on the current market situation
SE4	As a company, we know how to access new information
SE5	Our company always has an eye on our competitors' activities
SZ1	Our company can quickly relate to new knowledge from the outside
SZ2	We recognize what new information can be utilized in our company
SZ3	Our company is capable of turning new technological knowledge into process and product innovation
SZ4	Current information leads to the development of new products or services
T1	By defining clear responsibilities, we successfully implement plans for changes in our company
T2	Even when unforeseen interruptions occur, change projects are seen through consistently in our company
T3	Decisions on planned changes are pursued consistently in our company
T4	In the past, we have demonstrated our strengths in implementing changes
T5	In our company, change projects can be put into practice alongside the daily business

9.3 List of sustainability themes

Table 5 a list of sustainability themes that can be addressed by a festival organiser. The list consists of combined sustainability themes drawn from six different sources (Brooks et al., 2007; FMiV, n.d.; Green Key, 2018; M. Jones, 2018; Scoop, 2014; SMK & Milieukeur, 2019). The occurrence is used to disclose themes that were named only once.
*phasing out disposable plastics was added while this is very topical at the moment but did not recur in any of the sources.

Name in survey	Occurrence	FMiV, (n.d.)	(Green Key, 2018)	Scoop, (2014)	M. Jones, (2018)	SMK & Milieukeur, (2019)	Brooks et al., (2007)
Waste prevention and separation	6/6	Waste prevention	Waste	Waste	Waste and resource recovery	Waste	Produce no waste
Energy supply	6/6	Energy and climate	Energy	Energy supply	Energy	Energy	Use 100% renewable energy
Mobility and transport	6/6	Mobility and accessibility	Mobility	Transport	Transport	Mobility	Use resource efficient transportation
Water and wastewater	5/6	Water and wastewater	Water	Water supply	Water and amenities	Water, hygiene and cleaning	
Location (soil and greens) and external awareness	5/6	Location management	Building and Greens	External awareness	Destination and venue	Location	
Food and beverage	4/6	Food and drinks	Food and beverage	Food and drinks		Catering	
Sustainability management system	4/6	Management system	General management measures		Event sustainability management	Event organiser and sustainability	
Involvement of local community and society	3/6	Involvement of local community	Societal involvement				Drive societal change toward sustainability
Sustainable Procurement	2/6		Sustainable procurement		Procurement and resource use		
CO2 compensation	2/6			CO-2 Compensation	Greenhouse gas emissions		
Phasing out disposable plastics	0/6*						

Table 6, Kendall Tau correlation (N=59) of the unique resources compared to the sustainability score, the organiser characteristics and dynamic capabilities. Significant correlations are flagged with a bold font and with asterisks.

**correlation is significant at the .01 level (2-tailed).

*correlation is significant at the .05 level (2-tailed).

	Sustainability adoption score	Non-profit / Profit	Festival amount	Organiser Age	Sustainability certification	Sensing	Seizing	Transforming	Power of the brand	Marketing and promotion strategy	Focus on consumer	Product and service reputation	Strategic partners	Rel. w. local and national gov.	Relation with the local community	Relation with staff and suppliers	Supplier contracts	Management competences
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	1.000	.147	.031	.089	.155	.088	**.303****	**.282****	-.050	.037	.162	-.080	-.108	-.017	-.167	.129	.069	-.126
2	.147	1.000	**.401****	**-.292****	.193	**.263***	.207	.147	**.231***	.234	**.264***	.128	.117	-.016	**-.245***	.086	-.119	.029
3	.031	**.401****	1.000	-.163	.114	**.256***	**.269***	.106	.098	**.315****	.128	-.051	.052	.027	-.203	.017	.031	.113
4	.089	**-.292****	-.163	1.000	-.088	-.052	.031	.025	-.192	**-.284****	-.058	-.121	-.026	.070	.006	.002	.083	-.006
5	.155	.193	.114	-.088	1.000	.143	.121	.014	-.013	.163	-.132	-.023	.090	-.126	-.035	-.048	-.043	-.053
6	.088	**.263***	**.256***	-.052	.143	1.000	**.502****	**.360****	-.020	.140	.051	-.070	**.225***	-.105	-.076	.054	-.061	.119
7	**.303****	.207	**.269***	.031	.121	**.502****	1.000	**.602****	.001	.094	.152	-.108	.084	-.067	-.088	.016	.000	-.023
8	**.282****	.147	.106	.025	.014	**.360****	**.602****	1.000	-.013	.030	.038	-.124	.098	-.025	.032	.055	-.036	-.135
9	-.050	**.231***	.098	-.192	-.013	-.020	.001	-.013	1.000	.026	-.059	.061	.021	-.105	-.063	-.120	-.119	-.033
10	.037	.234	**.315****	**-.284****	.163	.140	.094	.030	.026	1.000	.001	.180	.077	-.059	-.108	.036	.003	-.050
11	.162	**.264***	.128	-.058	-.132	.051	.152	.038	-.059	.001	1.000	.004	-.188	.018	-.153	.075	-.106	.063
12	-.080	.128	-.051	-.121	-.023	-.070	-.108	-.124	.061	.180	.004	1.000	-.126	-.008	.056	.054	-.118	-.145
13	-.108	.117	.052	-.026	.090	**.225***	.084	.098	.021	.077	-.188	-.126	1.000	-.054	-.169	-.127	-.094	.059
14	-.017	-.016	.027	.070	-.126	-.105	-.067	-.025	-.105	-.059	.018	-.008	-.054	1.000	-.065	-.026	-.102	.070
15	-.167	**-.245***	-.203	.006	-.035	-.076	-.088	.032	-.063	-.108	-.153	.056	-.169	-.065	1.000	-.093	-.162	-.200
16	.129	.086	.017	.002	-.048	.054	.016	.055	-.120	.036	.075	.054	-.127	-.026	-.093	1.000	-.121	-.149
17	.069	-.119	.031	.083	-.043	-.061	.000	-.036	-.119	.003	-.106	-.118	-.094	-.102	-.162	-.121	1.000	**.357****
18	-.126	.029	.113	-.006	-.053	.119	-.023	-.135	-.033	-.050	.063	-.145	.059	.070	-.200	-.149	**.357****	1.000

