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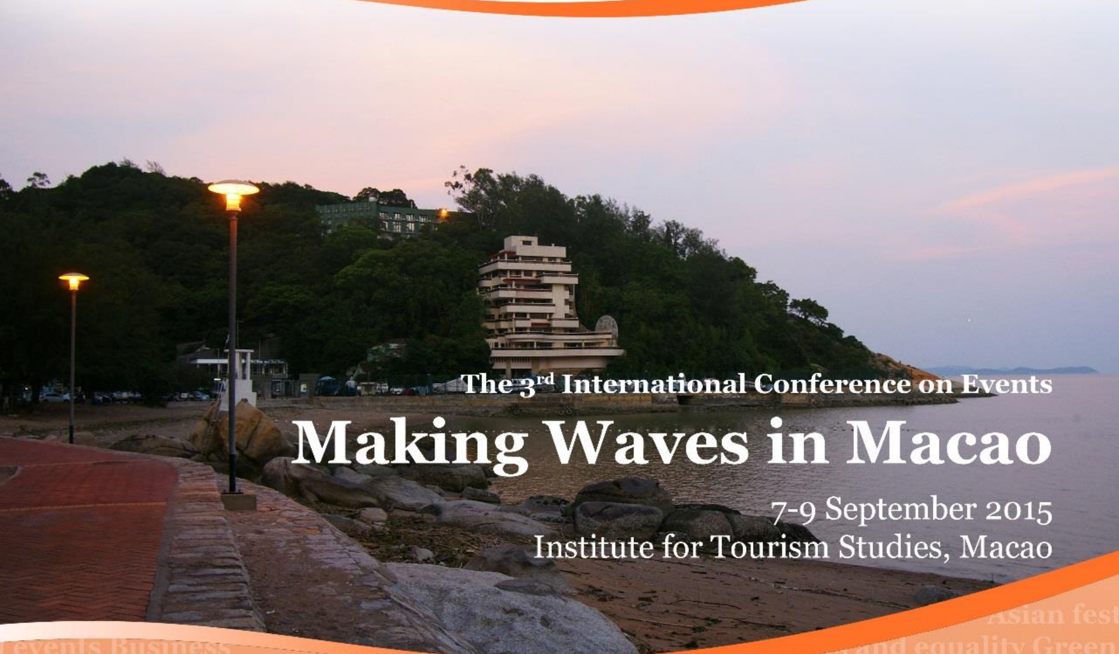
INSTITUTO DE FORMAÇÃO TURÍSTICA
Institute for Tourism Studies

ITRC
IFT Tourism Research Centre
INSTITUTE FOR TOURISM STUDIES, MACAO

Bournemouth University

20th Anniversary
Institute for Tourism Studies



The 3rd International Conference on Events

Making Waves in Macao

7-9 September 2015
Institute for Tourism Studies, Macao

Conference Proceedings

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INSTITUTO DE FORMAÇÃO TURÍSTICA
Institute for Tourism Studies

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20th Anniversary
Institute for Tourism Studies

Making Waves in Macao: the 3rd International Conference on Events (ICE2015) is one of the series of events to mark the Institute's 20 years of excellence in teaching and research.

Conference proceedings of the Making Waves in Macao: The 3rd International Conference on Events (ICE2015)

Editors: Ubaldino Couto and Julie Whitfield
Graphics and design: Andy Wong and Roxanne Ao
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Making Waves in Macao: The 3rd International Conference on Events

7-9 September 2015

Institute for Tourism Studies
Macao SAR, CHINA

Organised by

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With the kind support of

This conference is dedicated to all researchers who tirelessly work to advance our knowledge; and to practitioners in festivals and events who put together great shows for our enjoyment and needs.

"If you would like to establish a connection with people from another culture, it's always good to offer a few gifts as a gesture of friendship. But, an even better way to forge a lasting bond is by creating something together. Whether it's a meal, an art project, or just a spontaneous dance party, when you create with others, you build a connection that lasts a lifetime."

Inspired by the Blue Man Group
from "The Social Synapse" by Nora Epinephrine and Sarah Tonin

We count on you to create this together.

Contents

Disclaimer: All programme information is correct at the time of publication but may be subject to change without notice.

Foreword


The very exciting idea and tremendous exertion of bringing Making Waves to Macao came to light under the glistering lights, succulent culinary delights, the clinking of wine glasses during the gala dinner in Bournemouth back in 2013. Followed were many Skype meetings and emails between two worlds.

The majority of research output in the events body of knowledge appears to stem from the ‘Western world’ but we in Asia are quickly catching up. “Why not in the middle of these major ‘output centres’?”, we asked. Therefore, we have invited international partners to join in the fun from the UK, the States and Australia. Our keynote speakers also represent some of the most recognised and cited scholars in Events Management.

We then pursued our own line of thoughts, “what do delegates want from us?” – a local flavour, insights from the industry, practitioners – hey wait a minute, we’re Macao! We beat Las Vegas with gaming receipts years ago, and we are (still) in the midst of unprecedented economic development, thanks to tourism and events. We thought we have a great story to tell, the top management we’ve invited from the local event industry have great things to share, too. So here they are, some of the most celebrated and recognised top executives in Macao.

It then occurred to us we’re hosting an event for events people – that’s the origin of the quandary! We’re under the spotlight and very scrutiny of very demanding event professionals that expect we deliver the best experience. We hope we can live up to your expectations. We like to keep our conferences niche: a meeting for like-minded people where they meet everybody, network with everyone and generally have a good time while of course enjoying the inspiring and thought-provoking discussions of latest research in events. To this end, we hope you don’t just sit back and relax, but be active, roam around and enjoy the conference we put on for you! You must be involved in co-creating this experience and we count on you all to make this a memorable and fruitful time for us all.

Ubaldino Couto & Julie Whitfield
Conference Co-Chairs, ICE2015

Welcome from conference host

It gives me great pleasure to welcome you all to the Institute for Tourism Studies, Macao! Celebrating our 20th anniversary, we are very proud to host the Making Waves in Macao, the 3rd International Conference on Events.

Since its inception in 2005, IFT has witnessed over 450 bright, young and dedicated professionals who graduated from our BSc in Tourism Event Management, and many who took our event management courses in our professional and continuing education. Our faculty members have also published extensively in event management and actively participating in international conferences. One of these meetings was ICE2013 in Bournemouth, United Kingdom, where the IFT delegation came back with the enormous task of bringing ICE to Macao – the same level of quality, thought-provoking discussions and inspiration – if not better. On behalf of the management, I thank the organising committee who has been working tirelessly for months leading to ICE2015.

I also wish to thank our co-organiser, Bournemouth University, for the support and friendship established through the many years of collaboration in various projects. No less gratitude goes to our academic and industry partners who supported the conference in many ways. I wish to express my heartfelt appreciation to the keynote speakers, members of the scientific committee, and all authors and experts in the field. Last but not least, to all my colleagues in IFT for their collective effort in putting together this conference.

Macao is no stranger to events, evidenced by the number of large sporting events, cultural festivals and international exhibitions we host annually. The Macao government's goal is to position Macao as the 'world centre of leisure and tourism', spearheaded by tourism, gaming, cultural heritage and events. It makes more sense of the timely hosting of ICE2015 where we from the Macao community can learn from all the experts gathered here in this conference.

I hope your experience at ICE2015 will be a fruitful, memorable and enjoyable one! Enjoy the conference, the tranquil of our campus, and our great hospitality! Have a great one!

Fanny Vong, PhD
President
Institute for Tourism Studies, Macao
Conference Host, ICE2015

Welcome from ITRC

I wish to extend a warm welcome to all delegates and participants of ICE2015, which we at IFT have the tremendous pleasure of hosting for the first time this year.

For Macao and many communities around the world, the events sector has become an important foundation for economic development. It is an activity that attracts significant private and public investment and interest and many working individuals have chosen to build their professional career in this area. Our long-term tracking of tourism activity in Macao indicates that attending events is one of the most satisfying activities that visitors enjoy during their stay.

We are thrilled to be co-organizing this endeavour with Bournemouth University's Faculty of Management, which ranks among the most highly regarded academies for the teaching and research of events management. I wish to highlight in particular the efforts of the Conference Co-Chairs, Ubaldino Couto of IFT and Julie Whitfield of Bournemouth University, for bringing ICE2015 to its fruition and for assembling a program that promises to be intellectually stimulating, professionally engaging, and personally rewarding for all those in attendance.

I would also like to show our deepest appreciation for the many partners that have extended their support: Rosen College of the University of Central Florida, Edinburgh Napier University, the Australian Centre for Event Management, Griffith University, the Macau Government Tourist Office, Grant Hyatt Macau, MGM, Hotel Sintra Macao, and AJ Hackett, Hotels.TV, and Mix Magazine. Not least of all, I wish to extend our sincerest thanks to the ICE2015 Secretariat team led by Ms Wendy Tang and Ms Virginia Hong, and to the many supporting staff of IFT, for the tremendous assistance extended.

