

Master Thesis

How leadership influences the success of Dutch music festivals

Master of Business Administration

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Management Summary

Situation & complication: Literature has shown that organizations of today's business environment have to be capable of reacting to fast environmental changes. Moreover, proactive behaviours, personal initiative, autonomy and teamwork are increasingly important for job performance. Having an effective organizational culture is especially important within project management organizations such as the event industry. Events have become an important industry and within this industry, music festivals are essential for generating revenue and are becoming more popular in the Netherlands. Because of this popularity and importance of music festivals, gaining competitive advantages is crucial. To be unique and attractive, being creative and innovative within project boundaries is of great importance. There is a lack of information in existing literature on how leaders can encourage and control employees to be creative and take initiative. This information is of great importance for success. The phenomenon in the context of event management and leadership is not studied much and because of its specific dynamics it is an excellent research context to broaden the literature on leadership.

Research question: To broaden leadership literature focusing on the music festival/event industry on the topic of encouragement and influences of leadership, the following research question is developed: *"How and when do leaders in the event/music festival industry encourage their employees to take initiative and be creative within a set of pre-determined project boundaries?"*

Methodology: Because this research is focussed on expertise and experiences of managers in successful music festival organizations, qualitative research is executed. To get insight in how managers control and encourage their employees in music festival organizations, the type of data collection used is semi-structured interviews. This type of data collection allowed covering the theme of the research and specific questions set beforehand, and submit others during the interview. Because of the population of this research, which are managers and leaders of successful music festival organizations or project groups, the technique used in this research is non-probability sampling. There is no list available of successful managers in the Netherlands and they are difficult to reach. However, despite this difficulty, this research includes a sample of 14 successful leaders from small and large music festival organizations in the Netherlands.

Conclusion & recommendations: Existing literature and results from the conducted interviews show that there are several important project management success factors. Existing literature and the results from the interviews had many similarities. The interviews have provided some new insights for project management success factors within the event industry. The most important success factors are: challenging projects, team-building, appreciation, learning from mistakes, planning, ability to change and adapt, open communication, creating memorable experiences, being creative within the budget, having good artists/facilities, characteristics of employees and promotion through social media. Besides these success factors, results show that there are several factors and behaviours from leaders which influence creativity and personal initiative of employees. These are: role-modelling, intellectual stimulation and knowledge diffusion, providing vision, consulting, personalized delegating, support for innovation, feedback, appreciating and proper task assignment. Moreover, the timing of encouragement of creativity and personal initiative is during the whole process of organization. Where in the starting period generating ideas is favourable and during the event problem solution. Lastly, practical recommendations for leaders are: encourage open communication, being a team, provide clear goals, being a role-model, provide integrative tasks, effectively connect employees, create a horizontal hierarchy, appreciate and give feedback, handle a loose management style with personalized control/delegation, and arrange creative moments.

Acknowledgements

This research has been conducted for completing a master thesis. The outcome of this research is a relevant supplementary for the leadership literature and the event industry. Creativity and innovation are crucial in today's event industry because of the growing competition, especially for music festival organizations. Therefore, several successful music festival organizations were questioned about their leadership style focussing on enhancement of creativity and personal initiative.

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1. Introduction

1.1. Situation & complication

Because of the fast changes in today's business environment, organizations have to find ways to adapt to these changes so that high organizational performance can be created. Proactive behaviour, personal initiative and teamwork in organizations are increasingly important factors for job performance (Crant, 2000; Thamhain, 2004). Furthermore, Patanakul, Pinto and Pinto (2016) have written an article about motivations of employees to have a high level of performance in project organizations. In this article they state that autonomy and support from a team is very important for the motivation of employees within project organizations. "Effective team leaders are social architects who understand the interaction of organizational and behavioural variables and can foster a climate of active participation, accountability and result-orientation." (Thamhain, 2004, p.543). Organizational performance is influenced by its organizational culture (Kyriakidou & Gore, 2005; Thamhain, 2004). As a consequence, managers of today's existing organizations have to create a culture that facilitates effective organizational performance. Having an effective organizational culture where employees take initiative and are autonomous is especially important in the creative industry and project organizations. Project management success is related to the achievement of planned results and creating autonomy to motivate employees and thereby making sure that time and cost boundaries and quality goals are met (Patanakul et al., 2016; Cooke-Davies, 2002; De Jong & Den Hartog, 2007). An industry of project management is the event industry. Events have become an important part of the tourism industry (Abreu-Novais & Arcodia, 2013). Within the events industry, music festivals are very popular nowadays. They are essential for generating revenue within the event industry (Leenders, Van Telgen, Gemser and Van der Wurff, 2011). As a consequence, the study of festivals and events is nowadays gaining momentum in the tourism research area (Quinn, 2009). Getz (2010) has written an article about the scope of festival literature. He did an extended literature review on 423 articles about festival studies. He has revealed research gaps which include a lot of topics on festivals of which two are entrepreneurship and organizational culture. Accordingly, information about the social and private strengths and weaknesses of entrepreneurship within festivals is scarce. Getz (2010) states that the influence of leaders and organizational culture is still a question. Because the information on entrepreneurship and leadership within festival literature, it is important to focus more on the combination entrepreneurial leadership. Much research is done about the influences of organizational culture on organizational performances, however there is a lack of academic literature of this topic within the event/music festival industry (Thamhain, 2004; Ogbonna & Harris, 2011). Research on music festivals has been done on several topics, for example the motivation of attendees (Li & Petrick, 2006; Abreu-Novais & Arcodia, 2013), the economic and cultural impact of music festivals, the issue of government support for music festivals (Leenders et al., 2011) and the interactions between event organizations and stakeholders (Presenza & Iocca, 2012). There is a lack of literature about the leadership influences within music festival organizations, focussed on controlling and encouraging employees to be creative and take initiative.

As seen from the literature, there is a lack of information on leadership influences within the event industry. The information is scarce on how managers should encourage and control employees to be creative and take initiative. This information is of great importance for success. The

phenomenon in the context of event management and leadership is not studied much and because of its specific dynamics it is an excellent research context to broaden the literature on leadership.

1.2. Research goal

Because of the success and popularity of music festivals, the importance of creativity and personal initiative, and the lack of literature, *the goal of this research is executing a theoretically and methodically substantiated research on how and when leaders within the event/ music festival industry encourage and control their employees to take initiative and be creative within a set of pre-determined project boundaries in order to create high organizational performance.*

To achieve this research goal, existing literature is examined. In addition, the researcher investigates to what extent the knowledge from the literature is similar to the experiences from successful music festival organizers.

1.3. Research question

“How and when do leaders in the event/music festival industry encourage their employees to take initiative and be creative within a set of pre-determined project boundaries?”

1.4. Theoretical framework

To answer the research question, different topics are discussed and a literature review is done. This theoretical framework is important input for answering the research question. Theories and definitions of the following topics are discussed in this research: event management and music festivals, project management and leadership in project management. These topics provide information on existing literature and this will be compared with experiences of leaders from the field. The literature showed a gap regarding the influencing behaviours of leaders on creativity and taking initiative within the event industry. Different propositions are developed to provide topics for field research.

1.5. Academic & practical relevance

Because there is a lack of information within the context of the event industry about the influence of leaders on an effective organizational culture and encouraging employees, this research will be of practical and academic relevance. Not only managers of music festival organizations, but also other event managers will get insight in success factors of encouraging employees to take initiative and to meet the goals of the organization. By providing more information about this subject, organizers of events will be more able to be successful in controlling and encouraging their teams. Moreover, the event industry is an interesting industry for research because of its specific characteristics. The industry is dynamic because it constantly needs to adapt to different environmental changes and risks. As said before, being able to adapt to the fast changing environment of today is a very important issue for many companies in different sectors. Furthermore, projects within the event industry are dealing with time pressure and budgets. Knowledge about how to deal with these boundaries can be useful for many project organizations. Also, as delivering distinctive and memorable experiences is getting more important for organizations, this research can be very useful because the event industry is all about delivering experiences to visitors. From delivering distinctive experiences, organizations can gain financial and competitive advantages (Pine & Gilmore, 2011). In addition, the event industry is about creativity and innovation, which is gaining momentum in today's

business environment (Paleo & Wijnberg, 2008). According to Larson (2011), renewing and being creative is crucial for the success of events. As seen from these aspects, when successful event organizations are examined, the aspects of creating a successful organizational culture will be applicable for different kinds of project organizations. Furthermore, because of this lack of literature and research on internal aspect of event management, this research will be an excellent context for further research in leadership literature.

1.6. Thesis outline

This thesis exists of several aspects. At first it consists a theoretical framework in which the topic of the thesis has been reviewed using existing academic literature. The topics discussed in this chapter are: event management & music festivals, project management and leadership in project management. After this, the methodology of the thesis is given. Within this chapter the research strategy, data collection method, selection of the sample and data analysis method are described. Thereafter, the results of the interviews conducted are provided. Then the conclusion and discussion follows, in which key findings, limitations, future research recommendations and practical implications can be found. Furthermore, this thesis includes four attachments. Appendix 1 includes the interview guide used for conducting the interviews; appendix 2 includes the list of respondents with specifics; appendix 3 includes the email which potential respondents received; and appendix 4 includes the coding scheme extracted from the interview results.

2. Theoretical framework

This chapter contains the theoretical framework in which the topic of this thesis is discussed. This is done by using relevant existing literature about the topic of different authors. Academic literature about the following topics is used: event management & music festivals, project management and leadership in project management. To obtain relevant literature on these topics, different search engines and keywords are used. Examples of keywords used are: 'event management', 'festivals', 'project management', 'music festivals', 'creative leadership', 'entrepreneurial leadership'. At first there were some difficulties with finding the right literature for event management and music festivals. By linking the concept of project management with event management, relevant literature could be found. Much literature was found by the input of the articles found at first. These authors used relevant literature of different other authors, which were also relevant for this framework. Not only were the articles searched for on relevance but also on reliability and currency. Most of the articles were found in the database of the University of Twente which is a reliable source. Others were found using Google Scholar. Furthermore, all articles are from academic journals. Literature of different journals has been used. Some examples are, International Journal of Project Management, International Journal of Event Management Research and the European Journal of Innovation Management. Once articles were found, they were scanned on relevance and reliability by reading the keywords, abstract, results and conclusions. Articles which were not relevant were removed from the selection.

2.1. Event management & music festivals

Events are part of a booming industry that continues to grow both domestically and internationally (Abbot & Geddie, 2001). Event management has emerged as a quasi-profession and a fast-growing field of studies within universities around the world (Getz, 2000). The increase of the popularity of events is according to Getz due to different changes, namely aging, technology, income, and time. Within the event industry music festivals are very popular nowadays. They are even essential for generating revenue within the whole event industry (Leenders et al., 2011). Festivals are of great interest within event studies for scholars, due to the fact that creating memorable festival experiences is becoming more popular and important (Getz, 2000). According to Quinn (2009), the study of festivals and events is also an important subject of tourism research nowadays and therefore, understanding this subject has become crucial.

To get more insight in the concepts of event management and music festivals, different definitions are found. According to Getz (2008), event management is the professional practice of designing, producing and managing planned events, such as festivals, entertainment, recreation, sport and arts events and corporate and private events. Furthermore, the author states that the concept is about understanding the experiences of the planned event and the meaning of it. One kind of event belonging to event management is a festival. The concept of festivals has been defined by different authors. According to Getz (2001), no widely acceptable definition has been created. In one of the early approaches to define festivals, Pieper (1965), described festivals as celebrations of different religions. A more recent definition was given by Getz (2005), who defines the concept as "themed, public celebrations" (p.21.) and states that "festivals typically include a large program of events, including sports, concerts, participatory recreation, consumer shows and sales, hospitality places for sponsors, and educational events (Getz, 2000, p.11). This shows that the concept of festivals has emerged from only focussing on

religions to all kinds of contexts. Falassi (1987) adds to this the following the definition of festivals where he calls the concept “a sacred or profane time of celebration, marked by special observances.” (p.2.) To focus more specifically on music festivals, Bowen and Daniels (2005), described the concept of music festivals as unique special events where music is the core and where different artists perform. These festivals have artist performances and other side activities.