	Sustainability adoption score	Non-profit / Profit	Festival amount	Organiser Age	Sustainability certification	Sensing	Seizing	Transforming	Power of the brand	Marketing and promotion strategy	Focus on consumer	Product and service reputation	Strategic partners	Rel. w. local and national gov.	Relation with the local community	Relation with staff and suppliers	Supplier contracts	Management competences
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
19	-.113	.065	.178	-.014	.065	.316**	.243*	.076	.028	.068	-.172	-.073	.221	.051	-.067	-.167	-.090	-.111
20	.016	-.109	.107	-.151	.162	.054	.057	.088	-.064	-.015	-.080	-.099	-.180	-.196	-.023	.020	.186	.121
21	.053	-.091	.104	-.026	-.077	-.062	-.025	-.147	-.069	-.133	.185	-.084	-.167	.135	-.139	.097	-.062	-.076
22	.297**	.109	.017	.181	-.083	.038	.192	.327**	.011	-.050	.005	-.153	.066	.032	-.161	.080	-.067	-.082
23	.149	-.277*	-.171	.014	-.101	-.123	.143	.234*	-.041	-.033	.112	-.082	-.101	-.027	.248*	-.178	.150	-.100
24	-.127	-.306*	-.121	-.007	-.111	-.044	-.094	-.068	-.224*	-.141	-.107	.004	.200	.110	.050	.155	-.090	.043
25	-.003	-.285*	-.192	.168	.105	.038	.001	-.002	.010	.014	-.080	.133	-.080	.008	.143	-.141	.041	-.176
26	.105	.077	-.087	-.116	-.106	-.264*	-.052	-.090	-.039	-.091	.292*	-.110	-.231	.078	.043	-.197	-.086	.058
27	-.073	-.088	.098	.053	-.076	.098	-.028	-.156	-.135	.021	-.053	-.141	-.032	-.180	-.046	-.141	.220	.420**
28	.043	.096	-.105	.050	.042	.011	-.075	-.054	.126	-.174	-.060	-.003	-.097	-.277*	-.049	.161	-.095	.069
29	.067	.129	-.066	.157	-.083	.033	.034	.070	-.169	-.045	-.114	.055	-.080	.146	-.215	.064	.197	-.083
30																		
31	.031	-.126	-.064	-.027	.236	.016	-.063	-.031	-.030	-.165	-.173	-.135	-.012	.096	.016	-.079	-.110	-.136
32	-.169	-.067	.096	-.066	-.122	-.274*	-.316**	-.287**	-.136	.125	-.011	-.276*	-.020	-.077	-.028	-.045	.133	.066
33	.086	.059	-.079	.191	.130	.060	-.027	-.013	-.055	-.047	-.219	.024	.020	-.100	.011	.017	-.072	-.088
34	-.076	-.005	.096	.200	-.101	-.047	.009	.010	.028	-.018	-.014	-.098	.189	-.070	-.182	-.147	-.081	-.100
35	.025	.095	-.078	.044	.193	.072	.110	.051	-.015	-.225*	.143	-.096	.005	-.097	-.045	-.141	.174	.277*
36	-.020	.018	-.024	-.092	-.011	-.086	-.108	.003	.212*	.002	-.224*	-.049	-.033	-.138	.112	-.002	.062	-.128