I hope you will find your experience at ICE2015 highly productive, enjoyable, and worthwhile. And, for delegates from afar, do find the chance before or after the conference to lose yourself in one of the many enchanting charms and diversions of Macao. It will be time well spent.

Professor Leonardo (Don) A N Dioko, PhD
Director
IFT Tourism Research Centre (ITRC), Macao
Co-organiser, ICE2015

Welcome from Bournemouth University

On behalf of Bournemouth University I would like to wish the Institute for Tourism Studies (IFT), Macao SAR, China every success in organising the 3rd International Conference on Events (ICE2015). Following the success of the first International Conference on Events in Bournemouth and the second in Sheffield the event aims to enhance further the ever-growing academic domains of event studies and event management which continue to offer exciting diversity for research and education as evidenced by the range of conference themes. I am sure the academic and industry keynote speakers will set a stimulating and reflective tone to the conference and encourage debate and collaboration.

I would like to take this opportunity to thank our academic and industry partners - Rosen College, University of Central Florida, USA; Edinburgh Napier University, UK; The Australian Centre for Event Management, Australia; Griffith University, Australia; Macau Government Tourist Office (MGTO); Grand Hyatt Macau; MGM Holdings Limited; Hotel Sintra, Macao; AJ Hackett; www.hotels.tv and MIX Magazine.

Special thanks must go to Dr Fanny Vong, Ubaldino Couto, Dr Julie Whitfield and Wendy Tang. We all know that without their effort and commitment as the Organising Committee ICE2015 would not have happened.

Finally I would like to add my best wishes to the 20th Birthday celebrations of the Institute for Tourism Studies (IFT) since Making Waves in Macao is one of the series of activities celebrating twenty years of excellence in quality education and research in tourism and hospitality.

Have a great experience at ICE2015!

Professor Keith Wilkes, PhD
Dean, Faculty of Management
Bournemouth University, United Kingdom
Co-organiser, ICE2015

For information and resources on tourism in Macao, visit http://itrc.ift.edu.mo.

ITRC

IFT Tourism Research Centre

INSTITUTE FOR TOURISM STUDIES, MACAO

Don't miss!

TOURISM 20:20

An international symposium on the past and future of tourism

Monday, 12 October 2015
Institute for Tourism Studies, Macao (Colina de Mong-Há Campus)
For the latest event info, please visit: http://itrc.ift.edu.mo/tourism-2020

Part of activities commemorating IFT's 20th Anniversary Year, TOURISM 20:20 will review tourism development over the last 20 years and look at the challenges ahead in the next 20.

Tourism has progressed tremendously in the last twenty years. Rapid globalization and integration, technological advances, climate change, the advent of low-cost travel and accommodation, and more open visa policies are but a few of the great changes that shaped travel. But it also portended great adversity and difficulties on issues of security, freedom to travel, equality and emergent diseases, and conflict.

How has travel changed in the last 20 years? What lessons have been learned? How has the travel industry coped with change? What opportunities and challenges lie ahead? These are some of the questions TOURISM 20:20 will address with the help of a few individuals best placed to share their thoughts, insights, and ideas on the matter.

The symposium will be conducted in English and is open to the public. Registration required for entrance and to reserve limited seating. Registration deadline: Monday, 5th October 2015. For inquiries, please email Ms. Wendy Tang at itrc@ift.edu.mo

About our academic partners

UNIVERSITY OF CENTRAL FLORIDA, USA

The Rosen College of Hospitality Management at the University of Central Florida, located in Orlando, provides students with an unrivaled opportunity to learn and work in the heart of hospitality. Ranked in the top three hospitality management programs worldwide, Rosen College has been an educational leader for over 30 years. Uniquely positioned in America's top tourism destination, we educate the next generation of industry leaders through internationally-recognized faculty, innovative academic programs, cutting-edge research and strong industry and community partnerships. To learn more, visit hospitality.ucf.edu.

UNIVERSITY OF TECHNOLOGY, SYDNEY, AUSTRALIA

The award winning Australian Centre for Event Management (ACEM) was established just prior to the Sydney 2000 Olympic Games to further develop and support the work of the University of Technology, Sydney in promoting best practice in event management. In performing this role, the Centre works closely with industry to provide innovative, high quality, practically orientated education and training programs. Additionally, ACEM undertakes research on industry issues and trends both within Australia and internationally.

EDINBURGH NAPIER UNIVERSITY, UK

Edinburgh Napier University is a forward thinking and respected provider of Higher Education with strong links to private and public sectors in the UK and Overseas, and has one of the largest business schools in Scotland by student numbers. The university is the largest provider of festival and event education in Scotland, since 2003. Its work in the area of festivals and events is focused through the provision of undergraduate, postgraduate and professional programmes delivered through the Edinburgh Institute: Festivals, Events and Tourism (EIFET). A directorate of the University, the EIFET has a strong set of credentials based on established relationships and networks with the festival, events and tourism industry in Edinburgh, Scotland and internationally. The Business School is also the oldest and biggest overseas provider of Business Education in Hong Kong and has successful programmes in tourism, hospitality and festival and event management. All of the above is underpinned by a strong research culture with many of the staff continually contributing to key journals and texts and presenting at national and international conferences.

GRIFFITH UNIVERSITY, AUSTRALIA

A directorate of the University, the EIFET has a strong set of credentials based on established relationships and networks with the festival, events and tourism industry in Edinburgh, Scotland and internationally. The Business School is also the oldest and biggest overseas provider of Business Education in Hong Kong and has successful programmes in tourism, hospitality and festival and event management. All of the above is underpinned by a strong research culture with many of the staff continually contributing to key journals and texts and presenting at national and international conferences.

Support from the industry

SUPPORTING ENTITY

EVENT PARTNERS

INDUSTRY PARTNERS

CONFERENCE HOTEL

MEDIA PARTNER

About us

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Julie Whitfield, Bournemouth University, UK

Secretariat
Wendy Tang and **Virginia Hong**, Institute for Tourism Studies, Macao

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Members of the Scientific Committee
Judith Mair, The University of Queensland, Australia
Sherry Tan, Institute for Tourism Studies, Macao

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THE CONFERENCE KEYNOTE SPEAKERS
Brian King, The Hong Kong Polytechnic University, Hong Kong
Charles Arcodia, Griffith University, Australia
Fevzi Okumus, University of Central Florida, USA
Judith Mair, The University of Queensland, Australia
Leo Jago, University of Surrey, UK
Cecilia Tse, Macau Government Tourist Office
Chua Thin Thin, Grand Hyatt Macau
Gene Capuano, Venetian Macao Resorts
Grant Bowie, MGM Holdings Limited
Robert Rogers, Events Man, Hong Kong

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Florence Ian, **Baudouin Neirynck**, **David Wong**, **Anna Litwin**, **Rachel Peralta**, **Tank Leong**, **IFT Chamber Music Club**, **Macau Ensemble Association** and all members of IFT

SUPPORTING ENTITIES
Macau Government Tourist Office
Hotel Sintra
MGM Macau Holdings
Grand Hyatt Macau
AJ Hackett Macau Tower
Hotels.TV
Mix Magazine

GRAPHIC DESIGN
Andy Wong and **Roxanne Ao**

ONSITE PHOTOS AND VIDEOS
Oscar Lam and **Ken Wong**

Programme

All sessions in the Main Campus of IFT, unless otherwise stated.

	Sunday, 6 September 2015
1630	Welcome Cocktail Reception (Hotel Sintra)
1800	Scientific Committee Meeting & Dinner (Hotel Sintra)

Day 1	Monday, 7 September 2015
0900	Registration / Tea & Coffee
0930	Opening Ceremony
0945	Keynote Sessions 1 & 2
1100	Morning Tea
1130	Industry Panel
1300	Lunch
1430	Concurrent Sessions 1
1700	The House of Dancing Water (City of Dreams)
1900	Welcome Dinner (Grand Hyatt Macau)
2100	End of Day 1

Day 2	Tuesday, 8 September 2015
0900	Registration / Tea & Coffee
0930	Event Education Workshop 1 Concurrent Sessions 2
1100	Morning Tea
1130	Event Education Workshop 2 Concurrent Sessions 3
1300	Lunch
1430	Keynote Sessions 3 & 4
1600	Afternoon Tea
1630	Experiential Sessions
1900	Gala Dinner (MGM Macau)
2100	End of Day 2

Day 3	Wednesday, 9 September 2015
0900	Registration / Tea & Coffee
0930	Concurrent Sessions 4
1100	Morning Tea
1130	Concurrent Sessions 5
1300	Lunch
1430	Keynote Sessions 5
1530	Closing Remarks & Awards
1600	Afternoon Tea
1630	Macao City Tours
1900	End of Day 3

Map of IFT Main Campus

Inspiration Building	
All keynote sessions and panel discussion	Grand Hall
Concurrent Session Room A	G/F Classroom
Workshops	G/F Classroom
Concurrent Session Room B	G/F Classroom
Business Centre, Lounge and Secretariat	G/F Classroom
Coffee breaks, morning and afternoon teas	Ground Floor Foyer
Educational Restaurant Building	
Lunches	Educational Restaurant

Keynote speakers

CONCEPTUALISING EVENTS AS INTANGIBLE CULTURAL HERITAGE

Charles Arcodia
Griffith University, Australia

Scholarly discourse surrounding cultural heritage and cultural heritage tourism is a mature discussion and one which has developed over many years and from disciplinary platforms such as anthropology, architecture, archaeology and tourism itself. The concept of intangible cultural heritage however, is more immature and perceptibly less robust because intangible cultural heritage, comparatively, has only lately been discussed and researched, at least in comparison to more general matters of cultural heritage. So while intangible cultural heritage has existed from the earliest time of human communal experience, it has been recognised and debated only recently.