2.1.1. Managing music festivals

As music festivals are becoming more popular nowadays, more festivals are being organized and the competition grows. As a consequence, many music festival organizations in the Netherlands are having a hard time selling out their events (Leenders et al., 2011). Visitors of music festivals have a great number of options for visiting festivals nowadays and therefore have to choose which they experience as most interesting. As a consequence, the organizers of festivals need to create a unique experience. They have to distinguish themselves from others by creating new and innovative ideas. Larson (2011) has written an article about innovation and creativity within festival organizations. Because of today’s fast changing environment, innovation is of importance within the festival industry. Improvised innovation processes can help respond to these changes. Therefore, it is important for music festival organizations to be creative and to maintain spontaneity and commitment. Innovation within festivals is an important strategic issue to maintain popular in the future. Therefore, staying up-to-date is crucial (Larson, 2011). Besides these changes, Larson (2011) states that festival organizations often have to deal with uncertainties, for example changes in weather. As a consequence, they need to be able to improvise. Also, openness is of great importance because of this, especially for external actors or new group members.

Because of this growing competition and importance of creativity and innovation, well performed event management is crucial. O’Toole (2000) has written an article about the integration of event management by project management processes. The author shows that the organizational structure of event management is entrepreneurial, deadlines are very important to meet, and dynamics and fast responding to changes are of high priority. This last point, responding to changes in the environment, requires different aspects, namely the capability to make the best decisions quickly, which requires skills, experiences and knowledge; the capability to communicate decisions and making sure that these are executed properly, which requires good quality leadership and delegation of responsibility. From the literature is seen that the concept of project management is used to provide a methodology for event management, and that it lacks a specific event management methodology (O’Toole, 2000). The information about management and leadership in events is scarce. Therefore, the next paragraph includes the insights in the methodology of project management, which then can be applied to event management. It also provides relevant existing literature on success factors of project management, and explains how to be successful.

2.2. Project management

Because of the increasing importance of innovation and creativity and the increased competition in the event industry, guidance for management is needed. As mentioned in the previous paragraph, O’Toole (2000) has found evidence that events and its environment have become more complex and that event management does not have a defined methodology. Therefore event management is moving towards project management to provide the methodology needed. The author states that some events are using the whole methodology of project management and some are using specific aspects. Project management system can be used by event management organizations, but the event practices could also provide new insights for project management. In his article, O’Toole (2000) developed the table below (table 1). In this table, project management is compared within different industries, including the event management industry. This table shows the differences between the project organizations and the aspects of the project as already mentioned in the previous paragraph (2.1.1.).

Aspect of a Project	Engineering and Civil Works	Information Technology Project	Event Management
Organisation Structure	Concurrent structure - fairly autonomous network within a traditional company or bureaucracy	Network of experts	Vary - often entrepreneurial
Time	A major priority	Often has overruns as the product is not as well defined	Absolutely must meet the deadline.
Risk Management	Systematic methodology developed -tested many times	A developing methodology	Varied and event dependent
Cost	A major priority	A major priority however cost overruns are common	A priority
Content/end product	Fixed and decided upon	Variable due to change in software and new problems	To a degree variable
Site plan	Overriding constraint	Inapplicable	Overriding project constraint
Human resources	Skilled staff essential	Highly specialist staff essential	Staff ranges from volunteers to specialists
Planning	Planning, then implementation	Planning and implementation often at the same time with feedback.	Planning and implementation overlap
Implementation	May take years and is completed	Is ongoing	Actual event may be over in hours.
Dynamic and responding to change	Not a high priority	A high priority	A high priority

Table 1: Project management comparison across industries (O’Toole, 2000)

Proposition 1: Event management practices could provide new insights for the project management methodology.

The definition of project management is given by many authors for a long time already, starting from the early 1950’s. For example, Munns and Bjeirmi (1996) define project management as: “the process of controlling the achievement of the project objectives. Utilising the existing organisational structures and resources, it seeks to manage the project by applying a collection of tools and techniques, without adversely disturbing the routine operation of the company” (p. 81.) The Project Management Institute (2016) defines project management as “the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.” In addition, Turner defines it as “the process by which a project is successfully completed, and its

objectives successfully delivered (whatever is meant by “successfully”).” Also The British Standard for project management (1996) defined project management as “the planning, monitoring and control of all aspects of a project and the motivation of all those involved in it to achieve the project objectives on time and to the specified cost, quality and performance.” Here the authors mention the boundaries of time, cost and quality. As can be seen from the definitions, they all refer to a process of achieving project objectives within pre-set boundaries of the organization.

2.2.1. Stages of project management

Project management includes several steps. To identify how projects are managed Munns and Bjeirmi (1996) provide six stages. These stages are the following: 1. *Conception phase*: there is an idea for a project within the client organization of which the feasibility is determined. 2. *Planning phase*: the method for achieving project goals is designed. 3. *Production*: the ideas are turned into reality. 4. *Handover*: the client receives the project for use. 5. *Utilisation*: the project is actually used. 6. *Closedown*: and finally, the project is taken down at the end of its useful life.

It is important for management to know in which stages personal initiative and being creative is effective and efficient, because there is a possibility that this is only the case for specific stages in organizing music events. However, existing literature lacks information on this topic. Initiative taking has to be within the boundaries of the projects objectives.

Proposition 2: a. Personal initiative and being creative is only effective and efficient during the start-up period of the event.

b. Personal initiative and being creative is only effective and efficient during the execution period of the event.

c. Personal initiative and being creative is effective and efficient during every management period of the event.

2.2.2. Success factors of project management

To find what is needed to gain competitive advantage for music festival organizations and to be creative and innovative, success factors given by several authors are discussed. Many authors have written articles about project success factors. Crawford, Hobbs and Turner (2005) state that different types of projects require different approaches of management, however they all require management procedures adapted to the needs of the project.

In earliest attempts to define the success of project management, many articles used ‘The Iron Triangle’. This model exists of three different success criteria, namely cost, quality and time (Atkinson, 1999). However, throughout the past years, some authors believe that these are not the only success criteria for project success. In his article, Baccarini (1999) adds two extra components to this triangle, where he states that project management success has three key components, namely: meeting time, cost and quality objectives, quality of the project management process, and satisfying project stakeholders’ needs. Munns and Bjeirmi (1996) also state that meeting, time, cost and quality is important and add that proper planning is important to achieve this. Furthermore, the success of project managers also depends on leadership style, emotional intelligence, intellect and management focus (Müller & Turner, 2006). In addition, the authors Müller and Turner (2007), add that successful project managers seek challenging projects. When a project is complex and has fixed price contracts, the awareness of success

factors is increased. The success of managing a project increases when project managers are assigned to projects which are suitable for their management capabilities. When the project is below their capabilities, their performance is lower. Munns and Bjeirmi (1999) agree on this success factor and state that careful appointment of a skilled project manager influences project management success.

Proposition 3: Assigning challenging and suitable projects to managers positively influences performance and motivation.

Proposition 4: Satisfying stakeholder's needs ensures that time, cost and quality objectives are met.

The most influential success criterion according to Müller and Turner (2007) is team satisfaction. Kerzner (1989) agrees and states that one of the most important factors of successful project management is that the team and manager have integrative responsibilities. Hereby, the author serves the theory that teamwork and creating value together is of great importance within project organizations. In addition, Kissi, Dainty and Tuuli (2013), state that the extent to which a working environment is supportive in project management organizations determines the level of motivation, energy, and efforts of team members. Leadership can influence project success by creating an environment where project teams contribute towards success. Therefore, team-building is a factor which is determined to have positive effects on project success (Aga, Noorderhaven & Vallego, 2016). The importance of teamwork and the working environment does not suggest that the focus for success in project management lies within the project team. The client also has an important role in project management. According to Kumar (1989) the completion of a project requires input from the client, the project team, the organisation, the producer and the end user. All of these stakeholders play an important role in determining the success. Because all stakeholders are involved in the process of project management, having correct and adequate information flows is important (Munns & Bjeirmi, 1996).

Proposition 5: The more team-building the higher the performance of the team.

Lastly, appreciating employees and giving rewards when performances were good, influences the success of projects. This motivates employees to be successful. However, when mistakes are made, this should be seen as a learning point and a fresh start should be made (Munns & Bjeirmi, 1996). Despite the fact that proper project management can contribute to the success of a product or project, it is not possible to prevent failure because of many other external influences (Baccarini, 1999). Therefore, it is important to adapt to frequent changes of the environment (Munns & Bjeirmi, 1996).

Proposition 6: The more appreciation and rewards the better the performance and motivation of employees.

In conclusion, as seen from the literature, all projects are different and consequently need different approaches. Much research is done on the subject of project management success. Because the concept of project management is used for event management, these success factors are compared to the organization of music festivals to see whether they are suitable.

2.3. Leadership in project management

According to the information gained from existing literature about project management and event management, effective leadership is an important factor of success. Effective leadership can influence the organizational culture and the organizational culture determines job performance (Thamhain, 2004). Communication of decisions and ensuring that these decisions will be executed properly requires quality leadership. The leadership style is an important factor of project success (Müller & Turner, 2006). Already in 1996, Fiedler, which is a well-known leadership researcher, stated that effective leadership determines the success or failure of an organization. As mentioned before, today it is necessary for music festival organizations to gain competitive advantages. This is because of the popularity of music festivals. To be competitive, event organizations have to be innovative and creative and create a unique experience. However, it requires entrepreneurial leadership and specific leadership behaviours in order to encourage employees to be creative, innovative and take initiative. Crant (2000) and Thamhain (2004), state that this proactive team behaviour and personal initiative are increasingly important factors for job performance. This paragraph uses existing literature to explain what leadership factors and behaviours influence creative and innovative performance of employees.

According to Yukl (2002) there is no one definition of leadership. Many authors have written definitions of leadership. These definitions have changed over the past years and started from the early 1920's. At first leadership was defined as impressing employees and after this it was more focussed on influencing them (Ciulla, 2003). A definition provided in the early 1970's states that leadership refers to "the process of instilling in others shared vision, creating valued opportunities, and building confidence in the realization of the shared values and opportunities" (Berlew, 1974). Another definition given states that "leadership is a particular type of relationship, the hallmarks of which are power and/or influence, obligation, and responsibility." (Ciulla, 2003 p.11) In addition, De Jong and Den Hartog (2007) add to this that it is "the process of influencing employees to achieve a desired outcome." (p.44.) Gupta and MacMillan (2004) include a good relationship between managers and employees when they state that leadership involves the "relationship of mutual commitment between a leader and a group of followers in pursuit of a collective goal." (p.3) Moreover, several authors already started writing academic literature on different leadership styles in the early 1940's. Müller and Turner (2010), have executed an extended literature review on leadership theories of the last 80 years and found that theories changed over time. The first theories focussed on the individual leaders and their traits. Afterwards, these theories began to take into account the context of leadership situation. Then there was a shift from personal characteristics to interpersonal relationships. Dulewicz and Higgs (2005) also did an extensive literature review on existing leadership theories and assessment tools. They identified three competences, namely intellectual, emotional and managerial.

2.3.1. Leadership behaviour

When reviewing literature on leadership within event organizations, it became clear that not much literature is specifically focussed on this industry. This is unfortunate because of its increasing popularity. However, De Jong and Den Hartog (2007) have written an article on how leadership can influence the innovative and creative behaviour of employees. This research was executed within a service industry. The event industry is also a service industry and therefore this article is partially applicable to this event management. However, because it only focusses on the service industry, complementary research of other authors is used.