	Trained and competent staff	Planning capacities	Decision making capabilities	Change management capabilities	Stable leadership	Capacity to raise funds	Know how	Capability to learn	Databases and information systems	Technical capabilities and e0perience	Trained and e0perienced staff	Training programs	Organisational culture	Internal communication	Entrepreneurship	Financial stability	Teamwork	Creativity
	19	**20**	**21**	**22**	**23**	**24**	**25**	**26**	**27**	**28**	**29**	**30**	**31**	**32**	**33**	**34**	**35**	**36**
1	-.113	.016	.053	**.297****	.149	-.127	-.003	.105	-.073	.043	.067		.031	-.169	.086	-.076	.025	-.020
2	.065	-.109	-.091	.109	**-.277***	**-.306***	**-.285***	.077	-.088	.096	.129		-.126	-.067	.059	-.005	.095	.018
3	.178	.107	.104	.017	-.171	-.121	-.192	-.087	.098	-.105	-.066		-.064	.096	-.079	.096	-.078	-.024
4	-.014	-.151	-.026	.181	.014	-.007	.168	-.116	.053	.050	.157		-.027	-.066	.191	.200	.044	-.092
5	.065	.162	-.077	-.083	-.101	-.111	.105	-.106	-.076	.042	-.083		.236	-.122	.130	-.101	.193	-.011
6	**.316****	.054	-.062	.038	-.123	-.044	.038	**-.264***	.098	.011	.033		.016	**-.274***	.060	-.047	.072	-.086
7	**.243***	.057	-.025	.192	.143	-.094	.001	-.052	-.028	-.075	.034		-.063	**-.316****	-.027	.009	.110	-.108
8	.076	.088	-.147	**.327****	**.234***	-.068	-.002	-.090	-.156	-.054	.070		-.031	**-.287****	-.013	.010	.051	.003
9	.028	-.064	-.069	.011	-.041	**-.224***	.010	-.039	-.135	.126	-.169		-.030	-.136	-.055	.028	-.015	**.212***
10	.068	-.015	-.133	-.050	-.033	-.141	.014	-.091	.021	-.174	-.045		-.165	.125	-.047	-.018	**-.225***	.002
11	-.172	-.080	.185	.005	.112	-.107	-.080	**.292***	-.053	-.060	-.114		-.173	-.011	-.219	-.014	.143	**-.224***
12	-.073	-.099	-.084	-.153	-.082	.004	.133	-.110	-.141	-.003	.055		-.135	**-.276***	.024	-.098	-.096	-.049
13	.221	-.180	-.167	.066	-.101	.200	-.080	-.231	-.032	-.097	-.080		-.012	-.020	.020	.189	.005	-.033
14	.051	-.196	.135	.032	-.027	.110	.008	.078	-.180	**-.277***	.146		.096	-.077	-.100	-.070	-.097	-.138
15	-.067	-.023	-.139	-.161	**.248***	.050	.143	.043	-.046	-.049	-.215		.016	-.028	.011	-.182	-.045	.112
16	-.167	.020	.097	.080	-.178	.155	-.141	-.197	-.141	.161	.064		-.079	-.045	.017	-.147	-.141	-.002
17	-.090	.186	-.062	-.067	.150	-.090	.041	-.086	.220	-.095	.197		-.110	.133	-.072	-.081	.174	.062
18	-.111	.121	-.076	-.082	-.100	.043	-.176	.058	**.420****	.069	-.083		-.136	.066	-.088	-.100	**.277***	-.128

	Trained and competent staff	Planning capacities	Decision making capabilities	Change management capabilities	Stable leadership	Capacity to raise funds	Know how	Capability to learn	Databases and information systems	Technical capabilities and experience	Trained and e0perienced staff	Training programs	Organisational culture	Internal communication	Entrepreneurship	Financial stability	Teamwork	Creativity
	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
19	1.000	-.043	.098	-.173	-.210	-.019	.074	-.112	.106	-.146	.023		.153	-.254*	-.042	.089	-.204	-.038
20	-.043	1.000	.056	-.128	-.029	-.068	-.180	-.165	.382**	-.070	-.129		.210	.035	.015	-.156	.115	-.036
21	.098	.056	1.000	-.119	.010	-.044	.000	.090	.082	-.067	.028		.044	.095	-.127	-.144	-.270*	-.158
22	-.173	-.128	-.119	1.000	-.156	-.043	.021	-.024	-.118	.070	.208		-.212	-.073	.177	.214	.089	-.162
23	-.210	-.029	.010	-.156	1.000	-.112	.129	.231	-.005	-.129	-.043		-.115	.049	-.167	-.189	-.020	-.076
24	-.019	-.068	-.044	-.043	-.112	1.000	-.174	-.025	-.040	-.067	-.173		.113	-.024	.044	.000	-.101	-.137
25	.074	-.180	.000	.021	.129	-.174	1.000	-.280*	-.182	-.067	.201		-.116	-.329**	.207	-.072	-.080	-.067
26	-.112	-.165	.090	-.024	.231	-.025	-.280*	1.000	-.152	-.008	-.165		-.108	.292*	-.176	-.082	.033	.046
27	.106	.382**	.082	-.118	-.005	-.040	-.182	-.152	1.000	.079	-.119		-.073	.072	.029	-.024	.017	-.142
28	-.146	-.070	-.067	.070	-.129	-.067	-.067	-.008	.079	1.000	.078		-.211	-.081	.204	-.220	.149	-.047
29	.023	-.129	.028	.208	-.043	-.173	.201	-.165	-.119	.078	1.000		-.088	-.075	.005	-.031	.016	-.203
30																		
31	.153	.210	.044	-.212	-.115	.113	-.116	-.108	-.073	-.211	-.088		1.000	-.075	-.107	.204	-.119	.072
32	-.254*	.035	.095	-.073	.049	-.024	-.329**	.292*	.072	-.081	-.075		-.075	1.000	-.123	.091	-.012	.042
33	-.042	.015	-.127	.177	-.167	.044	.207	-.176	.029	.204	.005		-.107	-.123	1.000	-.050	-.115	-.111
34	.089	-.156	-.144	.214	-.189	.000	-.072	-.082	-.024	-.220	-.031		.204	.091	-.050	1.000	-.171	-.008
35	-.204	.115	-.270*	.089	-.020	-.101	-.080	.033	.017	.149	.016		-.119	-.012	-.115	-.171	1.000	-.003
36	-.038	-.036	-.158	-.162	-.076	-.137	-.067	.046	-.142	-.047	-.203		.072	.042	-.111	-.008	-.003	1.000