A key catalyst for this recognition has been the work that UNESCO has initiated in providing international recognition to broader examples of heritage. This work has been conceptually important because this was the first time that the notion of cultural heritage was expanded to include the non-material. It was the recognition that human culture is expressed in various ways and that to embrace the fullness of human culture; one must also consider the intangible aspects of this cultural manifestation.

The aim of this study is to document the main characteristics of festivals accepted as intangible cultural heritage; to understand the extent to which events help safeguard and promote intangible cultural heritage, and to investigate to what extent visitors attend festivals because of the intangible cultural heritage. In an increasingly globalised world there is a growing need to safeguard intangible cultural heritage but yet little discussion about the role of events in preserving and promoting cultural heritage.

BIOGRAPHY

Charles Arcodia is an experienced tertiary educator having taught and researched in the tertiary sector for over 18 years. He has held leadership positions in a variety of educational and business service contexts. Directly before he joined the higher education sector he was involved in industry in a variety of organisational and management roles. His primary areas of teaching and research interest are in event management, tourism and hospitality education, and various tourism and related cultural issues.

THE TRUE VALUE OF BUSINESS EVENTS

Leo Jago
University of Surrey, United Kingdom

Whilst events are now widely recognized as important contributors to the tourism sector in many destinations around the world, the key focus tends to be on the more glamorous categories of events, namely, festivals and major events. Business events, which often provide more ongoing employment and make a more consistent economic contribution across the year, tend to be the 'forgotten species'.

In most destinations, business events are seen as a sub-category of events and are funded through the tourism portfolio. This is due largely to the fact that the tourism outcomes of business events are same as for other types of events, namely, expenditure of delegates / attendees coming from outside the region as a result of the event being staged. Whilst this is an important impact of business events, it is but the 'tip of the iceberg'. Unlike other types of events, business events are not staged for tourism purposes; indeed, tourism is a byproduct of business events rather than an objective. Focusing only on the tourism benefits of business events greatly understates their impact.

This paper examines the manner in which the value of business events has been assessed in order to demonstrate that it is too narrowly focused. It then overviews some research studies that have been undertaken in an attempt to assess the 'beyond tourism' value of business events, particularly their important roles in knowledge dissemination, personal development of attendees, and the showcase effect for the host destination. Although these studies have confirmed that business events generate a very substantial 'beyond tourism' impact, it is very difficult to quantify this impact. The paper recommends that case studies to demonstrate value be collected rather than expending further effort on trying to quantify the 'beyond tourism' impact.

BIOGRAPHY

Professor Leo Jago is Professor of Hospitality and Events and Director of the Centre for Research and Enterprise at the University of Surrey. Prior to joining Surrey in August 2014, Leo was the inaugural Chief Economist for Tourism and General Manager of Tourism Research Australia after 15 years as a Research Professor and Director of university research centres in Australia and the UK. Leo's key research area has been events focusing on both business events as well as festivals and major events.

LIVEABILITY, FESTIVITY AND THE CITY TOURISM EXPERIENCE: FROM MELBOURNE TO MACAO

Brian King
Hong Kong Polytechnic University, Hong Kong SAR, China

Throughout history cities have varied in their openness to the outside world. Often taken for granted, cities now accommodate over half of the world's population and even more in China. Globalization is prompting cities to be outward looking, though residents are sometimes unprepared to accept the consequences. The tensions are already evident in Hong Kong and Macao.

Liveability can shape how cities present themselves to the world generally and to non-resident visitors in particular. Drawing upon international examples through history, the presenter will share his experience of living in European, Australian and Asian cities. The paper contends that cities which are good for residents also appeal to non-residents. Consequently, destination authorities should consider the full spectrum of residents and non-residents and avoid an exclusive focusing on holiday travellers. Events and a sense of festivity offer a means of strengthening the connections between resident and non-resident experiences.

Many authorities have developed tourism and events concurrently for the benefit of city residents and non-residents. Through benchmarking against other highly ranked city destinations, liveability has become an important positioning mechanism. Asian cities have been less highly ranked on liveability rankings. Meanwhile cities across greater China, including Hong Kong and Macao, are experiencing the tensions associated with rapid economic growth. How well the city authorities navigate the liveability domain will influence investment, visitation and hence reputation.

BIOGRAPHY

Brian King. Hong Kong–based he has published books and journal articles on tourism marketing, Asia-Pacific tourism resorts and VFR travel. He has held senior roles in the tour operations, airline, cruise and destination management sectors and visiting professorships in universities in the UK, Italy, USA and Fiji. He is Co-editor-in-chief of Tourism, Culture and Communication and a Fellow of the International Academy for the Study of Tourism.

EVENT SUSTAINABILITY – A HOLISTIC PERSPECTIVE

Judith Mair
The University of Queensland, Australia

Sustainability is a fundamental component of event management. Sustainability now features as part of the bid process for many mega-events, such as the Olympic Games, as well as for many regional and local events, where the event organisers are required by funding bodies and governments to generate broader outcomes for the locality. But what do we mean by sustainability in the events context? Event sustainability has traditionally been seen as consisting of three 'pillars' - economic, social and environmental sustainability - as measured by the Triple Bottom Line. However, more recently there have been calls for event managers to consider the Quadruple Bottom Line, but with little agreement on what the fourth pillar should be - Climate? Governance? Community? All seem equally valid and important components of sustainability.

In this presentation I argue that we need to stop considering sustainability as being composed of individual pillars and instead view it as an holistic concept. After all, we already recognise that some economic impacts have social benefits, and that some environmental impacts can have economic ramifications for example. An holistic perspective will allow us to draw on multidisciplinary approaches to integrate the various dimensions of sustainability and will benefit event organisers and other events stakeholders.

BIOGRAPHY

Judith is a Senior Lecturer in Event Management in the Tourism Cluster, University of Queensland Business School. She is Joint Editor-in-Chief of the International Journal of Event and Festival Management and is on the Editorial Board of the Journal of Sustainable Tourism. She has written or co-written over 30 academic articles on tourism and events and has also published a number of book chapters and conference papers on these topics. The main focus of her research is social and environmental sustainability in relation to tourism and events, and she has a particular interest in the impacts of events on communities and societies. Judith is the author of two recent books, both published by Routledge.

EVOLUTION OF RESEARCH IN THE HOSPITALITY FIELD

Fevzi Okumus
University of Central Florida, United States of America

This keynote will first discuss why we do research in the hospitality field. It will then provide an overview of how research in the hospitality field has evolved over the past 50 years. It will particularly discuss key issues/trends that have influenced/shaped research practices and publications in the hospitality field. Finally, it will provide specific comments for future research methods and topics as well as suggestions for being able to publish in top-tier hospitality journals.

BIOGRAPHY

Fevzi Okumus is a Professor in the Hospitality Services Department with the University of Central Florida's Rosen College of Hospitality Management. He received his PhD in Strategic Hotel Management from Oxford Brookes University, UK. He worked in the hotel industry before becoming an educator. He was the founding Chair of the Hospitality Services Department from 2007-2013. His teaching and consultancy areas include strategic management, leadership development, strategic human resources management, hotel management, international hospitality management and introduction to hospitality and tourism. His research areas include strategy implementation, competitive advantage, knowledge management, crisis management, cross-cultural management, destination marketing, information technology and developing countries. He has widely published in leading journals, and has over 170 academic publications (about 75 refereed journal articles, three books, 11 book chapters and 60 conference presentations, reports etc.). His publications have received over 2145 citations and he has an h-index of 24. He has secured and completed research and consultancy projects in different countries. He has received numerous awards and recognitions. He is the Editor-in-Chief of the International Journal of Contemporary Hospitality Management (IJCHM), which is one of the top-tier journals in the hospitality field with an impact factor of 1.403. He serves on the editorial boards of 17 international journals and is a frequent invited speaker at international conferences.