De Jong and Den Hartog (2007) have found that several leadership behaviours stimulate creativity and innovation. Cook (1998) adds to this that in order to be a creative leader, different attributes are needed. De Jong and Hartog (2007) have described behaviours and factors for effective leadership on creativity and innovation. The first behaviour they mention is *role-modelling*, which includes being a creative leader yourself, so that others will follow. The second behaviour is *intellectual stimulation*, which increases the awareness of problems and problem solving. This ensures that employees are able to contribute ideas, and therefore triggers creativity. Another behaviour is *stimulating knowledge diffusion*. Informal meetings with employees are a way of diffusing knowledge from management to employees and increases innovative performances. Mumford et al (2002), agree and state that it is important that employees are aware of problems, trends and needs of the environment. The next behaviour is about *providing vision*. It has turned out to be effective when leaders provide employees with several goals to achieve and a specific direction. Cook (1998) on the other hand adds that leaders also have to prevent strict goals and directions to let it more loosely. This enhances creativity and innovation. *Consulting* involves sharing opinions by holding on to a loose management style. Decision making is an important factor of innovative behaviour. Employees must have the opportunity to participate in the decision making process. Cook (1998) agrees and states that a creative leadership style needs a loose structure. Another behaviour is *delegating*. Autonomy is of great importance when quality performance is required. When employees have more freedom to fulfil their tasks and can participate in decision making, they will be motivated to generate innovative ideas. Cook (1998) also states that too much control of leaders has a negative effect on creativity and innovation. Furthermore, Patanakul, Pinto and Pinto (2016) have written an article about motivations of employees to have a high level of performance in project organizations. In this article they state that autonomy and support from a team is very important for the motivation of employees within project organizations. *Support for innovation* is also found to be an effective behaviour. When employees are being supported by management, idea generating will increase (De Jong & Den Hartog, 2007). In addition, Oldham and Cummings (1996) state that a supportive leadership style has a positive effect on creative performance. Also, Kissi et al. (2013), state that a supportive environment in project management organizations determines the level of motivation, energy, and efforts of team members. As mentioned by Munns and Bjeirmi (1996) earlier (paragraph 2.2.2), also Cook (1998) found that creative leaders should see mistakes as learning opportunities and encourage taking risks. Besides support, giving *feedback* is crucial. Hellström and Hellström (2002) state that employees are more willing to reach goals when they receive personal feedback. Not only feedback, but also *recognition* encourages employees. According to De Jong & Den Hartog (2007) this includes appreciating employees by giving awards, compliments and celebrations. Lastly, *task assignment* is a factor. The same as an above mentioned success factor of project management, careful task assignment helps to deliver high quality. It is of importance that the tasks matches the skills of the employees and the manager (De Jong & Den Hartog, 2007; Müller and Turner, 2007).

As seen from the literature, these above mentioned behaviours and factors influence the innovative and creative performance of employees. In the event industry, creativity and innovation are even more important because the core of organizing events is creating memorable experiences. Creativity eventually generates high-quality innovative performance and memorable experiences in event organizations. However, the information on this topic in existing literature focussed on the event industry is scarce. Existing literature does not provide

clear suggestions for event managers on how and when to encourage employees to take initiative and being creative. However, the existing literature of above may also be applicable for the event industry.

Proposition 7: a. The factor of role-modelling has a positive effect on personal initiative and creativity.

b. Intellectual stimulation and knowledge diffusion have a positive effect on personal initiative and creativity.

c. Consulting has a positive effect on personal initiative and creativity.

d. Providing vision has a positive effect on personal initiative and creativity.

e. The more delegation, the less personal initiative and creativity of employees.

f. The more support for innovation, the more personal initiative and creativity of employees.

g. Giving feedback and recognition have a positive effect on personal initiative and creativity.

h. Proper task assignment has a positive effect on personal initiative and creativity.

3. Method

3.1. Research strategy

There are two types of research, namely quantitative and qualitative. Quantitative data is based on meanings derived from numbers and results will be numerical. Qualitative data on the other hand is based on meanings expressed through words and collected data is non-standardized. Furthermore, a qualitative approach examines social settings from insiders' perspectives and generates descriptions and analysis of contexts, rather than applying numbers, to derive meaning (Lapan, Quartaroli and Reimer, 2012). Because this research is focussed on expertise and experiences of managers in successful music festival organizations, qualitative research will be executed. Terms to describe the research design most often used in the research methods literature are the following: exploratory research, descriptive research and explanatory research (Saunders, Lewis and Thornhill, 2009). To this thesis, an exploratory study is most applicable. Exploratory studies have the objective of seeking insights, asking questions and assessing phenomena (Robson, 2002). This kind of research is useful when one wants to understand a problem or phenomena. There is a need for insight in how managers of successful music festival organizations create an effective organizational culture. This thesis is therefore focussed on assessing how leaders influence the success of a music festival project and comparing exiting literature with the experiences of leaders from the field. Therefore, this is an exploratory research. According to Saunders et al. (2009), there are three types of conducting exploratory research, namely a literature research, interviewing experts or conducting focus group interviews. The best way in this case is to interview experts and analyse literature, which also fits with exploratory studies. As said before, this research uses existing literature on project management, and this is compared with experiences from the event management field by interviewing experts. Interviews are qualitative instruments, and because interviewing experts is chosen as method to gain the required data, this research is a qualitative research. Quantitative research is used to analyse numerical data, which is not applicable in this case (Saunders et al. 2009).

3.2. Data collection

To get insight in how managers control and encourage their employees in music festival organizations, interviews are conducted. Because usually managers and leaders of successful event organizations are busy and not always available, it was more effective to have individual interviews on pre-arranged moments. There are different types of interviews, namely structured interviews, semi-structured interviews and unstructured in-debt interviews (Saunders et al., 2009). Semi-structured interviews are also called qualitative research interviews. With this type of interview, the researcher has a list of questions set beforehand. Furthermore, a specific theme has to be covered. Besides the questions which are set beforehand, this type of interview allows the researcher to submit other or extra questions during the interview. The interviews for this research have a specific theme which has to be covered. Also, from the propositions made in the theoretical framework, several questions were developed to ensure that the main question could be answered. Besides this, there is the need to see what opinions and input the respondents have their selves on this topic. It could be the case that there are other insights of the topic than stated in existing literature. Therefore, semi-structured interviews fit best. Furthermore, semi-structured interviews are non-standardized and fit an exploratory study and qualitative interviews (Saunders et al., 2009). To ensure that the theme and the questions were covered, an

interview guide was created. This interview guide was based on the propositions of the theoretical framework and exiting literature outcomes, and can be found in appendix 1.

3.3. Selecting a sample

Because of budget and time constraints, studying the whole population is not possible and a sample needs to be selected. There are two types of sampling techniques, namely probability or representative sampling and non-probability or judgemental sampling (Saunders et al. 2009). Probability sampling means that every case selected from the population is known and mostly equal. Probability sampling is often used within experimental and survey studies. Non-probability sampling is a sampling technique in which the probability of each case to be selected from the population is not known. Respondents are selected on the judgement of the researcher. Because of the population of this research, which are managers and leaders of successful music festival organizations or project groups, the technique used in this research will be non-probability sampling. There is no list available of successful managers in the Netherlands and respondents are difficult to reach. Furthermore, according to Saunders et al. (2009), non-probability sampling is particularly useful when a researcher is intending to collect qualitative data using interviews. There are three approaches to selecting a sample for a qualitative research within non-random sampling, namely convenience sample, judgement sample and theoretical sample (Marshall, 1996). In this research the sampling approaches of convenience and judgement are combined. Convenience sampling is a technique which involves selecting the most accessible subjects. Because managers of successful music festival organizations had to be selected for this research, which are difficult to reach, the most accessible managers were chosen. However, these managers will also be chosen because they are successful and they will be actively selected on productiveness to answer the research question. The managers or leaders which were interviewed were required to have a minimum of five employees in the team. Furthermore, they should have at least one year of experience as a leader or manager. This fits the judgement technique where a researcher selects a sample of respondents which meet specific experiences, expertise or characteristics (Marshall, 1996). Furthermore, there will not be any distinction between male and female.

Guest, Bunce and Johnson (2006) have addressed the problem of sample sizes within the technique of non-probability sampling. They therefore have provided some guidelines on the sample size for conducting interviews when using non-probability sampling. They state that a sample size of 12 is sufficient when a researcher wants to understand commonalities within a homogeneous group. To reach respondents for this research, connections within the event business were used, such as event management teachers, employees from successful music festival organizations et cetera. In addition, desk research on best practices in the music festival business was executed to find potential respondents for interviews. Many suitable potential respondents received a triggering email, a message on LinkedIn or Facebook, or were called with the request to participate in the research. This email can be found in appendix 3. In the beginning it was very difficult to attract respondents for this research. About 80 businesses and employees were addressed. The potential respondents were attracted by giving them information on the relevance of this thesis for them, because the results may also be helpful for their organization. However, this method did not work for the large companies and many rejections came back. These companies unfortunately were not able and not open for participation. The first respondents which were willing to participate were managers from successful music festivals and organizations with smaller or regional events. After this, snowball

sampling was applicable, where the respondents pointed out and recommended potential respondents from their events network for the research. This was more successful and eventually 14 respondents were attracted. These respondents were from small and large successful music festival organizations from the Netherlands. A table with the respondents and some specifics can be found in Appendix 2.

3.4. Data analysis

The conducted semi-structured interviews are audio-recorded. This ensured that interview transcripts could be made. After the interviews were conducted, they were transcribed as soon as possible after the interviews. This way, a build-up of work was prevented. Also, by writing the transcripts, it was possible to see whether changes needed to be made to the interview guide or the interview technique to gain the right information. Techniques for analysing these results include open and axial coding (Straus & Corbin, 1998), and has the purpose of classifying and reducing the word data to write reports. Coding has a crucial role in the analyses of the data to organize and provide a meaning. Coding allows a researcher to understand the phenomenon researched and helps to generate a theory from the data (Basit, 2003). It is a qualitative technique to indicate the underlying meaning and understanding of processes. After collecting and processing the interviews, patterns can be discovered in order to reach new insights in the topic. Saldana (2008) defines a code as “a word or short phrase that symbolically assigns a summative, salient, essence capturing, and evocative attribute for a section of language-based of visual data”. (p.3.) Codes refer to an exploratory problem-solving technique without the use of specific formulas. Coding is not just labelling data, it can be seen as linking the data.

Raymond (1992) has defined several steps that are essential for the coding process. Within these steps coding categories have to be defined. Some categories are clear instantly, however not every category is. Once a clear definition of categories has been found, all the information which is relevant should be classified. Classifying helps to compare the content of the interviews on different topics. The overall process makes it possible to summarize all the interview outcomes together. The results of the interviews conducted in this research were analysed using this method. The categories created are: timing of encouragement, success factors, leadership style and behaviours and factors influencing personal initiative and creativity. These categories are created based on the theoretical framework, the interview guide and the outcomes of the interviews. Several sub-categories and codes belong to these categories. The codes were created after carefully analysing the transcripts. This was done until no new codes emerged. Codes which were overlapping were combined or eliminated from the list. The final code list was used to write results. The coding scheme can be found in appendix 4.

3.5. Conducting interviews

The interviews conducted had a duration of 35 to 60 minutes. Most interviews were conducted one on one and face-to-face. Two interviews were conducted with more respondents at the same time. One of these interviews was conducted with two leaders of combined festivals and the other was conducted with three leaders of the same organization. These interviews were as useful as the others, sometimes even more successful because of combined and added answers. One of the interviews was conducted by phone because of geographical separation between researcher and respondent, and because of the lack of time of the respondent. This way, it was still possible to interview a very useful and suitable respondent. There was no difference in the behaviour of the respondent and the results were as useful as the others. To make sure that the interviews were effective all of them were spoken in mother language of the respondent.

4. Results

This chapter includes the outcomes of the interviews conducted. After coding the interviews, different categories and sub-categories were created. The categories and sub-categories were based on the outcomes of the interviews, the interview guide and the theoretical framework. The different categories used are timing of encouragement for creativity and personal initiative, success factors, leadership style and behaviours and factors influencing personal initiative and creativity. These categories with associated sub-categories are further elaborated in this chapter. Quotes of respondents are used and the results are compared with existing literature. The coding scheme can be found in appendix 4. These results are the basis for answering the research question on encouragement of creativity and personal initiative.

4.1. Timing of encouragement for creativity and personal initiative

The second proposition from the theoretical framework is focused on whether personal initiative and being creative is effective and efficient during the start-up period, the execution period or during every management period of the event. Personal initiative and creativity is seen as crucial in the event industry by the respondents. To gain competitive advantages in this highly competitive industry it is of importance to be unique and therefore create a festival which is creative and innovative. Respondent 6 said the following during the interview:

“Personal initiative and creativity is crucial for this industry. It is very tiring and almost impossible to continuously control people and tell them what to do. They have to take own initiatives.”[...] “The more time you have left to spend on creative things, the better because then you have the possibility to distinguish yourself from other festivals.” (Respondent 6, 19 December 2016, author’s translation)

To see whether encouragement for creativity and personal initiative is effective and efficient within every stage of project management within music festivals, a specific question was asked concerning this timing to all respondents. Many respondents (8 out of 14) answered that encouragement for creativity is not always efficient in the process of project management. According to these respondents, encouragement is beforehand and afterwards, not during the event. Especially during the first period of the organization where ideas have to be created. Respondent 14 mentioned:

“In the starting period you have to listen very carefully to employees and the ideas they come up with. People have to feel like they are able to bring in suggestions. But during the execution I can be very instructing.”(Respondent 14, 27 January 2017, author’s translation)

Different respondents, of whom respondent 5, mentioned that in their organization they have specific brainstorm sessions when ideas are generated. This has a positive effect and helps creating even more creative ideas because of the teamwork. They also mentioned that stopping enthusiasm of creative employees is unfavourable. However, time consuming and too expensive ideas have to be removed from the programme. This is to ensure that cost, time and quality objectives are met. Nonetheless, these respondents and four others think that personal initiative and a little creativity is of importance during the execution of the event because different problems occur. Therefore, during the event employees need to take initiative or be creative in problem solution. Respondent 8 for example said:

“In the starting period of the project it is about generating creative ideas about for example logistics and problem solution. But during the event days you need to be very creative too to be able to solve problems in a short time period. Sometimes problems occur which could not be prevented or thought of beforehand.” (Respondent 8, 30 December 2016, author’s translation)

In conclusion, most respondents agree that being creative and personal initiative is effective upfront and afterwards. However, during the event it is important to encourage this to improve problem solving skills of employees. This is another kind of personal initiative and being creative. Therefore, these results are in line with proposition 2c: **personal initiative and being creative is effective and efficient during every management period of the event.**

4.2. Success factors

Another question from the interview guide was focussed on the success factors of event management and the success of the eventual event. Respondents were asked to think about success factors. When no more own success factors came to mind, success factors of the literature review on project management were suggested. Different success factors of these leaders are outlined in this paragraph.