9.5 Generalised model analysis

Table 7, the results of the generalised model analysis. * correlation is significant at the .10 level; **correlation is significant at the .05 level; *** correlation is significant at the .01 level. X^2 = 46.86 df=54 RMSEA = 0.0 GFI = 0.98 AGFI = 0.94

		1		2		3		4	
	R^2	0.218		0.245		0.611		0.478	
		Direct	Indirect	Direct	Indirect	Direct	Indirect	Direct	Indirect
1	Sustainability score								
2	Sensing		.133**						
3	Seizing	.263**		.504***					
4	Transforming				.363**	.720***			
	Profit type		.038*	.284***			.143**		.103**
	Number of festivals		.061			.233**			.168***
	Organisation age								
	Power of the brand								
	Marketing and promotion strategy								
	Focus on consumer	.229**							
	Strategic partners								
	Relation with the local community								
	Trained and competent staff		.042*	.317***			.160**		.115**
	Change management capabilities	.242*	.087**				.332***		.239***
	Stable leadership		.08**			.411***			.296***
	Capacity to raise funds								
	Know how								
	Capability to learn		-.0.28	-.211**			-.107*	-.077*	
	Internal communication		-.065*			-.245**			-.177**

9.6 Survey in Dutch and English

Enquête duurzaamheid bij festivalorganisaties

Q1.1 De kleine lettertjes:
Deze enquête is anoniem, er wordt daarom niet gevraagd naar je naam, de naam van jouw organisatie of festival(s). Resultaten worden gecombineerd gepubliceerd, aparte gegevens kunnen niet worden getraceerd.   Deze enquête is gericht aan ieder individu dat besluiten neemt en handelingen doet ten behoeve van een festival. Het doel van dit onderzoek is het identificeren van factoren die betrekking hebben op duurzaamheid in de festivalorganisatie.
J.degraaff@students.uu.nl 06 29590188
  Klik op de pijl om de enquete te starten.

Q1.1 The fine print:

This survey is anonymous, names and organisations will not be asked. The results will be published in combination, separate results will not be traceable.

This survey is addressed to each individual that takes decisions and handles in the name of a festival. The goal of this research is to identify factors that influence sustainability practices within the festival organisation.

J.degraaff@students.uu.nl
06 29590188

Push the arrow to start the survey.

Page Break

Q1.2
Onderdeel   1/6

In welk(e) segmenten is de organisatie actief?

☐   Non-profit / cultuur (1)

☐   Commercieel (2)

☐   Business to Business (3)

Q1.2
Part   1/6

In which segment is the organisation active?

☐   Non-profit / culture (1)

☐   Commercial (2)

☐   Business to Business (3)

X→

Q1.3 Organiseert de organisatie een of meerdere festivals per jaar?

○ 1 (1)

○ 1-5 (2)

○ > 5 (3)

Q1.3 Does the organisation organise one or multiple festivals per year?

○ 1 (1)

○ 1-5 (2)

○ >5 (3)

---

*

Q1.4 Hoeveel jaar is de organisatie actief in de festivalsector?

_____

Q1.4 How many years is the organisation active in the festival sector?

_____

Q1.5
Wat is je positie binnen de organisatie?

_____

Q1.5 What is your position within the organisation?

_____

Q2.1 **Onderdeel 2/6** In onderstaande tabel vind je 5 categorieën met 28 kenmerken die organisaties kunnen gebruiken om een concurrentievoordeel te behalen. Kijk de tabel even door voordat je verder gaat met de vraag.

Q2.1 **Part 2/6**
In the table you can find 5 categories with 28 features that organisations can use to achieve a competitive advantage. Take a look at the table before you continue.

Q2.2

Product en consument
Kracht van het merk
Marketing en promotie strategie
Focus op de consument
Product en service reputatie

Partners
Strategische partners
Relaties met lokale en nationale overheden
Relatie met de lokale gemeenschap
Relatie met personeel en leveranciers
Leverancierscontracten

Management
Management competenties
Getraind en competent personeel
Plan capaciteiten
Decision-making capaciteiten
Capaciteit om verandering te managen
Stabiel leiderschap
Capaciteit om fondsen te werven

Kennis
Kennis van zaken
Capaciteit om te leren
Databases en informatiesystemen
Technische vaardigheid en ervaring
Getraind of ervaren personeelsbestand
Trainings programma's

Organisatie	
Organisatie cultuur	Financiele stabiliteit
Interne communicatie	Teamwork
Ondernemerschap	Creativiteit

Q2.3
Kies **7** van de 28 kenmerken die volgens jou het meest waardevol zijn voor de organisatie. Je hoeft niet

uit iedere categorie iets te kiezen. *NB, de onderstaande kenmerken zijn identiek aan de bovenstaande tabel.*

Q2.3 Choose **7** of the 28 features that are most valuable for your organisation. You do not have to choose a feature from each category. *NB, the features are identical to the features in the table.*

X→

Q2.4 Product en consument

☐ Kracht van het merk (1)

☐ Marketing en promotie strategie (2)

☐ Focus op de consument (3)

☐ Product en service reputatie (4)

Q2.4 Product and consumer

☐ Power of the brand (1)

☐ Marketing and promotion strategy (2)

☐ Focus on the consumer (3)