SHOWCASING MACAO TO THE WORLD THROUGH ITS FESTIVALS AND EVENTS

Cecilia Tse
Deputy Director, Macau Government Tourist Office

Macao is a tourism city, pulsing with festivals and events. All year round, visitors to Macao can experience the city beat through its culture, arts, religious, food, sports and other festivals and events.

There are already a number of great events lined up in the next few months. Some of these signature events span almost three decades, Macau Grand Prix is already running its 62nd edition this year. The calendar of festivals and events has been a main pillar in building up Macao into a tourism city and a key to attract visitors, providing a window to display Macao's unique features, fruit of more than 400 years of exchanges between East and West.

Macau Government Tourist Office (MGTO) has all along been supporting and even organizing many of these events, while at the same time testing the waters for new projects, such as our plan to introduce regular 3D Video Mapping displays. But above all, with the help of our worldwide representative offices, our core work has been to promote these festivals and events abroad as one of the main ingredients to showcase our city. MGTO uses both traditional and modern marketing tools to portray Macau through our signature events, with the emphasis of our work increasingly moving towards smart tourism, multi-media and interactive promotions, in order to capture the attention of our target markets.

As Macau moves towards its long-term goal of transforming itself into a World Centre of Tourism and Leisure, we are now widening our avenues to further develop Macau into a city of events.

BIOGRAPHY

Cecilia Tse has worked for Macau Government Tourist Office since 1992. Graduated from the University of Macau, with a Bachelor degree in marketing and then a Master Degree in Management from the Sun Yat Sen University, Cecilia held positions in the Promotion and Marketing Department whose major duties include destination marketing, public relations and management of MGTO representation offices worldwide. She then headed the Communication and External Relations Department and finally Deputy Director of MGTO starting December 2012, overseeing destination marketing, communication and external relations. She has also been appointed a coordinator and/or member in various government committees.

CREATING EXPERIENCE – THE BACKSTAGE MACHINATIONS OF MOTIVATING HUMANS

Robert Rogers
Events Man! Hong Kong

The Event Industry is evolving from a management and processed based discipline to a creative one. The largest companies are now branding themselves as "brand experience" and "creative communications" companies. As the industry evolves, new skills are required for the workforce. Event management and technology still play a key role in the creation of events; however, now we are seeing a higher demand for creative people with strong soft skills and a greater understanding of human relationship dynamics.

One of the major roles of events is to motivate and engage humans through an experience. Through these experiences we learn, we experience, we connect with others. A well designed event offers the opportunity for this connection with others to form a mutual bond allowing others to become an extension of the self thus creating strong comraderies. Soldiers when asked their greatest reason for fighting often will say the shared experience, hardship and comradeship was the reason they fought, far more than national pride. Often too when people look back, it is relationships with others that make the best memories. Creating a meaningful and worthy shared experience for a group requires more than an understanding of process or technical ability; it requires an empathy with the group culture and an understanding of group dynamics. Quality event design incorporates psychology, art and science to devise experiences that motivate an audience. This presentation looks at the use of cognitive science, theatrical techniques and classic magical philosophies such as misdirection and intentional blindness to help event designers, planners and executers to create impactful moments that meet their event's goals.

BIOGRAPHY

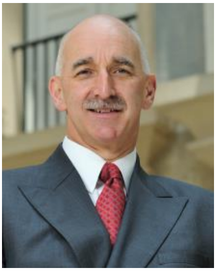
Robert Rogers is a Certified Special Event Professional (CSEP), one of only 250 worldwide and one of two in Asia. Robert is an experience creator who provides and purveys event related products and services for all manner of events. He specializes in experiential event marketing, corporate hospitality and private celebrations. Robert is a thought leader in the Asian event industry. He works tirelessly pushing the limits of the event industry in Asia through his affiliation with the International Special Event Society (ISES). He lectures, teaches and organizes event related educational activity. He is the founding president of ISES Hong Kong and continues as an executive board member.

Industry Panel Discussion

RIDING THE WAVES: WHAT IF THERE'S NO WIND?

Monday 7 September, 1130-1300
Grand Hall, Institute for Tourism Studies

Given the spectra of economic slowdown in China, austerity measures in Europe, declining gaming revenues in Macao, and increased regional competition, among many other challenges, members of this panel – who count among the most distinguished captains of Macao's tourism and hospitality industries – will discuss how they assess the near- and long-term prospects for Macao's tourism, how they are positioning their operations and planning given these looming challenges, and how they view the strategic role of events in their organization's strategy and development. Panel members will also address how realistic they consider Macao's goal of becoming a "World Centre for Tourism and Leisure" is and what it will take realize it.



Grant Bowie is the Chief Executive Officer and Executive Director of MGM China Holdings Limited. In this role Mr Bowie is responsible for the overall management, strategic development and expansion of the company as well as the operations at the MGM Macau and soon to open MGM Cotai.

Chua Thin Thin is the Hotel Manager of Grand Hyatt Macau. She has held various positions in rooms and human resources across many Hyatt casino, resort and hotel properties in Asia. Prior to rejoining GHM, Thin Thin was appointed as Area Director of Human Resources for North China, overseeing eight Hyatt properties in the region.

Gene Capuano is the Vice President of Convention & Exhibition Operations at the Venetian Macao-Resort-Hotel. He also oversees conference and exhibition operations at Sands Cotai Central, which includes The Conrad, The Holiday Inn and The Sheraton Macao, as well as the event operations at the group's newest venture, The Parisian Macao.

Moderating the panel discussion will be Professor Leonardo (Don) Dioko, Director of IFT's Tourism Research Centre and Professor at IFT.

Workshop One

EVENTS EDUCATION AND WORK-BASED LEARNING: FACILITATING EXPERIENTIAL LEARNING THROUGH STUDENT-RUN EVENTS

This interactive workshop will introduce best practice case studies of utilising experiential learning (EL) in successful event management courses from around the world, and facilitate interesting dialogue amongst participants on experiences of running modules in which students work to design, execute and evaluate a live event.

Due to increased pressure from employers to develop students' vocational and employability skills, Higher Education event and festival management courses increasingly utilise EL techniques, such as real-world event creation and manipulation. There are examples of excellent events organised by students as part of their event and festival management courses. Yet due to the variety of local cultural contexts and challenges there does not appear to be a 'recipe for success' when it comes to running units/modules that utilise the principles of student EL.

Adopting EL principles into the events curriculum can bring many benefits to a variety of stakeholders, including the participating students, local businesses, academic institutions, local communities and academics involved in running such modules/ units. Nevertheless, despite its obvious advantages, staff wishing to adopt EL within the context of event and festival management courses face a number of barriers, typically related to lack of engagement, resourcing difficulties, and the need to establish strong industry links.

We will highlight issues related to working within local and national legal and safety frameworks; engaging students in building industry relationships; and, exploring impacts on student experience and learning. We will also attempt, through engaging participants in a series of exercises, to identify effective experiential learning techniques in HE events and festival management programmes and begin to build a framework outlining effective facilitation of student-run live events as a means of EL and industry engagement.

The workshop is facilitated by Dr Ivana Rihova from the Edinburgh Napier University, UK and Dr Clara Lei Weng Si from the Institute for Tourism Studies, Macao. It is part of an ongoing research project run by Dr Jane Ali-Knight, Dr David Lamb and Dr Ivana Rihova.

Workshop Two

FUTURE EVENT MANAGER AND IMPLICATIONS FOR UNDERGRADUATE UNIVERSITY PROGRAMMES

An analysis of current developments in the events industry (B2B and B2C) will be shared. The analysis is based on talks with industry leaders the last 2 years for the new Dutch curriculum profile on Leisure Management and for the development of the renewed NHTV post-propaedeutic track International Events Management last year. Both big Dutch (outdoor) events as the leading exhibition and conference organizations were represented in these interviews.

The most important conclusions can be brought back to three main trends: first, increasing demand for new and innovative surprising event experiences; second, changing business models; and increasing importance of sustainability.

All these notions force universities to raise the following questions. What does this all mean for future event professionals? And, as a result of that, what does that mean for universities and other educational institutions educating for these jobs? The underlying questions for those statements will be:

- If technology plays an increasing important role, does that change the current university programs that are mainly based on theories and concepts from economics and social science?
- If the industry is so dynamic and changing so fast, does it still make sense to develop curricula that are meant to run for about 4 to 6 years in more or less the same set-up?
- If companies are getting smaller instead of bigger because of outsourcing, choose programs to focus on educating for jobs in those smaller companies or do programs educate for those new specialized flex workers at the same time?
- At this moment most professionals in the European event industry only hold a university bachelor degree (or not even that). But as in a competitive environment specialized knowledge becomes more and more important. Does that mean that most students should go for a deepening (and mostly even more theoretic) master degree? And do most students qualify for that right after finishing their undergraduate level?