4.2.1. Challenging and suitable projects for managers

Existing literature shows that assigning projects to managers which suit their skills helps to deliver high quality (Müller and Turner, 2007). According to the author’s managers should have challenging projects to increase performance and motivation. The third proposition is focused on challenging and suitable projects for managers. Most of the respondents (12 out of 14) mention that challenging projects are very important for their motivation, and motivation is important for their level of performance. Furthermore, it is also a positive influence on their creativity level. Respondent 8 said:

“There has to be a certain level of challenge and responsibility in the project, otherwise I do not feel motivated to do something. This is also when things go wrong.” (Respondent 8, 30 December 2016, author’s translation)

However, the respondents mention that besides challenging, projects should be suitable. This ensures that projects are achievable and not too challenging. This is in line with proposition 3: **assigning challenging and suitable projects to managers positively influences performance and motivation.**

4.2.2. Stakeholder satisfaction

Stakeholder satisfaction is seen as an important component of project management success in project management literature (Baccarini, 1999). Also, as stated earlier, stakeholders have to be involved in the process to be successful and needs and wishes need to be fulfilled (Munns & Bjeirmi, 1996). Therefore, the fourth proposition was developed. However, when conducting the interviews, this was mentioned by respondents as important but not by most. Furthermore, this success factor is seen as less important than others. Respondents mention the importance of satisfying for example the location provider and investors. The way in which stakeholders are satisfied by these successful organizations is by providing promotion during the event. Also, some respondents take stakeholders out for diner or provide backstage tours et cetera. Even though this success factor is seen as less important, respondents agree on the fact that there are more possibilities when stakeholders are satisfied. Respondent 10 said the following:

“We try to satisfy stakeholders by involving them in the starting period of the festival. We for example have the kick-off of the ‘Bevrijdingsfestival’ in February where artists and the programme are exposed. Stakeholders are then invited and are the first to know.” (Respondent 10, 10 January 2017, author’s translation)

Proposition 4 of the theoretical framework covers this success factor: **satisfying stakeholder’s needs ensures that time, cost and quality objectives are met**. Respondents find it important to take needs and wishes of stakeholders into account and try to keep them satisfied up to a certain extend. They mention that stakeholder satisfaction creates more possibilities for the organization and the quality and that it saves time. However, as said before, this is not seen as one of the most important success factors.

4.2.3. Team-building

Team-building is determined as a factor which has a positive effect on project success by Aga et al. (2016). The fifth proposition was developed on this subject. To investigate whether this is also applicable to festival organizations and the event industry, respondents were asked about this subject. However, the question at first was about success factors in general, without mentioning team-building. Most respondents mentioned team-building and being a team as a crucial success factors their selves. For example respondents 4 and 14 said:

“Team-building is very important, this ensures that you are having a great time together. I am convinced that if you can pass this feeling onto the visitors that it will have a positive effect on the success. If we are having fun and enjoy the work we are doing, everything goes a lot easier and smoother.” (Respondent 4, 15 December 2016, author’s translation)

“A festival is really a team effort. You work together with the whole team to create something great. Therefore, these can be very complex and extreme processes which are sometimes very intense. Thus, the relationships and respect within a team is very important.” (Respondent 14, 27 January 2017, author’s translation)

This is in line with proposition 5: **the more team-building the higher the performance of the team**. Some respondents add to this that employees are appreciating them more as a leader when team-building tools and moments are implemented. Having team-building moments creates a possibility to communicate and spent time together in an even more informal way and people get to know each other better. There are different options for team-building. All of the respondents mentioned different ways in which they implement team-building, such as having a drink afterwards, go out for dinner or having a staff day out. An example of respondent 11 and 3:

“We have lunch together every day, just to get away from the tasks and have a nice meal. And for volunteers we do the same during the event.” (Respondent 11, 10 January 2017, author’s translation)

“We go out for dinner with all volunteers. After the event we take all volunteers out for dinner and this is always a big party. Also with the employees we have a staff day out once a year, bowling, going to a concert, that is important to do.” (Respondent 3, 8 December 2016, author’s translation)

This success factor underlines the importance of being a team. Team-building helps to create a more successful team and thus event. As seen above, there are different possibilities for team-building and this differs per organization.

4.2.4. Appreciation & rewards

Recognition is found to be an important success factor in existing literature (De Jong & Den Hartog, 2007). Respondents agree and find this factor one of the most important ones. According to all respondents, employees are more motivated and creative when appreciation and rewards are given. Appreciation is even seen as more important than physical rewards. However, when leaders share their success with employees, this has a positive influence on motivation, creativity and personal initiative. This is in line with proposition 6: **the more appreciation and rewards the higher the performance and motivation of employees**. Some respondents (4 out of 14) add that this is even more effective for volunteers. Almost all festivals are working with volunteers. Because they do not get any wage, rewards and appreciation are crucial to keep them motivated and willing to come back. Furthermore, respondents agree that appreciation is not necessary all the time. Some of the actions and tasks which are executed by employees are self-evident and do not need to be recognized. Respondents have different ways of appreciating and giving rewards. Some respondents provide for example tickets and consumption coupons as rewards and others go out for dinner or cash out something extra. One of the organizations had another way of recognizing volunteers:

“The people whom work as volunteers within our organization do not get physical rewards but for them we have the reward of experience. We try to provide the rewards in experiences, so not in physical or money rewards. The reward is in experiences in which we ensure that they have delicious food or that they can experience the backstage part of the event. This is also a kind of appreciation and this is very important within our organization.” (Respondent 7, 28 December 2016, author’s translation)

These results show that appreciation is indeed an important success factor within music festival organizations. Appreciation more important than physical rewards and it is not given during the whole process. As said before, some tasks are self-evident.

4.2.5. Planning

All respondents find planning important when organizing festivals and events. However, there is a difference in opinion concerning the tightness of the planning. Most of the respondents find tight planning during the event (10 out of 14) important and others find it important during the whole organization (3 out of 14). The respondents think that planning provides rest and rest provides motivation and creativity. They all agreed on the fact that tight planning is needed for instance for safety during the event. Respondent 7 said:

“Some things just need a tight planning, such as safety et cetera. This is just really important and has to be planned tightly.” (Respondent 7, 28 December 2016, author’s translation)

However, they also mention that it is very difficult in this industry to constantly stick to this planning. Because of the unforeseen changes and difficulties, mentioned earlier, it is not always possible to follow this planning. Therefore, employees have to be creative to meet deadlines and adapt to changes.

4.2.6. Ability to change and adapt

Within today’s fast changing environment and growing event industry it is important to be able to adapt and change when needed. As found in the literature review, it is important that employees are aware of problems, trends and needs of the environment (Mumford et al., 2002).

4.2.5.1. Trends and developments

Respondents state that they have to react on trends and developments to keep up with the competition. Respondent 8 said:

“The industry is changing so fast and so many things are changing, the needs of people also change continuously. Therefore, I think it is very important to be aware of this and react to it.” (Respondent 8, 30 December 2016, author’s translation)

To react on these trends and development, respondents execute research on this but mostly look at other successful events. They try to keep up, but try to do it better than others to be unique. Being unique is seen as crucial by respondents. This is because of the experiences which visitors seek and the growing competition. Three of the respondents add to this that small and unknown events need more creativity and uniqueness than large and well-known ones. According to them, small events have to attract more visitors by being creative because the event has not proved to be successful yet and people do not know it. Furthermore, one of the respondents explained that their organization has a special concept. This concept is very creative and unique, in which visitors and the organization are one community and everything is organized within the whole community. The respondent (7) explained:

“We are a community, a temporary village.”[...] “It is like this, we have people which are artists. One plays for example saxophone and others have a band or create a band together. This is what they then give and share with our community during our events.”[...] “If you say what is our product, well I think that it is the inspiration, hope and glee people get. And because of that, people gain experiences which stimulate them to do things differently in their own lives.” (Respondent 7, 27 December 2016, author’s translation)

This explanation shows that this organization, or as they would like to call it, this community, is very unique and different from many other event organizations. This is one factor why they are so successful, not only in the Netherlands but also in America. The respondent was the only one which had a different answer on the question of trends and developments. The respondent was asked whether they respond on trends and developments and answered the following:

“No because we are more focused on the inner feelings of people. We do not focus on external influences. It is especially about the inner experiences en the basis of human being stays the same, this does not change much over time. There are many technical trends and developments, however the experience of people will grow with this.” (Respondent 7, 27 December 2016, author’s translation)

As seen above, besides respondent 7, most respondents agree that it is crucial to react on different trends and developments within the industry. This ensures that the events are at the same level as competitors and can even be better and unique.

4.2.5.2. Unforeseen difficulties

Respondents were also asked how and whether they adapt and react to unforeseen changes and difficulties during the organization of the event. They all agreed on the fact that the event industry is unpredictable and there are always up’s and downs. Therefore, unforeseen changes and difficulties are unpreventable and hard to react to. This is in agreement with Baccarini (1999), of which the statement was earlier used where he says that it is not possible to prevent failure because of many other external influences. However, they mention that they always do

take into account different difficulties upfront. Because of past experiences and skills the organizations gained, they are able to overcome some of the difficulties. For example, weather is seen as a common difficulty and can be overcome by having different options upfront and have a suitable location. For example, respondent 4 mentioned:

"We always take into account potential difficulties, we always keep this in mind and often we have different options on aspects of the event." [...] "For example for the weather, this year we had a 'party sol' which is a big parasol of 12 meters. We had an option on that and eventually confirmed it with the supplier. We thought, when it rains we have shelter and when the sun is shining we have shadow, which eventually also was a bit of an experience for the visitors because it is such a big parasol." (Respondent 4, 15 December 2016, author's translation)

Also respondent 12 said:

"We always have a bad weather scenario, but you can never prevent everything. You can for example prepare by having enough umbrella's or shelter. It is a matter of thinking logical, thinking and experiencing from the perspective of the guests." (Respondent 12, 13 January 2017, author's translation)

In conclusion, events face many unforeseen difficulties and changes. Not all can be prevented upfront and therefore different scenarios are created to be able to react to some of them. However, this shows the importance of creative problem solution and how dynamic this industry is.

4.2.7. Internal communication

Communication is an important factor of success according to all respondents. All of the successful festival organizations interviewed focus on open communication with all employees. They are always reachable at the office, by phone and by email. This provides, according to the respondents, a better atmosphere within the team and the organization. For example respondent 4 said:

"I think that it in any case it is important for the relationships that I am easily reachable, especially via WhatsApp nowadays. This is very easy for everybody which makes it more accessible." (Respondent 4, 15 December 2016, author's translation)

Not only being reachable is important, also frequently having face-to-face meetings is used by the organizations as an important communication tool. Some organizations are having weekly meetings, others which mostly were the bigger ones, have 3 to 6 meetings upfront to overcome difficulties, discuss and create ideas and knowing how tasks are divided. Respondent 7 mentioned another tool to communicate, namely:

"As initiative we have set up a 'town hole' meeting where people of the community can go to and feel more involved in the discussion. This creates more openness for the communication." (Respondent 7, 28 December 2016, author's translation)

As seen from above, open communication is important for the success of these respondents. According to them, open communication improves the atmosphere within a team and team performance increases.