☐ Product and service reputation (4)

X→

Q2.5 Partners

☐ Strategische partners (5)

☐ Relaties met lokale en nationale overheden (6)

☐ Relatie met de lokale gemeenschap (7)

☐ Relatie met personeel en leveranciers (8)

☐ Leverancierscontracten (9)

Q2.5 Partners

☐ Strategic partners (5)

☐ Relation with local and national governments (6)

☐ Relation with the local community (7)

☐ Relation with personell and suppliers (8)

☐ Supplier contracts (9)

X→

Q2.6 Management

☐ Management competenties (10)

☐ Getraind en competent personeel (11)

☐ Plan capaciteiten (12)

☐ Decision-making capaciteiten (13)

☐ Capaciteit om verandering te managen (14)

☐ Stabiel leiderschap (15)

☐ Capaciteit om fondsen te werven (16)

Q2.6 Management

☐ Management competences (10)

☐ Trained and competent staff (11)

☐ Planning capacities (12)

☐ Decicion making capacities (13)

☐ Change management capabilities (14)

☐ Stable leadership (15)

☐ Capability to raise funds (16)

Q2.7 Kennis

☐   Kennis van zaken (17)

☐   Capaciteit om te leren (18)

☐   Databases en informatiesystemen (19)

☐   Technische vaardigheid en ervaring (20)

☐   Getraind of ervaren personeelsbestand (21)

☐   Trainings programma's (22)

Q2.7 Knowledge

☐   Know how (17)

☐   Capability to learn (18)

☐   Databases and information systems (19)

☐   Technical capabilities and experience (20)

☐   Trained and experienced staff (21)

☐   Training programs (22)

Q2.8 Organisatie

☐ Organisatie cultuur (23)

☐ Interne communicatie (24)

☐ Ondernemerschap (25)

☐ Financiele stabiliteit (26)

☐ Teamwork (27)

☐ Creativiteit (28)

Q2.8 Organisation

☐ Organisational culture (23)

☐ Internal communication (24)

☐ Entrepreneurship (25)

☐ Financial stability (26)

☐ Teamwork (27)

☐ Creativity (28)

Q2.9 Heb je er precies **7** gekozen, ga dan door naar het volgende deel van deze vraag.

Q2.9 Did you choose **7** features? Continue to the next part of this question.

X→

Q3.1 Rangschik nu je 7 gekozen kenmerken op waarde. Des te waardevoller het kenmerk is voor jouw organisatie, des te hoger je het op de rangschikking mag zetten.

_____ Kracht van het merk (1)
_____ Marketing en promotie strategie (2)
_____ Focus op de consument (3)
_____ Product en service reputatie (4)
_____ Strategische partners (5)
_____ Relaties met lokale en nationale overheden (6)
_____ Relatie met de lokale gemeenschap (7)
_____ Relatie met personeel en leveranciers (8)
_____ Leverancierscontracten (9)
_____ Management competenties (10)
_____ Getraind en competent personeel (11)
_____ Plan capaciteiten (12)
_____ Decision-making capaciteiten (13)
_____ Capaciteit om verandering te managen (14)
_____ Stabiel leiderschap (15)
_____ Capaciteit om fondsen te werven (16)
_____ Kennis van zaken (17)
_____ Capaciteit om te leren (18)
_____ Databases en informatiesystemen (19)
_____ Technische vaardigheid en ervaring (20)
_____ Getraind of ervaren personeelsbestand (21)
_____ Trainings programma's (22)
_____ Organisatie cultuur (23)
_____ Interne communicatie (24)
_____ Ondernemerschap (25)
_____ Financiele stabiliteit (26)
_____ Teamwork (27)
_____ Creativiteit (28)

Q3.1 Arrange your 7 feature according to value. The feature that is most valuable should be your number one.

_____ Power of the brand (1)
_____ Marketing and promotion strategy (2)
_____ Focus on the consumer (3)
_____ Product and service reputation (4)
_____ Strategic partners (5)
_____ Relations with local and national governments (6)
_____ Relationship with local community (7)
_____ Relationship with staff and suppliers (8)
_____ Supplier contracts (9)
_____ Management competences (10)
_____ Trained and competent staff (11)
_____ Planning capabilities (12)
_____ Decicion-making capabilities (13)
_____ Change management capabilities (14)
_____ Stable leadership (15)
_____ Capability to raise funds (16)
_____ Know-how (17)
_____ Learning capabilities (18)
_____ Databases and information systems (19)
_____ Technical capability and experience (20)
_____ Trained and experienced staff (21)
_____ Training programs (22)
_____ Organisation culture (23)
_____ Internal communication (24)
_____ Entrepreneurship (25)
_____ Financial stability (26)
_____ Teamwork (27)
_____ Creativity (28)

Q4.1 **Onderdeel 3/6**In dit onderdeel krijg je 14 stellingen voorgelegd. Deze stellingen reflecteren jouw perspectief op de festival organisatie. Geef aan in welke mate je het eens bent met de stelling.

Q4.1 **Part 3/6**

In this part you will find 14 statements. These statements reflect your perspective on the festival organisation. Please state the degree of acceptance on the statement.

X→

Q4.SE1 Onze organisatie kent de "best practices" in de festival sector.

○ Helemaal eens (6)

○ Eens (5)

○ Beetje eens (4)

○ Beetje oneens (3)

○ Oneens (2)

○ Helemaal oneens (1)

Q4.SE1 Our company knows the best practices in the market.