The workshop is facilitated by Arend Hardorff and Dr Marisa de Brito, both at the NHTV Breda University of Applied Sciences, The Netherlands.

Abstracts

STRATEGIES EMPLOYED TO MANAGE WEDDING CLIENTS' UNREALISTIC, FUZZY AND IMPLICIT EXPECTATIONS

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Expectations are widely regarded as the main reference point used by consumers to measure satisfaction and evaluate the performance of a service. Understanding what a consumer expects is considered one of the most vital steps in providing quality services and a manager's ability to successfully manage client expectations has a direct impact on customer satisfaction. Although expectation management has been studied in a professional service context, it has not been applied to events. This research aims to examine the techniques employed by managers when facing three different types of expectation; unrealistic, fuzzy and implicit. These types of expectations can become extreme and create problems if they aren't dealt with effectively. The study focuses specifically on wedding planners and their clients' expectations. The higher the level of customer involvement in a service, the more intense and extreme expectations can become, and so the ability to manage wedding clients expectations effectively is vital for a wedding planner.

A qualitative approach using semi-structured interviews was used, interviewing eight wedding planners at several different UK venues. The process focused on the critical incident technique, which allowed the researcher to explore specific incidents in which managers faced extreme instances of unrealistic, fuzzy or implicit expectations, the behaviours they adopted and the outcomes. Coding was based on critical behaviours identified in the transcription process, and a list of techniques used by managers with each type of expectation was produced.

Findings stressed the importance of constant, clear communication and a strong relationship between client and manager in order to influence and manage expectations when planning a wedding. It was found that wedding coordinators adopt different expectation management techniques throughout all stages of the planning process; preventative strategies, reactive strategies and recovery strategies. The purpose of the strategies is to prevent unrealistic, fuzzy or implicit strategies from developing, to influence them to become realistic, focused or explicit if they become apparent, and to minimise the damage caused by them if they are not met by the wedding service offered.

This research fills a gap in the existing knowledge of expectation management, particularly in the events industry. It offers a clear framework of management techniques based on the real life experiences of wedding planners. As unrealistic, fuzzy and implicit expectations can occur in any service, the findings can provide a useful tool to all managers, not just those in the wedding industry, to understand how to effectively manage client expectations and ensure that customer satisfaction is being achieved.

THE ROLE OF MANAGEMENT IN KAOHSIUNG MEETING AND EVENT PROMOTION OFFICE FOR MICE INDUSTRY

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LO WEI SHUO
Meiho University, Chinese Taiwan

This paper aims to explore the Kaohsiung Meeting and Event Promotion Office (KMEPO) how to play role of management for MICE industry- Meeting, Incentive, Conference / Congress, & Exhibition, an internationally used term for the evens industry (CIC, 2011). The contribution in this study found all of the resources and promotions are integrated by KMEPO in a developed and international MICE city – Kaohsiung. Especially, when the Kaohsiung Exhibition Center (KEC) just has opening on 2014, Kaohsiung city used as a cultural affecting factor, promotion and then attraction international visitors participate exhibitions.

FRESH ART: MAINTAINING THE SUSTAINABLE CREATIVE ADVANTAGE OF REPEATABLE ARTS EVENTS

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Knowing more about the nature and health of arts ecologies is important for understanding the enabling conditions for achieving sustainability in relation to arts events. Such conditions are also important for establishing a sustainable advantage that is place-based and makes the most of available creative capital (creativity, creatives, creative processes and increasing the health of arts ecologies). Overall, there is a need for an arts event to maintain a 'sustainable creative advantage', (SCA) which is not as simple as a sustainable competitive advantage, in order to involve and benefit all of the above and provide the creative spark that makes a really good arts event appeal to participants.

Where potential for an event to be compromised or to lose its appeal to a key stakeholder exists, it is hoped that applying the SCA process to analyze its planning and implementation will prevent conflict. It is also possible to apply the SCA approach as a tool to track possible trends by assessing more than the event, as will be demonstrated in the examples presented. For instance, an investigation into whether there is a local emergence of arts events' forms that is influenced by global trends, but still retains some essential local features could be undertaken by looking at a number of such events. Possible issues that arts events organizers and others can work on by applying the SCA approach on a regular basis could include (but are not limited to): awareness of partners' needs and changes in the relationship over time; meeting artistic goals as well as financial goals; and keeping it fresh for repeat visitors/participants (as well as newcomers) each time the event is repeated.

MEETING THE CHALLENGE OF ECOLOGICALLY SUSTAINABLE EVENT MANAGEMENT - WHAT CONSTITUTES 'BEST PRACTICE' IN AUSTRALIAN PUBLIC EVENTS?

ROB HARRIS AND KATIE SCHLENKER
University of Technology, Sydney, Australia

This study seeks to provide insights into 'best practice' in the area of ecologically sustainable event management in the Australian public event context. Specifically, it seeks to: identify the range of sustainability practices currently in use; identify approaches used to determine the success or otherwise of these; ascertain forces contributing to their adoption; and determine factors serving to facilitate or hinder efforts in this area. The paper will begin with an extensive literature review of research germane to the study, before discussing the study's methodology and sampling approach. The former will involve a number of in-depth interviews with experts in the field prior to the finalization of an online survey. The latter will be based on a judgement sample of Australian public events deemed to have been proactive in the area of environmental management. These events will be selected with input from the Australian based members of the Sustainable Event Alliance, a global affiliation of organisations, events and individuals concerned with enhancing event sustainability outcomes. The survey will be conducted over the period December to March 2015. Once analysed, responses will be used to inform the study's guiding research objectives and to suggest avenues for further research in the area.

FACTORS INFLUENCING INDIVIDUALS' GREEN EVENT INTENTION AND GREEN ATTITUDE

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This study explores the relationships among green event attributes as well as environmental attitude-related factors. Information is provided on both factors that influence individuals' attitude towards the environment and factors that influence the change in event intention such as the revisit intention if green attributes are used as well as the willingness to pay more for events if they include green attributes. The study takes both managerial and theoretical implications into consideration and discusses important issues when planning and executing eco-friendly events. Survey data collection was done by distributing questionnaires to tourists who attended an event in the past 12 months. A total of 300 respondents (145 females; 154 males) completed the questionnaire. The sample consists of people who attended an event in the past twelve months (at the point of research) outside of their hometown.

EXPLORE OR ESTABLISH? EVENT GRADUATES' EARLY CAREER PATHS

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This paper investigates the career development trajectories of graduates from Event Management fields by linking to concepts of self-discovery theory and person-job fit (P-J fit). The research study uses key informant interviews for data collection to obtain insights, and conducts content analysis by using NVivo software. Results highlight 3 career development trajectories of graduates' early years and the paramount role of a conducive working environment as a major determinant which imposes strong influence on graduates' early career development. Results also delineate the different roles of the two types of person-job fit (P-J fit). Challenges faced at the early career development stage are identified. Implications to educators, career counselors, and employers are addressed.

THE SERVICE SUPPLY CHAIN ON INTERNATIONAL MEETING SERVICES OPERATIONS

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In recent years, most of the research topics for supply chain management are focused on manufacturing or physical goods. However, the service in a wide variety of industries plays an intangible manner and is growing fast in recent decades. The meeting industry is one kind of the service industries. To attract people attending the meetings held at different places (national, regional, international) and in different seasons for various issues, the meeting organizers have to consider how to provide service completely for attendees. The functions of providing complete service are based on different operating processes, such as registration, general or panel session, speech of keynote speakers, and local social activities. Therefore, these functions are developing a complex service supply chain with information and service flows among the meeting, the suppliers, and especially the customers (called attendees). This paper proposes a framework with a case study to explain how the meeting industry can work smoothly under the meeting industry supply chain management.

EMOTIONAL REACTIONS TO THE CONSUMPTION OF PRESTIGE IN EVENTS

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According to Correia and Moital (2009), the study of prestige motivation can be approached from an antecedents and consequences perspective, whereby the antecedents reflect what makes a product prestigious and the consequences reflect how consumers react to the consumption of prestige. They classified reactions using the well-established cognitive-affective-cognitive attitude model, with this paper specifically examining the affective reactions to attending prestigious events. The exploratory study employed a means-end theory approach to data collection. A total of 10 participants were each asked to identify three prestigious events they had recently attended. For each of those events they had to explain why those events were prestigious. Once an attribute (of the prestigious event) was identified, the laddering technique was employed. This involved probing participants to explain each answer further until they can no longer answer or they just repeat themselves. Once each means-end chain had been exhausted, participants were asked for additional attributes of the event. The data was analysed by initially classifying answers according to whether they were antecedents or consequences. The consequences were further analysed based on whether they reflected the cognitive, affective or conative/behavioural domain.