4.2.8. Budget

As seen before, project management in general and within music festivals and events has to be within some boundaries. Cost, time and quality objectives are set and have to be met to be successful. Therefore, all organizations interviewed work with a budget. The organization and the creativity have to be within this budget. Respondent 6 has worked within different music festival organizations, and experienced that a budget is even more important in larger organizations. Respondent 12 mentioned:

“The budget is a very important condition to get something done but can be a limitation. It can be a limitation of the end goal. You cannot always execute what you want to execute, however there will be another way of creativity to it because then you will be creative in setting up something beautiful within the budget.” (Respondent 12, 13 January 2017, author’s translation)

Some respondents were asked whether a budget is a limitation for creativity and personal initiative of employees. The respondents agreed that it can be a limitation when you are not able to execute the idea generated. However, employees within these organizations then get even more motivated to create ideas within this budget. Being creative on how to spend the budget. According to the respondents, the budget is mostly used on a combination of success factors, such as artists and experiences.

4.2.9. Artists and facilities

Many respondents mention the success factor of having good artists. Artists are important for attracting visitors to the festival. However, the experiences and uniqueness is seen as more important. Respondent 14 mentioned the following about this subject:

“Artists are still the trigger to go to an event. However, the total formula of the event is getting more important and this is determining if visitors really had a good time or not. (Respondent 14, 27 January 2017, author’s translation)

Respondent 9 adds that artists can be seen in almost every part of the Netherlands and at many different times during the year. Therefore, the event should also be unique besides having the right artists to attract the visitors. In addition, 5 respondents mention that having good and well-known artists is especially important when the event is not well-known and just starting. Then the festivals need these artists and DJ’s to attract visitors. Furthermore, besides having good artists, good facilities are seen as a success factor. Respondent 3 said the following:

“The artists are a success factor. Especially in the beginning when you are starting a new event. Then the visitors do not come for the event itself because it is the first time, then they come for the artists. When the event stands for a few years and you get a big group of followers, then the event becomes more important than the artist.” (Respondent 3, 8 December 2016, author’s translation)

As seen from above, artists and facilities are important for events to be more attractive. However, nowadays it is not only about these factors but about the whole experience the event has to offer.

4.2.10. Characteristics of employees

The characteristics of employees is also an added success factor of the respondents. According to different respondents (5 out of 14) it is of great importance that employees and volunteers are enthusiastic during the event. The mood of the employees in general influences the success.

Respondent 2 adds to this that enthusiastic and new employees are refreshing for the organization itself. They are able to motivate others and create refreshing ideas. Also being yourself is seen as important by 8 respondents. However, this success factor was not mentioned as much as others.

4.2.11. Experiences

The subject experience is getting more and more popular nowadays. Pine and Gilmore (2011) have written books on experiences and state that delivering distinctive and memorable experiences is getting more important for organizations. The experience which visitors get during a festival is central. This is why they want to come back to the event and this is what they remember. Also all of the respondents mention the subject of experience. Respondent 7 said the following:

“I think that the event industry and the festivals are also getting more and more attractive because people go there to experience new things and get a good feeling often in creativity, music, or as our event somewhat broader, in art, music and self-expression. Due to that, experiences are so important for people.” (Respondent 7, 28 December 2016, author’s translation)

The details and the facilities provided make memorable experiences. The respondents notice that visitors appreciate these experiences more and more these days. To create a memorable experience, respondents use the tool of first letting employees experience it their selves. It is important to see it from a visitor’s perspective. Looking at what you need and what you want during a festival. This is experienced to be very successful. Respondent 10 mentioned the following on experiences:

“Experiences are becoming more important, people do not only come for the DJ, people want to experience a beautiful day, with summer vibes et cetera, it should be completely adapted.” (Respondent 10, 10 January 2017, author’s translation)

As said before, the festival of respondent 7 is a unique one. Also in experiences provided during the event. The respondent mentioned the subject of the gifting economy within their event. The following was said about this gifting economy:

“It is not an event to watch, not only to receive. It is about participating yourself and to contribute. By contributing yourself, you will get a positive feeling. You contribute something and other people like what you do. As a consequence, you will get a nice feeling and the others too.” (Respondent 7, 28 December 2016, author’s translation)

The subject of experience is very popular in today’s business environment. It is stated to be crucial for success and providing competitive advantages. These results show that this indeed also is crucial for success in the event industry.

4.2.12. Promotion

The last success factor which was an outcome of the interviews was the promotion. Good promotion in general will attract people and make sure that enough potential visitors get to know your event. Trends on social media are constantly changing and according to many respondents it is crucial to react to this. Respondent 6 and 13 mentioned the following:

“Online marketing through Facebook is changing every few months, due to Facebook. This is something we have to pay attention to and what we have to do in the right way to keep up.” (Respondent 6, 19 December 2016, author’s translation)

“Social media is most important for the promotion.” (Respondent 13, 23 January 2017, author’s translation)

Results show that promotion in general is important, with everything that comes with it such as flyers, posters and social media. However, social media is seen as most important.

4.3. Leadership style

One of the questions from the interview guide asked to the respondents concerned their own leadership style. They were asked to describe their own leadership style in order to find what kind of leadership style is used in successful organizations.

4.3.1. Formality

All of the respondents answered that they have an informal leadership style in which they are very engaged with their employees and in which the distance between leader and employee is very short. For example respondent 13 said:

“My leadership style is very informal, everybody feels engaged with the event, everybody can contribute and it belongs to everybody.” (Respondent 13, 23 January 2017, author’s translation)

A few respondents (6 out of 14) add to this that there is sometimes the need to be formal when deadlines have to be met or when employees do not function properly. Furthermore, two respondents mentioned that leadership style becomes more formal when the festival or event gets larger. Then the event needs more structure because of the high number of employees. In addition, all organizations interviewed work with many volunteers for the execution of the event. According to the respondents, the approach to volunteers is informal because it is already very difficult to attract volunteers nowadays. Most of the respondents agree on the fact that the end decisions are made by the leader or leaders. However, employees are involved in the decision making process. Other decisions are made by the employees or together to give them more responsibility and work as a team.

“Being a team is very important, create things together”. (Respondent 9, 10 January 2017, author’s translation)

It became clear that respondents provide employees with much responsibility and freedom, however everything is discussed together. For example, respondent 10 mentioned:

“In my opinion, it is very important that employees think themselves, do not present ideas for them because then they will think in boxes” [...] “When someone feels responsible for his or her tasks they will fight for it to create and achieve a great plan”. (Respondent 10, 10 January 2017, author’s translation)

Furthermore, some respondents (5 out of 14) said that they as a leader lead their employees in a way they want a leader to be their selves. Treating people in a way you want to be treated. One of these respondents was respondent 12:

"I like to treat people in a way that I want to be treated. I am convinced of the fact that within the entertainment branch you definitely should be strict and sincere, but you should understand that entertainers are creative people and this should be managed properly." (Respondent 12, 13 January 2017, author's translation)

These quotes show that an informal leadership style is used by these successful leaders. Being a team, participation in decision making, providing freedom and treating employees as you want to be treated are mentioned as very important.

4.3.2. Coaching and guiding

Besides giving employees more responsibilities and freedom, many respondents (8 out of 14) mentioned that it is necessary to ensure that employees can be their selves. Only then, they are able to be creative and stay motivated. Furthermore, when letting employees do their jobs they need some boundaries set beforehand. This ensures that cost, time and quality objectives are met. These boundaries were stated as very important by respondents and fit the statement of Baccarini (1999) where he mentions that these objectives are of great importance for the success of project management. To ensure that these boundaries are met while letting employees do their jobs, respondents find personalized guidance of importance. Respondent 8 mentioned:

"There are always personalities which cannot handle all that freedom. In that case I often choose to draw them aside, it also depends on how big the problem is, but when I feel that it is only for that person, I will draw them aside and have a conversation with him of her and ensure that he or she is able to work in a comfortable way." (Respondent 8, 30 December 2016, author's translation)

This shows that leaders should show interest in their employees to ensure that motivation will not decrease. Also, when the question arose on if respondents feel that some employees cannot handle too much responsibilities and freedom, respondents 9 and 10 answered:

"Yes, then you need to have meetings with this person every week to ensure that they gain control again. Really guide someone." (Respondent 10, 10 January 2016, author's translation)

"You really personalize the guidance, get an idea of how they feel. You eventually will notice yourself when someone meets the level which you want them to meet." (Respondent 9, 10 January 2016, author's translation)

These results show that guidance is of importance for success. According to the respondents, employees need guidance and coaching of leaders to provide a feeling of confidence and support.

4.3.3. Risk taking and personal initiative

From the literature review executed earlier in this thesis, was found that creative leaders should encourage taking risks (Cook, 1998). Indeed, most of the leaders interviewed (12 out of 14) find risk taking important. They mention that risks take you further and that organizing an event or festival in general is already risky. Respondent 5 answered the following:

"You have to take risks. If I do everything inside the boundaries which are already there, we could not have a festival here. It would have been a very boring festival." (Respondent 5, 15 December 2016, author's translation)

Moreover, according to respondents, when you want to be creative there are always things that go wrong, but when you as a leader explain the worthiness of taking these risks it will motivate employees. One of the respondents states that employees should know that loss does not always imply disaster but that it is a learning process. However, respondents agree that risks should not be taken when they seriously could damage the outcomes of the event. Respondent 11 states:

“Risks do have limits, it should not cost too much money.” (Respondent 11, 10 January 2016, author’s translation)

Besides taking risks, personal initiative is seen as a point of importance for all respondents. They state that employees get more motivated by taking initiative. This is because of the feeling of involvement in the project gets bigger when they are able to bring in and execute own ideas.

4.3.4. Learning from mistakes

Cook (1998) states that creative leaders should see mistakes as learning opportunities. All respondents see making mistakes as learning opportunities. They agree on the fact that mistakes give employees the opportunity to learn and grow. Respondent 14 said:

“When you do not accept that mistakes are being made, you will not succeed. When you do not have the bravery to try things out you will not grow. You have to be distinctive and you have to be new. Making mistakes is allowed and this is what employees within your team should know too. That is a part of the creative process.” (Respondent 14, 27 January 2016, author’s translation)

Some respondents even let employees make mistakes deliberately to let them encounter the consequences their selves. Respondent 2 for example said:

“I sometimes let employees make mistakes deliberately. When you know that somebody is going to make a mistake which is not serious, I would rather let them make that mistake and speak to them about it later. They have to encounter themselves. Except when a mistake is drastic, then I will intervene.” (Respondent 2, 6 December 2016, author’s translation)

However, as also seen from the quote above, many respondents (9 out of 14) mentioned that mistakes should be stung when it is too drastic and the consequences for success are too big. One of the interviews was done with three respondents at once. In this interview, they explained that they usually try to overcome mistakes and taking too drastic risks by deliberation and overviews of what is going to happen. Respondent 11 said the following during the interview:

“We try to walk through the whole execution day beforehand with the employees. From the moment you wake-up at May 5th. In that way we can hoist many mistakes already. Because when you do not do this, even the smallest mistakes can be a problem when they are not thought through upfront.” (Respondent 11, 10 January 2017, author’s translation)

Furthermore, some respondents think that making mistakes during the event is not gladly seen. This is because of the tight planning and because everything should be executed during the event.

4.4. Behaviours and factors influencing personal initiative and creativity

From reviewing the literature on creativity and personal initiative of employees, different behaviours and factors which influence this were found. Different propositions are linked to these behaviors and factors. At first the respondents were asked which behaviours and factors

they think have influence in general. Besides that, the behaviours and factors from the literature review were involved in the interview. This paragraph includes these factors and behaviours which the respondents find important.

4.4.1. Role modelling

As mentioned before, the first behaviour of De Jong and Den Hartog (2007) is *role-modelling*, which includes being a creative leader yourself, so that others will follow. Many respondents thought of this behaviour their selves (7 out of 14). They mention that it is of importance to pass your own enthusiasm onto your employees. When the leader is enthusiastic, the employees will be more enthusiastic too. Respondent 12 said:

“A behaviour is my own enthusiasm, initially to generate ideas. If you are enthusiastic yourself and speak enthusiastic about an event what we want to make, then you will convince the others too. I think that that is the most important behaviour.” (Respondent 12, 13 January 2017, author’s translation)

Besides this enthusiastic behaviour, respondents find being creative as a leader important. They find that creativity also starts with the leader. When they are creative, they are more able to pass this onto their employees. Furthermore, taking risks is a behaviour mentioned by some respondents. When they as leaders take risks employees are motivated and dare to take risks too. These behaviours of enthusiasm, creativity and taking risks motivate employees. Respondents mention that also motivation starts with the leader. Respondent 8 said the following:

“I think when you do something yourself and they see it, that this also encourages people. So when they see that you take risks and because I want to encourage that, that they will more often think, well you did it and that had a good outcome.” (Respondent 8, 30 December 2016, author’s translation)

In addition, many respondents (9 out of 14) share the opinion that employees are more motivated when they see that the leader has integrative tasks. Respondent 11 for example talked about the task of cleaning toilets during the event or help building up the stages. This creates a feeling of being a team and equality. Employees then appreciate their leader more. This is in agreement with the statement of Kerzner (1989) where he states that one of the most important factors of successful project management is that the team and manager have integrative responsibilities.