○ Fully agree (6)

○ Agree (5)

○ Slightly agree (4)

○ Slightly disagree (3)

○ Disagree (2)

○ Fully disagree (1)

X→

Q4.SE2 Onze organisatie is op de hoogte van de huidige marktsituatie.

○ Helemaal eens (6)

○ Eens (5)

○ Beetje eens (4)

○ Beetje oneens (3)

○ Oneens (2)

○ Helemaal oneens (1)

Q4.SE2 Our company is up-to-date with respect to the current market situation.

○ Fully agree (6)

○ Agree (5)

○ Slightly agree (4)

○ Slightly disagree (3)

○ Disagree (2)

○ Fully disagree (1)

Page Break

X→

Q4.SE3 Onze organisatie zoekt systematisch naar informatie over de huidige marktsituatie.

○ Helemaal eens (6)

○ Eens (5)

○ Beetje eens (4)

○ Beetje oneens (3)

○ Oneens (2)

○ Helemaal oneens (1)

Q4.SE3 Our company systematically searches for information on the current market situation.

○ Fully agree (6)

○ Agree (5)

○ Slightly agree (4)

○ Slightly disagree (3)

○ Disagree (2)

○ Fully disagree (1)

Page Break

X→

Q4.SE4 Als organisatie weten wij hoe we nieuwe bronnen van informatie kunnen vinden.

○ Helemaal eens (6)

○ Eens (5)

○ Beetje eens (4)

○ Beetje oneens (3)

○ Oneens (2)

○ Helemaal oneens (1)

Q4.SE4 As a company, we know how to access new information.

○ Fully agree (6)

○ Agree (5)

○ Slightly agree (4)

○ Slightly disagree (3)

○ Disagree (2)

○ Fully disagree (1)

Page Break

X→

Q4.SE5 Onze organisatie is altijd op de hoogte van de activiteiten van onze concurrenten.

○ Helemaal eens (6)

○ Eens (5)

○ Beetje eens (4)

○ Beetje oneens (3)

○ Oneens   (2)

○ Helemaal oneens (1)

Q4.SE5 Our company always has an eye on our competitors activities.

○ Fully agree (6)

○ Agree (5)

○ Slightly agree (4)

○ Slightly disagree (3)

○ Disagree (2)

○ Fully disagree (1)

Page Break

X→

Q4.SZ1 Onze organisatie kan snel anticiperen op nieuwe kennis van buitenaf.

○ Helemaal eens (6)

○ Eens (5)

○ Beetje eens (4)

○ Beetje oneens (3)

○ Oneens (2)

○ Helemaal oneens (1)

Q4.SZ1 Our company can quickly anticipate on new knowledge from the outside.

○ Fully agree (6)

○ Agree (5)

○ Slightly agree (4)

○ Slightly disagree (3)

○ Disagree (2)

○ Fully disagree (1)

Page Break

X→

Q4.SZ2 We herkennen welke nieuwe informatie kan worden gebruikt binnen onze organisatie.

○ Helemaal eens (6)

○ Eens (5)

○ Beetje eens (4)

○ Beetje oneens (3)

○ Oneens (2)

○ Helemaal oneens (1)

Q4.SZ2 We recognize what new information can be utilized in our company.

○ Fully agree (6)

○ Agree (5)

○ Slightly agree (4)

○ Slightly disagree (3)

○ Disagree (2)

○ Fully disagree (1)

Page Break

X→

Q4.SZ3 Onze organisatie kan nieuwe technologische kennis omzetten in processen en productinnovaties.

○ Helemaal eens (6)

○ Eens (5)

○ Beetje eens (4)

○ Beetje oneens (3)

○ Oneens (2)

○ Helemaal oneens (1)

Q4.SZ3 Our company is capable of turning new technological knowledge into process and product innovation.

○ Fully agree (6)

○ Agree (5)

○ Slightly agree (4)

○ Slightly disagree (3)

○ Disagree (2)

○ Fully disagree (1)

Page Break

X→

Q4.SZ4 In onze organisatie leidt huidige informatie tot de ontwikkeling van nieuwe producten en services.

○ Helemaal eens (6)

○ Eens (5)

○ Beetje eens (4)

○ Beetje oneens (3)

○ Oneens (2)

○ Helemaal oneens (1)

Q4.SZ4 Current information leads to the development of new products or services.

○ Fully agree (6)

○ Agree (5)

○ Slightly agree (4)

○ Slightly disagree (3)

○ Disagree (2)

○ Fully disagree (1)

Page Break

X→

Q4.T1 Door heldere verantwoordelijkheden af te spreken, zijn wij in staat om plannen voor verandering in de organisatie met succes te implementeren.

○ Helemaal eens (6)

○ Eens (5)

○ Beetje eens (4)

○ Beetje oneens (3)

○ Oneens (2)

○ Helemaal oneens (1)

Q4.T1 By defining clear responsibilities, we successfully implement plans for changes in our company.

○ Fully agree (6)

○ Agree (5)

○ Slightly agree (4)

○ Slightly disagree (3)

○ Disagree (2)

○ Fully disagree (1)

Page Break

Q4.T2 Zelfs wanneer er onvoorziene gebeurtenissen plaatsvinden, kunnen wij veranderingstrajecten in onze organisatie op consistente wijze doorzetten.