The findings show that the consumption of prestigious events results in both positive emotions and negative emotions. Positive emotions included greater levels of excitement and enjoyment as well as feeling special, smug, privileged, spoilt, lucky, happy and proud. Negative emotions were present in the form of emotions that would be avoided by attending the prestigious event (performing a function akin to negative reinforcement), notably the fear of missing out and feelings of regret and embarrassment. Each of these emotions is interpreted and further elaborated upon as they relate to the context of prestigious event attendance. In a very competitive market, event organisers face the challenge of finding ways to add value to their events. This paper posits that prestige is one such way and therefore its findings will help event managers to understand the consumption of prestigious events in more detail. More specifically, the results of the study can help event managers understand what emotional outcomes consumers seek to achieve and avoid when attending (prestigious) events. This knowledge can then be used in the marketing of the event, such as in the design of the event (product) and its marketing communication (promotion). Theoretically the paper contributes to the body of knowledge on prestige consumption in the context of experiences, as well as to the emotional benefits of prestigious experiences which is an area that has been little studied in the past.

IMPACT OF MOBILE APPLICATION INTEGRATION AND CONVENTION SIZE ON ATTENDEE ENGAGEMENT AND COMMITMENT

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With technology advancement and the need to be more efficient, many event organizers have adopted various mobile apps when organizing events. However, the effects of convention app integration on attendee engagement and commitment have not been studied and understood. Consequently, the purpose of this study is to examine how convention mobile app integration impacts attendee engagement and commitment.

Through experimental design, the study examines the moderating effect of convention size between convention mobile app integration and attendee engagement and commitment. Specifically, this study will assess the effects of convention mobile app integration on convention attendees engagement and commitment (n=500), the effect of convention size on convention attendees engagement and commitment, the interaction effects of convention mobile app integration and convention size on convention attendee engagement and commitment.

This study is expected to find the moderating effect of convention size between convention mobile app integration and attendee engagement and commitment. Specifically, it is expected that convention mobile app integration will positively influence convention attendee engagement and commitment, convention size would negatively impact convention attendee engagement and commitment, the interaction between convention mobile app integration and convention size would have a positive effect on convention attendee engagement and commitment.

The results will assist convention organizers to better understand how technology integration and convention size impacts attendees' engagement and commitment during conventions.

A RASCH-AUXILIARY RESEARCH REGARDING THE TOURISTS IMPULSIVE PURCHASE BEHAVIOR FROM THE PERSPECTIVE OF CROSSING-BORDER TRAVEL
-- A CASE STUDY OF MAINLAND CHINESE VISITORS TO MACAO SAR

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With economic development of Mainland China, shopping as a tourist pursuit has been predominantly preferred by Mainlanders. Meanwhile, Macao S.A.R., boasting a great deal of Mainland visitors, is now trying to shape itself from the image of casino city into a tourism destination of diversity where shopping is of great importance. Theoretically, Many researchers have looked at impulsive purchase behavior from the angle of consumers of local residents at certain places; and only a few attempts have been made to build a structural understanding of consumers of non-resident, say, tourists at domestic destinations. However, no attention has been paid so far to those cross-border tourists whose psychological perceptions are quite different from that of traveling at home and may lead to their impulsive purchase at destinations. This study, by adding two new elements, price differential, and product quality and food safety, into the theoretical framework (Li, 2007) as to tourist impulsive purchase through a convenient sample of Mainland visitors to Macao, is to investigate 1) whether impulsive purchase intention of cross-border tourists can be predicated by cultural difference, time pressure, repurchase cost, buying pressure, price differential, and product quality and food safety; and 2) whether impulsive purchase behavior of cross-border tourists can be forecasted by their intention. Statistically, this paper 1) diagnoses the appropriateness of five-point Likert Scale via examining Rasch step thresholds; 2) examines two MNSQ indices of fit statistics (both Infit and Outfit) of three items under each scale by Rasch uni-dimensionality so as to offer a good construct validity; then 3) applies Rasch estimation to calibrate five-point Likert-type raw data into continuous and interval measures of eight scales for a serious of Independent Sample T Test; and finally 4) utilizes Structural Equation Modelling into examining the causal relationships among eight constructs of raw data. This research 1) generally supports the appropriateness of cross-border travel characteristics as the theoretical framework in explaining the Mainland tourists' both intention and behavior to purchase impulsively; and 2) proves that there is a perceptively cultural difference between male and female.

Extended Abstracts

THE EMERGENCE OF ORGANIC FESTIVITY THEORY

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Phenomenological research (Biaett, 2013) explored on-site behavior of attendees at community festivals with participant observation and socially constructed grounded theory method (Biaett, 2012). Substantive theory emerged from systematically collected, coded, categorized, and analyzed grounded data revealing that attendee activity patterns directly influence bonding and bridging social capital. This supposition asserted when participation is only passive spectatorship social capital bonding is limited within friend and family groups, and among unacquainted similar peers. Behavior shifts toward more physical and emotional activity increased social capital bonding in every group, reaching highest levels when attendees also become more creative and collaborative. Correspondingly, social capital bridging as heuristic social interaction between strangers and as a hermeneutic sense of *communitas* (Turner, 1982) is minimal with only passive spectatorship and increases with behavioral shifts toward more physical, emotional, creative, and collaborative experiences.

Subsequent investigation into rhetorical relationships of festivity, play, and well-being was undertaken to substantiate and validate (Lincoln and Guba, 1985) the underdeveloped substantive hypothesis and included reexamination of original grounded data and reflective contemplation, important research methods of socially constructed grounded theory (Charmaz, 2006). Archeology, theology, sociology, folklore, dance, and history literature exposed the mix of emotional, physical, creative, collaborative activity as the organic Paleolithic roots, the rudiments of celebratory communal play, which created mankind's first feelings of well-being and sense of *Homo Festivus* (Cox, 1969). This primordial activity core remained the substance of festive behavior until overtaken by passive spectatorship during the industrial revolution. When a review of psychology literature on peak (Maslow, 1968) and flow (Csikszentmihalyi, 1990) experiences disclosed a connection between the social capital and optimal experience a neoteric Organic Festivity Theory emerged. This theory conceptualizes that two conditions lead to liminal, social capital fostering, and optimal attendee experiences at community festivals. These constructs are the original "shifting attendee behavior" from earlier substantive theory and "sensually infused crowd enthusiasm" focused on simulation of the five senses (Getz, 2005; Goldblatt, 2005; Berridge, 2007) and other sensory modalities.

It is incorrect to assume that social capital bonding or bridging necessarily occurs at every community festival. Today we live in an experience economy (Pine and Gilmore, 1999) and the provision of great products and services are no longer enough to satisfy the wants and needs of participants. Community festival planners must get on board with programming organic festivity to as a means of increasing social capital and creating peak experiences for their attendees if they are to be sustainable and prosper.

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SAFEGUARDING TRADITIONAL CULTURAL FESTIVALS IN TURBULENT ENVIRONMENTS: THE CASE OF MACAO

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The threats to cultural festivals and events are scantly documented in the events and tourism literature but academics and practitioners alike are well aware of the possible issues, such as authenticity and commodification of traditional festivals and cultural events, continuity of these celebrations in light of younger generations, threats of globalisation, atheists being the majority of the population, among many others (Getz, 2012; Mair & Whitford, 2013). While governments have implemented measures to safeguard and conserve these cultural events, and the increased awareness from the corporate sector such as through corporate social responsibility, it might be imperative to turn to formalising policies in protecting these festivities and ensuring their survival.

In cultural heritage management, one possible means of legalising the conservation and safeguarding of festivals is through the UNESCO's authoritative document, 'Convention for the safeguarding of the Intangible Cultural Heritage (ICH)' (UNESCO, 2013). Though amiable in nature, this paper argues the shortcomings and inadequacy of the Convention and local legislation in conserving and safeguarding these festivals and cultural events especially in the societies that undergone rapid socio-economic transformation (Hao, 2005). The paper discusses extensively the managerial and research implications and recommends how practitioners and academics alike can work together to truly safeguard and conserve these cultural festivals and events. It aims to bring together the best from cultural heritage management and event studies, and raises possible solutions informed by multidisciplinary approaches to truly achieve a sustainable future for cultural festivals and events.