These results are in line with proposition 7a: **the factor of role-modelling has a positive effect on personal initiative and creativity.**

4.4.2. Intellectual stimulation & knowledge diffusion

Intellectual stimulation is a behaviour where leaders stimulate problem solving of employees. Respondents interviewed find giving employees the opportunity to learn a crucial point for success. Employees should be able to solve problems on their own or with the team. Furthermore, some respondents mention that they try to keep triggering and training employees to be creative and be autonomous their selves. Respondent 14 mentioned the following about this stimulation of problem solving and personal initiative:

“By showing and evaluating what visitors thought of the event you organized, this is probably one of the most important stimulators. Within a team, to be triggered to do it better and different next time.” (Respondent 14, 27 January 2017, author’s translation)

Respondents want their employees to create solutions for problems. A way of doing this by respondents is arranging frequent brainstorm sessions and meetings. This result is in line with proposition 7b: **intellectual stimulation and knowledge diffusion have a positive effect on personal initiative and creativity**. However, leaders interviewed find it important that employees think their selves to be creative and come up with solutions. Respondent 13 said:

“I diffuse my ideas and knowledge by making a presentation with my ideas, with a mood board and I show them some things. But it is not like I have a plan and this is how it should be. It is the involvement of all employees and letting the idea loose.” (Respondent 13, 23 January 2017, author’s translation)

This shows that knowledge diffusion and intellectual stimulation are important to a certain extend. Employees should also be able to create ideas themselves without being influenced to much by ideas of leaders.

4.4.3. Consulting

As found earlier from existing literature, the behaviour of consulting involves sharing opinions by holding on to a loose management style. Employees must be involved in decision making to enhance creative behaviour (Cook, 1998; De Jong & Den Hartog, 2007). Respondents are, as mentioned before, much focussed on open communication and letting employees loose. They all are holding on to a loose management style. During the interview, some of the respondents even said that the word employees sounds very detached for them. This is because the teams are very close-knit. Furthermore, providing autonomy is mentioned many times when speaking about behaviours and factors influencing creativity and personal initiative in general. All the respondents agree that employees need to have enough responsibilities en freedom during their work to enhance creativity and personal initiative. According to them, employees get more motivated by freedom. This fits with the statements of the authors and is in line with proposition 7c: **consulting has a positive effect on personal initiative and creativity**. Moreover, some of the respondents (2 out of 14) add that sometimes there are some employees who can misuse this freedom and not being honest about it. Then these respondents discuss this issue and try to work it out by having conversations about the cause of this behaviour. Respondent 1 said:

“I think that employees get very motivated by giving them freedom. But when you notice that they misuse this freedom, this can also happen, we work with young people. Young people still need to learn but then you have to keep the line short and discuss this issue and have good conversation.” (Respondent 1, 6 December 2016, author’s translation)

However, every respondent agrees that a loose management style has a positive influence on creativity and personal initiative, some of them (6 out of 14) add that there always need to be some structure. According to them there is a need of structure and people knowing their function. Also decision making is seen as a team task by respondents.

4.4.4. Providing vision

As seen from the literature review it is effective when leaders provide employees with several goals to achieve and give them a direction to go. However, leaders should not have strict goals and directions to enhance creativity (De Jong & Den Hartog, 2007; Cook, 1998). These statements are in agreement with the points of view and way of working of the respondents. Respondents find creating clear goals crucial to meet time, cost and quality objectives, but also to enhance the effectiveness of creativity. When there is no goal, these leaders notice that employees' creativity does not always go in the right direction. When ideas have to be dismissed because of this, employees will not be motivated to generate ideas anymore. However the goals set by management should be achievable. Furthermore, respondents find goals important for providing a purpose for working. Yet, the way of reaching this goal is up to the employees to ensure that creativity does not impair. Respondent 7 and 12 said:

"Yes the final goal is very important, what happens in-between... this is the goal and this is the time period you have, within that time period you can be creative." [...] "That works the best for us. We notice when we do not set a goal, we have experimented with that to not set a goal and saying just see what happens, but that does not work out. People need a goal and they feel better when knowing what they have to do and which way to go." (Respondent 7, 28 December 2016, author's translation)

"Providing a direction motivates because they then already have a beginning from where they can work. When I know a direction I will definitely tell them, otherwise it can turn the other side. When I do not give them any direction at all, no briefing of where we need to go, then they will generate all these ideas which I do not like, which then will turn out to be demotivating." (Respondent 12, 13 January 2017, author's translation)

These results are in line with proposition 7d: **providing vision has a positive effect on personal initiative and creativity**. However, while having clear goals is important, respondents also mention that it is not always possible to fully complete the goals because of the unforeseen factors within the event industry.

4.4.5. Delegating

Literature review showed that too much control and delegation has a negative influence on creativity and personal initiative (Cook, 1998). Respondents agree and state that too much delegation demotivates employees. However, all respondents agree that sometimes delegation is needed when employees do not function properly. However, one respondent said:

"I do not like to act like a police officer." (Respondent 2, 6 December 2016, author's translation)

This is the opinion of most respondents, to only control when needed but at least as possible to enhance creativity and personal initiative. This is in line with proposition 7e: **the more delegation, the less personal initiative and creativity of employees**. Moreover, two respondents add that delegation and control is more during the event. This is because then mistakes should be less and everything needs to be as planned. Besides the control during the event, some respondents mentioned that delegation is most of the time very personalized. They try to adapt the way of controlling and delegating to the personality of the employee. This is because some employees need more control than others. This is seen as an important factor. Respondent 6 mentioned:

“I as a project leader or manager of a festival need to really know the employees. Some need more severity, else they will be disinterested and do not know the urgency of something because he knows that I am not looking. Other people need more freedom to take more initiative and just do their thing. So it really depends on what kind of person your employee actually is.” (Respondent 6, 19 December 2016, author’s translation)

These results show that too much delegation has indeed negative influence on creativity and personal initiative of employees. However, this influence differs per employee and the level of delegation should therefore be adapted per employee. Knowing the characteristics of the employees is therefore an important factor.

4.4.6. Support

Different authors state that support from a team for innovation in project organizations determines the level of motivation and creativity (Patanakul et al., 2016; Kissi et al., 2013; De Jong & Den Hartog, 2007; Oldham & Cummings, 1996). Looking at the results of the interviews, these successful organizations mention and notice the same. Respondents mention that support is given by, among other things, detecting motivation problems of the employees. Paying attention to the motivation ensures that these problems can be solved. Furthermore, some respondents (5 out of 14) said that being there for each other and helping each other out is an important aspect of support within the team. Moreover, the atmosphere within the team including the leader is supportive for motivation. Respondents notice that when the atmosphere is cozy, relaxed and everyone feels good, then employees get more motivated and generate more ideas. In addition, when some employees are less enthusiastic about ideas or projects, respondents connect enthusiastic employees with unenthusiastic employees. This way they can motivate each other. This is also mentioned in the context of creativity. Respondent 5 said:

“What I usually do is ensuring that people which cannot handle freedom and are not able to generate ideas, are connected with people which are enthusiastic to share this enthusiasm.” (Respondent 5, 15 December 2016, author’s translation)

These results are in line with proposition 7f: **the more support for innovation, the more personal initiative and creativity of employees**. The respondents add that it also enhances motivation and job/team satisfaction.

4.4.7. Feedback & recognition

Feedback is seen as crucial in existing literature on project management. According to different authors, employees are more motivated to reach goals when they receive feedback (Hellström and Hellström, 2002; De Jong & Den Hartog, 2007). All respondents agree that feedback is crucial for the success of project management in music festivals. Giving feedback and receiving feedback is important for the following events. It is not possible to improve without feedback. Furthermore, the timing of feedback is mostly done upfront and afterwards. About the difference between positive and negative feedback was not much information found in existing literature. However, some (8 out of 14) respondents mentioned this difference. These respondents notice that negative feedback can be demotivating for employees. They find it important that negative feedback is given with a positive twist to it. Things which went wrong are to learn from but have to be raised. Respondent 9 mentioned the following:

“Negative feedback is needed when something really does not work out. This is important for the eventual success and I do not want to let people do extra work for nothing.” (Respondent 9, 10 January 2017, author’s translation)

When this positive twist is given to negative feedback, employees are not demotivated. Positive feedback on the other hand, is provided very much by the leaders interviewed, and according to them, motivates employees. However, most respondents do not like the word negative feedback and find feedback needed. One of the leaders said:

“I never use the word negative feedback. I think that there is no such thing as negative feedback, but they are improvement points. Those I definitely give, that is the only way you can learn.” (Respondent 12, 13 January 2017, author’s translation)

Besides feedback, as said before, recognition is of great importance, where appreciation is more important than giving physical rewards. When employees get a feeling of recognition, they perform better and have a higher level of creativity. These results are in line with proposition 7g: **giving feedback and recognition have a positive effect on personal initiative and creativity.**

4.4.8. Task assignment

From the literature is found that assigning tasks to employees which suits their skills has a positive influence on creativity and personal initiative (De Jong & Den Hartog, 2007). Proposition 7h is focused on this subject of proper task assignment. Most of the respondents (12 out of 14) notice that this has indeed a positive influence. According to them, tasks should be challenging and suitable to keep motivated and creative. However, the same as for managers, tasks should not be too challenging because it works demotivating when tasks are difficult or almost impossible to achieve. What the respondents find important is that the tasks are challenging but in a suitable way. Every employee needs another level of challenge and has another level of skills. Therefore, this is very personalized within these organizations. Furthermore, two of the respondents mention that also volunteers should have suitable tasks. These do not have to be too challenging but it is important that they enjoy the job. Enjoying the job or having fun is one of the most mentioned aspects by respondents. This is a crucial aspect for motivation and creativity. These results are thus in line with proposition 7h: **proper task assignment has a positive effect on personal initiative and creativity.** While almost every respondent agree that tasks should be suitable and challenging, some believe that employees should just do the job they were assigned to. However, this is especially during the event itself.

5. Discussion & conclusion

This chapter includes the key findings from the interview results compared with the theoretical findings from existing literature. After that, the limitations and weaknesses of this research are discussed, followed by directions for future research. Finally, the practical implications extracted from the research for organizations are given.

5.1. Key findings

This paragraph provides a summary of essential results extracted from the interviews and the theoretical framework. This summary forms the answer to the research question: **“How and when do leaders in the event/music festival industry encourage their employees to take initiative and be creative within a set of pre-determined project boundaries?”** Furthermore, the propositions developed in the theoretical framework are discussed. Moreover, these findings provide insight in the similarities and differences between existing literature on project management and leadership and the interviews.

5.1.1. Event management methodology

As found in the literature review, the project management methodology is widely used for event organizations, because of the lack of a specific event management methodology (O’Toole, 2000). This research shows that the project management methodology is indeed applicable for the music festival organizations and thus for the event industry. Also the first proposition focused on the statement of O’Toole (2000) that the event management methodology likely provides new insights for the project management methodology, is in line with the results. Some new insights are provided specifically for the event industry by respondents involved in this research. Some successful factors are more important than others and some are interpreted in a different way by music festival organizations. Also, some extra success factors are added which are suitable for music festivals and most likely for the whole event industry. Therefore, the subject of this research is a relevant supplement for literature on leadership and project management and provides a direction for future research.

5.1.2. The timing of encouragement

Not only is the way of encouragement relevant to know for organizations but also the timing of encouragement. The theoretical framework includes existing literature on project management and showed that there are several stages of project management. To investigate whether encouragement of creativity and personal initiative is effective and efficient during every stage, respondents were asked about this matter. The second proposition developed is focused on whether personal initiative and being creative is effective and efficient during the start-up period, the execution period or during every management period of the event. Results show that encouragement is within every management period of the event. However, during the event creativity and personal initiative is not in generating ideas but in problem solution. Generating ideas is mostly done in the starting period of the event.