- ○ Helemaal eens (6)

- ○ Eens (5)

- ○ Beetje eens (4)

- ○ Beetje oneens (3)

- ○ Oneens (2)

- ○ Helemaal oneens (1)

Q4.T2 Even when unforeseen interruptions occur, change projects are continued consistently in our company.

- ○ Fully agree (6)

- ○ Agree (5)

- ○ Slightly agree (4)

- ○ Slightly disagree (3)

- ○ Disagree (2)

- ○ Fully disagree (1)

Page Break

X→

Q4.T3 Besluiten over geplande veranderingen binnnen de organisatie worden consistent nageleefd.

○ Helemaal eens (6)

○ Eens (5)

○ Beetje eens (4)

○ Beetje oneens (3)

○ Oneens (2)

○ Helemaal oneens (1)

Q4.T3 Decisions on planned changes are pursued consistently in our company.

○ Fully agree (6)

○ Agree (5)

○ Slightly agree (4)

○ Slightly disagree (3)

○ Disagree (2)

○ Fully disagree (1)

Page Break

`X→`

Q4.T4 In het verleden zijn wij succesvol geweest met betrekking tot het implementeren van veranderingen.

- ◯ Helemaal eens (6)

- ◯ Eens (5)

- ◯ Beetje eens (4)

- ◯ Beetje oneens (3)

- ◯ Oneens (2)

- ◯ Helemaal oneens (1)

Q4.T4 In the past, we have demonstrated our strengths in implementing changes.

- ◯ Fully agree (6)

- ◯ Agree (5)

- ◯ Slightly agree (4)

- ◯ Slightly disagree (3)

- ◯ Disagree (2)

- ◯ Fully disagree (1)

Page Break

Q4.T5 In onze organisatie kunnen veranderingstrajecten tegelijkertijd met de dagelijkse bedrijfsvoering worden uitgevoerd.

○ Helemaal eens (6)

○ Eens (5)

○ Beetje eens (4)

○ Beetje oneens (3)

○ Oneens (2)

○ Helemaal oneens (1)

Q4.T5 In our company, change projects can be put into practice alongside daily business.

○ Fully agree (6)

○ Agree (5)

○ Slightly agree (4)

○ Slightly disagree (3)

○ Disagree (2)

○ Fully disagree (1)

End of Block: Dynamic capabilities

Start of Block: Strategy

Q5.1 **Onderdeel 5/6** In dit onderdeel komen verschillende aspecten die betrekking hebben tot duurzaamheid voorbij. Geef aan of een aspect op dit moment aandacht krijgt van de organisatie en in welke mate dit is.

Q5.1 **Part 5/6**
In this part different aspects regarding sustainability at festivals are shown. Please state if the aspect receives attention of the organisation and to what degree this is.

X→

Q5.2 Afval preventie en scheiden

○ Nog niet overwogen (1)

○ Overwogen (2)

○ Plannen in ontwikkeling (3)

○ Plannen klaar voor uitvoering (4)

○ Plannen in uitvoering (5)

Q5.2 Waste prevention and separation

○ Not considered (1)

○ Considered (2)

○ Plans are being developed (3)

○ Plans ready for execution (4)

○ Plans are being executed (5)

X→

Q5.3
Geef aan of dit aspect op dit moment aandacht krijgt van de organisatie en in welke mate.

Energie voorziening

○ Nog niet overwogen (1)

○ Overwogen (2)

○ Plannen in ontwikkeling (3)

○ Plannen klaar voor uitvoering (4)

○ Plannen in uitvoering (5)

Q5.3 State if this aspect is receiving the attention of the organisation at the moment and to which extent.

Energy supply

○ Not considered (1)

○ Considered (2)

○ Plans are being developed (3)

○ Plans ready for execution (4)

○ Plans are being executed (5)

Page Break

X→

Q5.4 Geef aan of dit aspect op dit moment aandacht krijgt van de organisatie en in welke mate.
Mobiliteit en transport

○ Nog niet overwogen (1)

○ Overwogen (2)

○ Plannen in ontwikkeling (3)

○ Plannen klaar voor uitvoering (4)

○ Plannen in uitvoering (5)

Q5.4 State if this aspect is receiving the attention of the organisation at the moment and to which extent.

Mobility and transport

○ Not considered (1)

○ Considered (2)

○ Plans are being developed (3)

○ Plans ready for execution (4)

○ Plans are being executed (5)

Page Break

Q5.5 Geef aan of dit aspect op dit moment aandacht krijgt van de organisatie en in welke mate.
Water en afvalwater

○ Nog niet overwogen (1)

○ Overwogen (2)

○ Plannen in ontwikkeling (3)

○ Plannen klaar voor uitvoering (4)

○ Plannen in uitvoering (5)

Q5.5

State if this aspect is receiving the attention of the organisation at the moment and to which extent.

Water and wastewater

    ○ Not considered (1)

    ○ Considered (2)

    ○ Plans are being developed (3)

    ○ Plans ready for execution (4)

    ○ Plans are being executed (5)

Page Break

X→

Q5.6 Geef aan of dit aspect op dit moment aandacht krijgt van de organisatie en in welke mate.
Eten en drinken

○ Nog niet overwogen (1)

○ Overwogen (2)

○ Plannen in ontwikkeling (3)

○ Plannen klaar voor uitvoering (4)

○ Plannen in uitvoering (5)

Q5.6 State if this aspect is receiving the attention of the organisation at the moment and to which extent.