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A CONCEPTUAL FRAMEWORK FOR SUCCESSFUL IMPLEMENTATION OF PWYW (PAY-WHAT-YOU-WANT)

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This study proposed a conceptual framework to better understand the possibility of applying a PWYW (Pay-What-You-Want) pricing mechanism in the experience industry. PWYW refers to a participative pricing model in which a consumer can take full control over the price setting and a service provider has to accept the price set by the consumer (Kim, Natter, & Spann, 2009). This is a kind of demand-based pricing strategies in line with the principles of revenue management. Revenue management indicates "the application of disciplined tactics that predict buyer response to prices, optimize product availability, and yield the greatest business income" (Hayes and Miller, 2011, p.122). It has been argued that revenue management works best in the tourism and hospitality industry whereby the capacity is limited, demand fluctuates, and perishable services are offered (Chiang, Chen, and Xu, 2007; Chung and Petrick, 2013; Kimes, 2005). Although some other service industries (especially event and convention industry) usually have no capacity limit and rather business-oriented, a notion of revenue management would be applicable to all service providers because many of them have a lot of characteristics in common. In this study, several cases in the hospitality, sports, entertainment, and tourism industries were carefully compared and contrasted in order to discover what leads to success of this pricing model in the experience industry. As a result, some conditions (e.g., quality of product/service, satisfaction) were found to be necessary in order to have people pay something greater than zero. Additionally, some other factors (e.g., communication message, face-to-face interactions, suggested prices) work as nudges which are likely to increase the probability of a consumer's participation in this pricing practice. Additional psychological factors were also identified in the proposed framework, including price fairness, price consciousness, and motivation. A type of product and service offer was also believed to determine a consumer's intention of PWYW. Although the framework in this study is conceptual without empirical data, it would provide insight into the practitioners and professionals in the experience industry and contribute to better understanding consumers' needs. This new participative pricing mechanism, one of the demand-based pricing practices in the revenue management, can be well incorporated into the events marketing in order to serve the target market better.

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THE MULTIDIMENSIONAL NATURE OF ACCESSIBILITY: FACILITATING MEETINGS AND CONFERENCE ATTENDANCE FOR PEOPLE WITH DISABILITIES

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In order to cater to the growing number of people with disabilities (PWDs) many conference and convention centers, hotels with meeting facilities, and meeting venues have adopted strategies that allow greater access, mobility and use for PWDs (Bowdin, O'Toole, Allen, Harris, & McDonnell, 2006, p. 380). Usually, these strategies go beyond the confines of facility-level physical adaptations and extend to issues of access, ease and availability of transport as well as communication designed to facilitate mobility for PWDs. But are these adaptations sufficient in maximizing the opportunities for PWDs to attend meetings and conferences? Though the meeting industry’s understanding about the needs of PWDs has improved over the years, there remains insufficient understanding regarding the nature of accessibility from the point of view of PWDs themselves (Davidson & Rogers, 2006, p. 49).

The purpose of this study is two-fold. The first is to delve deeper into the nature of accessibility as a construct from the point of view of conference-attending PWDs, specifically by identifying underlying dimensions that go beyond the commonplace understanding of physically enabling attributes of facilities and venues. Second, the study aims to assess the extent to which the various dimensions underlying the accessibility construct influence the frequency of conference attendance by PWDs in general and whether some accessibility dimensions are more critical in their attendance based on the type of self-described disability PWDs have.

We conducted a self-administered survey using an online questionnaire targeting PWDs in the UK who regularly attend meetings and/or conferences as the study’s population. In the study, respondents were asked how often they regularly attended meetings and then rate the importance of several attributes relating to the meeting venue or facility. The study utilized exploratory factor analysis using principal components extraction in order to identify dimensions underlying the attributes inventory (Sharma, 1995). Analysis using multivariate regression was then employed to determine how influential the various emergent dimensions were toward stimulating overall meeting attendance by PWDs. The same regression analysis was then extended to different sub-groups of PWDs based on their type of disability to determine if the emergent dimensions were subject to context variation depending on respondents’ type of disability.

The study’s key outcome variable was the frequency with which respondents often attended conferences, operationalized as a categorical variable with five frequency categories ranging from a minimum of “once a year” to “ten or more times per year”. Information regarding the respondents’ gender, whether or not they usually traveled to conferences alone or accompanied, how much level of support they needed for everyday living, and the type of disability they had, were also sought in the survey for sub-group analysis or inputted as moderators in testing the study’s central postulate that servo-physical dimensions of venues influence conference attendance behavior of PWDs.

Excluding respondents for which data was incomplete (N=9), about 54% of the valid respondents (N=107) were female and around 51% reported regularly attending conferences usually by themselves. Respondents were somewhat evenly distributed depending on the level of support needed for everyday living. About 28% of the respondents require high level of support while 28% needed little support and 24% required no support at all and act independently on a daily basis. In terms of the type of disability, 29% of respondents required the use of a power wheelchair for mobility and another 20% needed manual wheelchair. About 20% of respondents reported disabilities in terms of vision or hearing. Another 15% reported having cognitive issues in speech, learning or understanding. Table 1 details the characteristics of the survey respondents.

A total of 7 factors emerged from the EFA. This suggests that, from the point of view of PWDs who regularly attend meetings and conferences, the concept of venue accessibility is more multi-dimensional than previously considered. The study’s findings show that venue accessibility goes beyond the mere physical or structural attributes of any facility but also incorporates concepts of service orientation (approachable), treatment of PWDs (caring), as well as extraordinary regard or attitude toward PWDs (communicative).

The 7 emergent factors underlying accessibility proved to be significant predictors for promoting conference attendance by PWDs with their effects varying depending on the type of disability. For example, for PWDs having problems of mobility and require the use of a power wheelchair (N=30), a manual wheelchair (N=21), and those with cognitive issues of speech, understanding or learning (N=15), all 7 emergent factors considered together in the model proved significant in influencing their conference attendance. Not all of the 7 factors, however, are equally influential.

Taken altogether, the foregoing study suggest that the multi-dimensional facets of accessibility cannot pertain universally to all PWDs and that our current notion of what constitutes accessibility has to be far more gradated and discriminating. More importantly, venues should take into account the type of users’ disability if they are to facilitate and increase PWDs’ opportunities for attending meetings and conferences, which underscores Getz’s (2012) call to include PWD in the growing interdisciplinary discourse of this field.

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A SEMIOTIC ANALYSIS OF PRINTED ADVERTISING IN EVENTS: CASE OF THE BERLIN FILM FESTIVAL POSTERS

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Use of printed material –*i.e. fliers, brochures, posters and leaflets*, have been a powerful communication and promotional tool in event marketing. Their importance partly derives from the intangibility characteristic of the event product, which urges event marketers to consider the most effective promotional tools available to provide potential market segments with accurate information on the value of their "*experience*" offer. This intangibility characteristic explains why event marketers, as in any other service provider/marketer, pay special attention to physical representation, documentation and emphasising their offer through the use of more visuals in promotional efforts (Mittal, 1999; Mittal & Baker, 2002; Mortimer, 2008). Bang and Moon (2002) argue that a combination of both pictorial and verbal presentation in advertisement is more likely to achieve the best results by facilitating the comprehension of an intangible service by target markets. Cutler and Javalgi (1992), meantime, identified the visual components of printed advertising for services in four areas: *visual process*, *appeal content*, *headline typology* and *implied target audiences*.

In the events sector, where marketing communications have been identified as a key factor for the success of special events (Masterman & Wood, 2005), printed advertising is often used as a communication and promotion tool to prepare individuals for the event experience (Hede & Kellett, 2011; Getz & Sailor, 1993). Hoyle (2002) further states that posters in event marketing are used to provide potential target markets with not just an enhanced awareness of the event, but also the adequate and appealing information and knowledge on the event in the hope of such details would result in a desire to experience the event.

Despite the fact that the event marketing continues to emerge as one of the prevailing research fields in recreational and tourism studies, to the best of our knowledge, no research has been conducted on printed advertising on events/festivals. Festival and special event researchers have mainly focused on motivations, perceptions and attitudes of visitors and residents (Formica & Uysal, 1995; Baloglu & Uysal, 1996; Crompton & McKay, 1997; Nicholson & Pearce, 2001; Lee, Lee & Wicks, 2004), managerial issues (Getz, 1997; Getz, 2000; Hoyle, 2002; Andersson & Getz, 2007; Hede, 2007; Allen, O'toole, Harris, & McDonnell, 2011) and event sponsorships (Gwinner, 1997; O'Reilly, Nadeau, Seguin, & Harrison, 2007; Woisetschlager & Michaelis, 2012).

In this research, therefore, the aim is to investigate the historical evolution of printed advertising for events, and to understand how their design and content have changed in time. To this end, the poster archive of The Berlin Film Festival, one of the major international film festivals of Europe, is accessed to compile the printed advertising material used to promote the event between the years 1951 and 2015. The collected material and their content are then examined with semiotic and content analysis. It is hoped that the research would contribute to the literature on event marketing with a special focus on printed advertising, and would provide practitioners on what to cover when designing event advertisements.

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ROCK'N COKE IS A GREEN EVENT AWARD WINNER

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The tourism sector is subject to the sustainability challenge in the recent years since the stakeholders of tourism sector noticed that their consumption patterns, economic conditions, technologies should change to prevent the environmental negative effects. However, to make tourism sustainable is not only managing the environmental effects. Sustainable tourism also includes issues of social sustainability and economic sustainability (UNEP,2005).