5.1.3. Success factors of project management within the music festival industry

The theoretical framework showed that there are several success factors for project management. Different propositions were developed based on these success factors in order to investigate whether these success factors also apply to the music festival industry. As mentioned before, Crawford et al. (2005) have stated that different types of projects require different approaches of management. To see to what extent the factors of the existing literature are similar to perceived success factors of successful leaders within the music festival industry,

respondents were asked to name success factors for their project management process and the event itself. These results are compared with existing literature.

5.1.3.1. Challenging and suitable projects for managers

Existing literature shows that the assignment of tasks should be carefully done. Müller and Turner (2007) state that the success of a project increases when managers work on challenging and suitable projects. Furthermore, tasks assigned to employees should be challenging and matching with their skills to increase the quality of the project and the level of personal initiative and creativity (De Jong & Den Hartog, 2007). Indeed, assigning challenging and suitable projects to managers and employees has resulted to be a success factor within the music festival industry. Results show that tasks should be challenging but in a suitable way. Tasks should be achievable to prevent demotivation of employees and managers. Therefore, task assignment differs per team member and needs to be personalized.

5.1.3.2. Stakeholder satisfaction

In project management literature, stakeholder satisfaction is seen as an important factor of project success (Baccarini, 1999; Munns & Bjeirmi, 1996). However this factor is seen as less important by respondents. This is one of the differences in perceived factors and may be the consequence of operating in another industry. Respondents mention that there may be more possibilities when stakeholders are satisfied. However, because this is seen as less important this factor can be omitted and therefore the proposition on satisfying stakeholders can be rejected.

5.1.3.3. Team-building

Besides the other success factors, the factor which is seen as most important by respondents and by existing literature is team-building or team work. Results are in line with the fifth proposition and thus imply that the more team-building implemented by a music festival organization, the higher the performance of the team will be. When there is a feeling of involvement and dependency, employees perform better and are more motivated. Team-building is implemented in different ways by respondents. Examples are, going out for dinner, going to a concert or simply having drinks after the event. This differs per organization and has to be suitable for the characteristics of employees and the organization.

5.1.3.4. Appreciation & rewards

Munns and Bjeirmi (1996) and De Jong and Den Hartog (2007) state that appreciation and giving rewards positively influences the success of projects and the level of personal initiative and creativity. The sixth proposition from the theoretical framework implies that the more appreciation and rewards are given, the higher the performance and motivation will be. This is indeed perceived as very important by all respondents. According to the respondents, appreciation is more important than physical rewards and motivates employees. This then results in better performance, and thus is in line with the proposition and existing literature findings. However, while this is an important success factor, some tasks and some actions executed by employees are seen as self-evident within music festival organizations and do not need to be appreciated.

In conclusion, most success factors from existing literature on project management are in line with the results from this research. However, results also show that there are some differences and some added success factors for the music festival industry. The table below (Table 2) shows a full overview of the similarities and differences between perceived success factors and includes the added success factors extracted from the results.

Success factors existing literature	Success factors respondents
Challenging and suitable projects	Challenging and suitable projects
Stakeholder satisfaction	Team-building
Team-building	Appreciation and rewards
Appreciation and rewards	Learning from mistakes
Learning from mistakes	Proper planning
Proper planning	Ability to change and adapt
Ability to change and adapt	Open communication
Proper communication	Creating experiences
Creating experiences	Budget
	Artists and facilities
	Characteristics of employees
	Promotion (social media)

Table 2: Comparison of success factors. (Author's illustration)

Besides the success factors from the propositions, learning from mistakes, proper planning, ability to change and adapt to the environment and creating experiences are success factors for project management and event management. Also open communication is one of the most important success factors mentioned by respondents. As seen from the table, the added factors are being creative within the budget, having good artists and facilities, characteristics of employees, and promotion where social media is most important. Results show that having a budget ensures that the event stays within some pre-set boundaries but also increases creativity within music festival organizations. Furthermore, besides the whole experience offered, the artists and facilities are still a tool to attract more visitors. Also characteristics of employees are important for success. When employees are enthusiastic, motivation increases and the experience of the visitors improves.

5.1.4. The influence of leaders

Existing literature and the results of this research have shown that the overall leadership style influences the level of creativity and personal initiative, and thus the success of project management in the music festival industry. The results of this research show that an informal leadership style positively influences the level of creativity and personal initiative of employees. However, some formality is needed when employees are not in control. Furthermore, risk taking and making mistakes to the extent where no great harm is done to the success also has a positive influence. These are learning opportunities for employees and enhance creativity. Moreover, coaching and guiding employees when needed and wished for also has a positive influence.

Existing literature shows a number of specific factors and behaviours which influence creativity and personal initiative. These are role-modelling, intellectual stimulation and knowledge diffusion, providing vision, consulting, delegating, support for innovation, feedback and recognition and task assignment (De Jong & Den Hartog, 2007; Cook, 1998; Mumford et al. 2002; Patanakul et al. 2016; Oldham & Cummings, 1996; Kissi et al. 2013; Munns & Bjeirmi, 1996;

Hellström & Hellström, 2002; Müller & Turner, 2007). Propositions 7a-h are focused on these factors and behaviours.

The above mentioned factors and behaviours indeed turned out to be influencing creativity and personal initiative within music festival organizations. The most important factor perceived by respondents is role-modelling, it all starts with the characteristics of the leader. Leaders being creative, enthusiastic, positive and taking risks positively influences creativity and personal initiative. These characteristics are encouraging for employees. Besides these characteristics, intellectual stimulation and knowledge diffusion has a positive effect. However, not too much information and knowledge should be diffused to provide freedom to generate ideas. In addition, a horizontal hierarchy and a loose management style are two of the most important factors. Working as a team and having integrative, suitable and challenging tasks enhances the creative outcomes of a team. Furthermore, it has turned out to be that too much control has a negative influence. The more delegation, the less personal initiative and creativity. However, delegation is sometimes needed and has to be personalized. Moreover, support for innovation has resulted to be a positive influence on personal initiative and creativity, where providing freedom and autonomy are crucial for the success of music festival organizations. Moreover, providing vision is an important factor for enhancing effectiveness and efficiency of creativity and personal initiative. Within music festival organizations or event organizations, providing a specific direction with a specific goal is positive. This overcomes demotivation problems by not having to dismiss generated ideas which do not fit within the boundaries or the end product. Successful leaders from this industry provide a vision for employees and everything in-between reaching this goal is controlled only when needed to enhance creativity. Lastly, as stated before, a very important factor is giving feedback and recognition. Results show that the more appreciation and rewards, the higher the motivation, creativity and personal initiative. Besides this, feedback is needed to keep improving the event.

5.2. Limitations & future research

This research is methodological and theoretical substantiated, however besides the strengths of this research there are some weaknesses and limitations. These limitations offer new directions for future research for the event/music festival industry.

At first, a limitation of this research is the use of a convenience sample. This sampling method can lead to the under-representation or over-representation of groups within the sample. Furthermore, bigger organizations can have different types of leadership styles. While only one, two or three leaders of the same organization are interviewed, it could be that it is not representable for the whole organization. Convenience sampling has the bias of the ability to make generalisations for the entire population.

Second, the research includes 14 respondents. Guest et al. (2006) whom have addressed the problem of sample sizes within the used technique of non-probability sampling, state that a sample of 12 is sufficient. However, this does not make it fully generalizable and needs to be interpreted with regard to individual context. This makes the results of this research only conditionally generalizable and applicable to other contexts. To make it more applicable to other contexts, future research should involve more respondents.

Third, this research only includes the leaders and managers of successful organizations as respondents. These respondents are very important for this subject and most suitable for this research. However, for future research it would be interesting to also include the employees

within the teams. This creates insight in the trustworthiness of the answers given by the leaders and may provide even more insight in the success factors.

In addition, this research has used the data collection method of semi-structured interviews. This is a very suitable method for this research, however for further research different methods can be used to strengthen the reliability of the outcomes and see whether other methods provide the same results.

Another limitation is the interpretation of questions by the respondents. Most of the questions were interpreted the same and well understood. However, some questions were interpreted in a different way, which sometimes made it difficult to gain the right answers. For example about the subject of taking risks. Most respondents thought of taking risks as in new ideas and setting up new projects, however some of the respondents thought of risks concerning security and safety. Nevertheless, this limitation was diminished by providing more information and explanation of the aim of this question. Moreover, respondents were asked to describe their own behaviour. A limitation of this is that respondents find this difficult or make their behaviours look better than they actually are. However, because more leaders of different organizations were interviewed, the similarities between the answers make it possible to detect this limitation.

Moreover, this research is executed in the Netherlands only. Within the Netherlands, music festivals are nowadays very popular and much successful festivals are organized. These festivals also attract international visitors. However, for further research it would be interesting to see whether these outcomes and these leadership styles differ from leaders from other countries. There could be a difference in working cultures.

Furthermore, a limitation is that there is no distinction made for small and large events for this research. Most organizations interviewed have large events. Not much difference is discovered during this study. However, it would be interesting for future research to investigate whether small and large events differ in working culture and if leaders handle a different leadership style.

In addition, this research includes respondents from successful organizations. These are perceived to be successful by how many visitors they receive and for how long they are successful in organizing and selling out their event. Also these organizations are well-known by many people and in the event industry. However, the actual performance is not assessed or measured because of privacy, cost and time constraints. For future research the successfulness can be measured better to ensure that the right organizations are involved in the research.

Lastly, this research is not easy to compare with existing literature and other research on the topic because not much research is done specifically on music festivals focussing on leadership. Nevertheless, this on the other hand makes this research even more relevant for the industry and a supplement to the leadership literature. More research on this topic in the future is relevant.

5.3. Practical implications

The results of this research have provided insight in how and when leaders within the event industry, especially music festival organizations, can encourage creativity and personal initiative. Furthermore, success factors of project management within music festivals were found. These results provide practical implications for organizations within the event industry. However, these implications may also be applicable for project organizations in the whole creative industry. Maybe even for project organizations outside the creative industry, because of the dynamic characteristics of the event industry. The industry is constantly adapting to changes and risks in the environment. Today, this is a struggle of many other industries. Furthermore, as said before, this industry is one in which project managers are dealing with time pressure and

budgets. These skills for dealing with these constraints are very useful for many other project organizations within the creative industry. Moreover, creativity and innovation are gaining momentum in today's business environment (Paleo & Wijnberg, 2008). Because of the focus on this subject within this research, many factors are useful for different industries. The table below (Table 3) includes the practical recommendations for organizations.

Actions	Explanation
Encourage open communication	Open communication is a perceived factor for enhancing creativity and personal initiative. Therefore, being easily reachable is crucial. This provides a feeling of engagement. This can be through phone, email or even better, face-to-face meetings. Meeting frequently is critical for being a successful team.
Provide clear goals	Having clear goals and directions is crucial for success and for ensuring that time, cost and quality objectives are met. It enhances the effectiveness of creativity and personal initiative and employees will not generate unusable ideas.
Being a team	Being a team is perceived to be a crucial success factor. Team-building can be used to boost the team spirit. Having staff days out or going out for dinner are ways to do this. However, it could also be simpler by having a drink after the event to evaluate and getting to know each other better. As a leader you should really know your employees to personalize delegation, control and task assignment.
Being a role-model	As said before, it all starts with the leader. Ensure that the leaders of the organization are being the role-model for employees by acting and reacting in a way in which you want employees to do so too.
Provide integrative, challenging and suitable tasks	Having integrative tasks provides a feeling of equality. This motivates employees. Do not always be the 'boss' and work at the office but also do the 'dirty' jobs now and then. Furthermore, tasks should be suitable and challenging.
Effectively connect employees	By connecting enthusiastic or creative employees to more unenthusiastic and uncreative employees, the level of creativity and enthusiasm will increase. Therefore, as said before, it is important to know your employees.
Create a horizontal hierarchy	It may be difficult to sift from a vertical hierarchy to a horizontal hierarchy where employees are more on the same level as managers and are more engaged. However, this is effective for creativity and personal initiative.
Appreciate and give feedback	To be appreciated, you have to appreciate yourself. Employees will appreciate a leader more when they feel appreciated. This can be done simply by expressing and saying that the job is executed in a good manner or by actually giving rewards. Rewards such as consumption coupons, backstage experiences or going out for dinner. Besides appreciation, giving feedback motivates employees and increases success. Timing of feedback should be upfront or after the event.
Handle a loose management style	Besides a horizontal hierarchy, a loose management style enhances creativity and personal initiative. Providing autonomy and freedom is crucial. When a clear goal is given, employees must have the possibility to work towards this goal without too much control and with personalized delegation.
Arrange creative moments	To encourage creativity and innovation, results show that it is useful to arrange specific moments, such as brainstorm sessions, at which the whole team can be creative and generate ideas together. Working together provides more effective and efficient ideas.