Food and beverage

○ Not considered (1)

○ Considered (2)

○ Plans are being developed (3)

○ Plans ready for execution (4)

○ Plans are being executed (5)

Page Break ───────────────────────────────

X→

Q5.7 Geef aan of dit aspect op dit moment aandacht krijgt van de organisatie en in welke mate. Betrekken van de lokale gemeenschap

- ○ Nog niet overwogen (1)

- ○ Overwogen (2)

- ○ Plannen in ontwikkeling (3)

- ○ Plannen klaar voor uitvoering (4)

- ○ Plannen in uitvoering (5)

Q5.7 State if this aspect is receiving the attention of the organisation at the moment and to which extent.

Involvement of local community

- ○ Not considered (1)

- ○ Considered (2)

- ○ Plans are being developed (3)

- ○ Plans ready for execution (4)

- ○ Plans are being executed (5)

Page Break

Q5.8 Geef aan of dit aspect op dit moment aandacht krijgt van de organisatie en in welke mate.
Locatie (bodem en groen)

○ Nog niet overwogen (1)

○ Overwogen (2)

○ Plannen in ontwikkeling (3)

○ Plannen klaar voor uitvoering (4)

○ Plannen in uitvoering (5)

Q5.8

State if this aspect is receiving the attention of the organisation at the moment and to which extent.

Location (soil and greens)

○ Not considered (1)

○ Considered (2)

○ Plans are being developed (3)

○ Plans ready for execution (4)

○ Plans are being executed (5)

Page Break

X→

Q5.9 Geef aan of dit aspect op dit moment aandacht krijgt van de organisatie en in welke mate. Duurzaamheids management systeem (een informatie systeem waar in kpi's met betrekking tot duurzaamheid worden bijgehouden)

○ Nog niet overwogen (1)

○ Overwogen (2)

○ Plannen in ontwikkeling (3)

○ Plannen klaar voor uitvoering (4)

○ Plannen in uitvoering (5)

Q5.9 State if this aspect is receiving the attention of the organisation at the moment and to which extent.

Sustainability management system (an information system that keeps track of kpi's regarding sustainability)

○ Not considered (1)

○ Considered (2)

○ Plans are being developed (3)

○ Plans ready for execution (4)

○ Plans are being executed (5)

Page Break

Q5.10 Geef aan of dit aspect op dit moment aandacht krijgt van de organisatie en in welke mate.
Duurzaam inkopen

○ Nog niet overwogen (1)

○ Overwogen (2)

○ Plannen in ontwikkeling (3)

○ Plannen klaar voor uitvoering (4)

○ Plannen in uitvoering (5)

Q5.10

State if this aspect is receiving the attention of the organisation at the moment and to which extent.

Sustainable procurement

○ Not considered (1)

○ Considered (2)

○ Plans are being developed (3)

○ Plans ready for execution (4)

○ Plans are being executed (5)

Page Break

Q5.11
Geef aan of dit aspect op dit moment aandacht krijgt van de organisatie en in welke mate.

CO-2 compensatie

○ Nog niet overwogen (1)

○ Overwogen (2)

○ Plannen in ontwikkeling (3)

○ Plannen klaar voor uitvoering (4)

○ Plannen in uitvoering (5)

Q5.11 State if this aspect is receiving the attention of the organisation at the moment and to which extent.

CO-2 compensation

○ Not considered (1)

○ Considered (2)

○ Plans are being developed (3)

○ Plans ready for execution (4)

○ Plans are being executed (5)

Page Break

Q5.12
Geef aan of dit aspect op dit moment aandacht krijgt van de organisatie en in welke mate.

Aanpakken van wegwerp plastic

○ Nog niet overwogen (1)

○ Overwogen (2)

○ Plannen in ontwikkeling (3)

○ Plannen klaar voor uitvoering (4)

○ Plannen in uitvoering (5)

Q5.12

State if this aspect is receiving the attention of the organisation at the moment and to which extent.

Phasing out disposable plastics

○ Not considered (1)

○ Considered (2)

○ Plans are being developed (3)

○ Plans ready for execution (4)

○ Plans are being executed (5)

Page Break ───────

Q6.1 Maakt de organisatie gebruik van een of meerdere certificiering(en) met betrekking tot duurzaamheid?

○ Nee (1)

○ Ja, namelijk (2) _____

Q6.1 Does the organisation use certifications regarding sustainability?

○ No (1)

○ Yes, namely (2) _____

Q7.1
Bedankt voor het invullen van de enquête.

Klik op de pijl om de enquête af te ronden en een rapport van jou antwoorden opgestuurd te krijgen. Deze kun je later gebruiken om te vergelijken met uitkomsten van het onderzoek.

Ken je festivalorganisatoren die interesse zouden hebben in het invullen van deze survey? Laat dan de naam van de organisatie of de contactgegevens achter in dit textvak. Bedankt voor de tips!

_____

Q7.1 Thank you for participating in this survey.

Press the arrow to save your response and to receive a copy of your answers. You can use these answers to compare with the outcome of this study.

Do you know festival organisers that might be interested in taking part in this survey? Please state the name of the organisation or the contact information in the form below. Thanks for the tips!

_____