Table 3: Practical implications (author's illustration)

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7. Appendix

Appendix 1: Interview guide (English version)

- Duration: +/- 45-60 minutes

Before I start with the interview, I would like to ask you if it is o.k. that I audio-record this interview for analysing it afterwards?

Introduction

At first I would like to thank you for participating in my research and taking time for this interview. I am Michelle van Veenendaal, 22 years old and I am currently studying the Master Business Administration at the University of Twente. As I already explained, I am now working on my master thesis. The interview will have the duration of approximately 45 to 60 minutes.

Purpose of the research

To fulfil my master thesis, I chose to write a thesis on the subject of leadership within music festival organizations. I am very interested in the event industry. I have been able to organize some events during my previous study, namely Tourism Management (Hoger Toeristisch & Recreatief Onderwijs). During this study I was following the course Event Management, in which I was very interested. Because of my interest in this industry, not only to study but also for my future career, I chose this subject. It became clear from doing a literature review that music festivals are very popular nowadays and are becoming more important for the event industry. As a consequence, the competition grows and creativity and innovation are important. However, I could not find much information on leadership within this context. Therefore, I would like to explore how managers and leaders of music festival organizations encourage their teams and employees to be creative/innovative and take personal initiative within specific boundaries.

Introduction of respondent

- What is your age?
- Can you describe what the organization mainly focusses on?
What is the core product?
- Can you describe your function within the organization?
What are your main tasks?
- For how long are you fulfilling this function?
- What are previous experiences in a managerial position?
- How many employees are directly reporting to you?
- What type of tasks does your team fulfil?

Main Questions

Leadership

1. *How would you describe your leadership in general?*
 - Has it changed over time? How and when?
2. *Can you mention an example in your career of when you encouraged your employees to take initiative and risks?*
 - What happened in this situation or project?

- Which specific behaviours did you demonstrate in this example? How did you show them?
 - Why did you show these behaviours?
 - How did employees react? Where they more motivated?
 - What kind of behaviours did your employees show in this example?
3. *When and when not, do you as a leader encourage your employees to take initiative?*
- Is personal initiative useful under all circumstances and during all stages of the process? And innovation and creativity?
 - During which stages and which not? Under which circumstances not?
4. *When and when not, do you as a leader encourage your employees to be innovative/creative?*
- Is this useful under all circumstances and during all stages of the process?
 - During which stages and which not? Under which circumstances not?
5. *What kind of behaviours and factors do you think have a positive influence on personal initiative and creativity/innovation within your industry?*
- To what extend is the opportunity to learn and providing knowledge of importance?
 - Does providing a clear direction and goals have a positive effect?
 - Do you think that a loose management style and participation in decision making is positive? Why?
 - What is your opinion on supporting employees by giving rewards and appreciation? Does this have a positive effect? Do you use this?
 - To what extend is giving feedback of importance?
 - To what extend is assigning the right employees to specific tasks of importance?

Success factors

6. *Can you describe what, according to your opinion, are determinants of the success of your events?*
- Do you feel more pressure nowadays to quickly respond to trends and developments?
 - How do you cope with the unforeseen changes (for example the weather)?
 - How do you communicate with employees? In what way does this type of communication influences success?
 - To what extend do you think that team-building influences the success of your projects?
 - To what extend does proper planning influence success?
 - Do you take into account stakeholder satisfaction when organizing events? How and why?
 - Is the process of organizing the event more successful when you are assigned to something challenging? How and why?

Closure of the interview

(Summarize) Do you have any final comments or thoughts on this matter you would like to share?

Thank you for taking time to conduct this interview with me and helping me with my research. I received much relevant information during this interview to complete my research. When this research is finished I will sent the results to you. If you have any questions, do not hesitate to contact me or my supervisor at the university.

Appendix 2: Respondents lists

Respondent/Date	Function	Organization	Age	Gender	Within this function	Employees	Large/small events
1. 06-12	Marketing manager/ promotion manager	Nablijven	20	Male	3,5 years	20	Small
2. 06-12	All-round manager/founder/DJ	Spoorbaan	22	Male	4 years	20	Small
3. 08-12	Owner/founder/all-round manager	Several (Caterplein festivals, owner of De Babbel, Stationdance festival)	37	Male	20 years	10-70	Large
4. 15-12	All-round manager, communication/ promotion manager	Summerloverz Festival	27	Female	5 years	7-70	Large
5. 15-12	Organisation/coordinator	De Gigant (Giro Festival, Stads Oase Festival)	22	Male	2 years	37	Large/small
6. 19-12	Organization/ booking artists/ backstage manager/ design manager	Free Your Mind Festival	24	Male	5 years	10	Large
7. 30-12	Freelance event organiser/ all-round manager	Incentive Productions	26	Female	3 years	30	Large/small
8. 28-12	Organisation/ board member	Burning Man Festival	46	Female	10 years	10	Large
9. 10-01	Communication/ all-round manager	Niek van der Sprong culturele producties: Such as Bevrijdingsfestival Zwolle	25	Male	3 years	5-80	Large/Small
10. 10-01	Human Resource manager/volunteers coordination/all-round	Niek van der Sprong culturele producties: Such as	22	Female	1 year	5-80	Large/Small

	manager	Bevrijdingsfestival Zwolle					
11. 10-01	Production/ all-round manager	Niek van der Sprong culturele producties: Such as Bevrijdingsfestival Zwolle	21	Female	2 years	5-80	Large/Small
12. 13-01	Manager events & entertainment	Walibi Evenementen/Entert ainment	32	Female	5 years	10-200/450	Large
13. 23-01	Founder/ all-round manager	Multigroove: such as, Ground zero Festival	47	Male	26 years	6-15	Large
14. 27-01	Director/ operations director	Loc7000/Mojo Concerts: Several such as Lowlands, Bruce Springsteen concert	50	Male	25 years	35	Large

Table 4: Respondent's specifics. (Author's illustration)

Appendix 3: Mail respondents (English version)

Can I have an interview with you?

Who am I?

My name is Michelle van Veenendaal and currently I am studying the master of Business Administration at the University of Twente. I am now working on my master thesis. To fulfil my master thesis, I chose to write a thesis on the subject of leadership within music festival organizations. I am very interested in the event industry. I have been able to organize some events during my previous study, namely Tourism Management (Hoger Toeristisch & Recreatief Onderwijs). During this study I was following the course Event Management. I chose the subject because of my interest in this industry, not only to study but also for my future career.

What is the purpose?

It became clear from doing a literature review that music festivals are very popular nowadays and are becoming more important for the event industry. As a consequence, the competition grows and creativity and innovation are important. However, I could not find much information on leadership within this context. Therefore, I would like to explore how managers and leaders of music festival organizations encourage their teams and employees to be creative/innovative and take personal initiative within specific boundaries.

What am I looking for?

To answer the research question, I am looking for managers and leaders of successful music festival organizations for interviews. You can think of managers or leaders of project teams, managers of more teams et cetera.

Your organization organizes successful music festivals and therefore I think that you and/or other employees are very suitable for an interview. It would be very interesting to gain information from you. The knowledge and experiences which you've gained during the organization of events can help me completing my thesis. Therefore, it would be great to conduct an interview with you or others of the organization.

Which subjects shall be discussed?

Examples of subjects are: leadership styles; how to motivate employees to be creative and innovative, and when; success factors of projects.

The interview will take about 30-45 minutes. The results will be compared with other organizations and existing literature. Because there is a lack of literature about leadership in your industry, these results will be useful for many event organizations including your organization. Different success factors will be extracted from the results, which you obviously can get afterwards.

It would be great if you want to participate in this research! I would like to hear from you if you can help me and if this interview is suitable. If there are any questions you can call me: 06-22040052 or email me: m.vanveenendaal@student.utwente.nl

Thanks in advance!

Michelle van Veenendaal

Appendix 4: Coding scheme

Categories	Sub-categories	Codes
Timing of encouragement	Encouragement of creativity and personal initiative	<p>Encouragement is not always efficient</p> <p>Do not stop enthusiasm</p> <p>Dismiss time consuming and too expensive ideas</p> <p>During the event there is no creativity</p> <p>Encouragement during every stage</p> <p>During the event, creative in problem solution</p>
Success factors	Challenging and suitable projects for managers	<p>Challenging in a suitable way</p> <p>Tasks should not be too challenging</p> <p>Project should be stressful</p>
	Stakeholder satisfaction	<p>Keeping stakeholders satisfied, such as location provider satisfied</p> <p>Promotion for stakeholders</p> <p>More possibilities when stakeholders are satisfied</p>
	Team-building	<p>Team-building is important and creates bonding</p> <p>Having dinner with volunteers/employees/ a drink afterwards/ staff days out</p> <p>Employees will appreciate the leader more</p> <p>Teamwork is important</p>
	Planning	<p>Sticking to planning is hard</p> <p>Tight planning /during the event</p> <p>Planning provides rest</p> <p>Planning is of great importance</p> <p>Structure is important</p>
	Ability to change and adapt	<p>Having to react on trends and developments</p> <p>Looking at other successful events</p> <p>Based on inner feelings</p> <p>Important to be unique</p> <p>Small and unknown events need more creativity</p> <p>Unforeseen changes and difficulties are unpreventable</p> <p>Take into account different unforeseen difficulties</p>
	Internal communication	<p>Frequently having meetings/</p> <p>Atmosphere improves</p> <p>Open communication</p> <p>Always reachable</p>

	Budget	Creative way of working with budget Spending budget on a combination of success factors Budget is more important for big festivals
	Artists/facilities	Having good artists (especially when starting) Good facilities
	Characteristics of employees	Enthusiasm (volunteers) Mood of employees influence success Be yourself Having shared passion Enthusiastic and new employees are refreshing for companies
	Experiences	Experiences are important Details are important Experience it yourself first Giving economy
	Promotion	Social media Marketing in general
Leadership style	Formality	Informal leadership style Formal when needed End decision with leader Decisions are made together Everything is discussed together Being one whole with employees Leadership style gets more formal when events get bigger Informal with volunteers Engaged Friendly Think of how you want your leader to be yourself
	Coaching and guiding	Guiding employees is important Personalized guidance Coaching and democratic Ensure that employees can be their selves Let them do their jobs and create boundaries
	Risk taking/personal initiative	Events are always risky Risks take you further Loss does not always imply disaster Explain risk worthiness Things go wrong when you are being creative Employees get more motivated by personal initiative Only take risks which do not have to big consequences
	Learning from mistakes	You always learn and grow from mistakes Let them make mistakes deliberately

		<p>Let them encounter the consequences of mistakes Do not let them make mistakes when consequences are too big Making mistakes is stupid and expensive No mistakes during the event Overcome mistakes by deliberation and overviews</p>
<p>Behaviours and factors influencing personal initiative and creativity</p>	Role modelling	<p>Being enthusiastic/motivated/creative yourself Employees take risks when leader does Leader has to work too</p>
	Intellectual stimulation	<p>Giving people the opportunity to learn Keep training and triggering employees Let employees create solutions Brainstorm sessions</p>
	Consulting	<p>The word employees sounds detached Loose management style Provide autonomy Employees get very motivated from freedom When they misuse this freedom, discuss Structured</p>
	Providing vision	<p>Create clear goals which are achievable Goals give purpose for working Everything in-between reaching the goal is free Goals cannot always be achieved because of unforeseen factors</p>
	Delegating	<p>I do not act like a police officer Control employees when needed More control during the event Delegation should be personalized</p>
	Support	<p>Detect motivation problems Being there for each other Cosiness/Feel good/ Relaxed Connect enthusiastic employees with unenthusiastic employees Connect right employees to enhance creativity</p>
	Feedback	<p>Positive build-up for negative feedback Much positive feedback Negative feedback demotivates/ but sometimes needed Feedback upfront and afterwards Feedback is important for following events</p>
	Recognition	<p>More motivated by rewards and appreciation/especially volunteers</p>

	<p>Some actions are self-evident Not appreciate all the time Share the success with employees Provide tickets in exchange for work Rewards to volunteers in experience</p> <p>Task assignment</p> <p>Volunteers should have function which suits them The work has to be fun Just do your job</p>
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Table 5: Coding scheme. (Author's illustration)