One of the rising approach under the frame of responsible and sustainable tourism is "green tourism". This fact is the focal point of event organisations, recently. Therefore a rosy concept as "green events and festivals" emerged. There should be an environment friendly perception and awareness that enable all stakeholders to cooperate and prevent the possible negative outcomes of any kind of practice. Not only environmental sustainability, "Green events and festivals" can also provide an effective vehicle for adopting sustainable practices including social and economic responsibilities. Besides, "Green events and festivals" are such successful and powerful tools for the organizations that desire not only gaining a competitive advantage in event marketing but also raising awareness for social responsibility and contributing to the environment via a sensitive view.

Although tourism is starving for such responsible practices, there is a limited number of academic researches that screen the importance of being a green event (Ahmad et. al., 2013; Boo&Park, 2013; Death, 2011; Gibson & Wong, 2011; Laing & Frost, 2010; Mair & Jogo, 2010; Mair & Laing, 2012; Whitfield & Dioko, 2012; Whitfield, Dioko, & Webber, 2014, Wong, et. al.,2014). This research aims to question the awareness and correspondingly highlight the experiences of green event organizers.

Therefore case of the one and only green festival "Rock'n Coke" in Turkey that has recently received the international "A Greener Festival Award" is analysed. Qualitative research methodology is applied where in-depth-face-to-face interview technique is preferred to question and screen out Rock'n Coke festival's organizers' practices and experiences through the event planning and organizing process.

The findings of the study show that many environmental friendly practices were taken into consideration through a deliberate planning and organizing process. Main considerations were environmental impact assessment reports, planting activities and waste management issues. Hence, the originality of this research depends on its contribution to green event literature. Besides, the practical implication consists of creating awareness for all stakeholders playing a vital role in event market and shedding a valuable insight to the importance of adopting environmental friendly practices. Also, as economic and social sustainability, local traders and local products were taken part in event area, local people were employed as scout team and health team, platforms and toilets were considered for the handicapped.

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EMPIRICAL STUDY OF CULTURAL FESTIVAL EVENT ILLUSTRATES ON EFFECTIVENESS COMMUNICATION MODEL

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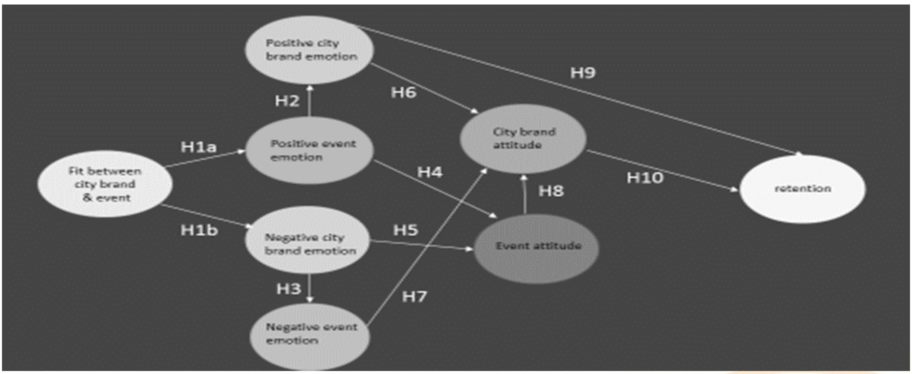
The number of city events has increased over the past decade. Yet, for it is unclear how the effectiveness of event marketing activities can be measured. This study provides empirical evidence of effectiveness for event marketing and illustrates the application of the communication model. The model is founded on research within sponsorship, advertising effectiveness, and the emotional responses within consumer behavior and neuropsychological theory. We include city branding theory to instead of product branding in this model to create new research area for event study (Kavaratzis, 2004; Norberto Muniz Martinez, 2012). This effectiveness communication model illustrates the directions for how an event should be designed, to create positive brand emotion and attitude for retention, PEO & PCO need to review the attendee city branding perception when they making event marketing strategy.

This study aims to explore the role of events in science communication by developing a conceptual model that links participants' emotion, attitude, and retention of an event. Furthermore, our research main purpose include:

1. Develop effectiveness model for event marketing of city rotary event.
2. Exam effectiveness of cultural festival event.
3. Provide PEO, PCO guideline for event marketing strategy.

Figure 1
RESEARCH FRAMEWORK OF EFFECTIVENESS COMMUNICATION MODEL FOR EVENT MARKETING



This research provides empirical evidence of a model for effectiveness of event marketing. The model is founded on research within sponsorship, advertising effectiveness, and the emotional responses within consumer behavior and neuropsychological theory. (Martcnsen and Hansen, 2004). We include city branding theory (Kavaratzis 2004; Norberto Muniz Martinez 2012). We develop a new effectiveness communication model for event marketing, 11 hypotheses addressed to test the relationship between perceived fit between event and city's brand would create event emotion (H1a,H1b), event emotion will influence toward to city's brand emotion and will result in event emotion (H2,H3), city's brand and event emotion will lead to the city's brand and event attitudes (H4,H5,H6,H7), city's brand & event attitude will impact on city's brand attitudes and result impact on retentions (H8,H9,H10). It is demonstrated how the model and measurement system can estimate the impact of the event on brand attitude as well as participant retention of festival events (Yolal et al. 2005, 2009, 2012; Lee 2000). This conceptual effectiveness model seeks to create new pathways between, city brand emotion and attitude, event emotion and attitude for Event marketing in festival events.

Event survey by Taiwan lantern festival event held on Feb 27th - March 15th 2015, total 4 exhibition areas attracted 13,750,000 peoples. Data Collection, sampling on March 14th 2015, Pre-test & post-test adopted, 2-round questionnaires to same person to review the performance of the effectiveness in event marketing model. Total sampling 255 questionnaire sets, 203 sets valid. Research method include model verification and hypothesis examination by Factor analysis, Descriptive statistical analysis, Reliability analysis, Hostelling T^2 test, and path analysis of Structural equation modeling (SEM) adapted to verify relationship between latent variables.

Reliability analysis of Cronbach's scores were 0.935 which shows that they are reliable in terms of their internal consistency. The overall goodness of fit measurement of the SEM indicate that the fit test of the model is well, both pre-test (RMSEA=0.09, IFI=0.863, NFI=0.796, CFI=0.861) and post-test (RMSEA=0.098, IFI=0.865, NFI=0.809, CFI=0.86). The paths analysis of H1b, H7, H8, and H10 are not supported and the rest 7 hypotheses are significant, and are supported in this study.

The result also demonstrate attendee increased their emotion, attitude, city brand image through the event activity, and positive event emotion have the highest influence toward to positive city's brand emotion. Positive city brand emotion have the second highest influence on attendee next event retentions especially. Positive city brand emotion will lead to positive city brand attitude, but city brand attitudes will not have a positive impact on retentions.

The contribution & value of this study is that we establish new effectiveness communication model which introduce city branding concept into the research, our study provides empirical evidence of effectiveness illustrates the application of the communication model.

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THE MODERATING EFFECT OF PARTICIPATION TYPE OF LEISURE ACTIVITIES TO RELATIONSHIPS AMONG WORKAHOLISM, PERFECTIONISM AND PERSONALITY

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Workaholism referred to a strong inner drive of an individual to work excessively hard. Workaholism will lead to a poor quality of life, leisure activities may lead to a quality of life. Thus, this research aims to identify important antecedents of workaholism and explore how participation in leisure activities moderates the relationships between workaholism and its antecedents. This study found that both perfectionism and personality influence the workaholism behavior. Both more perfectionism and more agreeable personality lead to high workaholism; more conscientious personality would negatively impact to workaholism. Furthermore, there is moderating effect of leisure activities participation on relationship between personality and workaholism, but such moderating effect could not be found on relationship between perfectionism and workaholism.

INTRODUCTION

Recent years well-being has been an interesting research topic attracted a lot of attentions from researchers in leisure field. It reflected the fact that people have put their focus on not only making money but also life quality. To help people to have a life quality is a critical task of leisure researchers. According to traditional economic theory, scholars divided an individual's time into three categories which are production, consumption and leisure (Sirgy, 2012). Among them the production was a main source of stress, which would hurt an individual's life quality. An important concept, workaholism, referred to a strong inner drive of an individual to work excessively hard (Oates, 1971; Schaufeli, Taris, & Bakker, 2008). Workaholism is leading to a life with poor quality, but leisure activities may increase the quality of life. Thus, this research aims to identifying important antecedents of workaholism and to explore how leisure activities moderate the relationships between workaholism and its antecedents to help people increasing life quality.

HYPOTHESIS AND RESEARCH MODEL

Workahosim and its antecedents

As our statement in the introduction section, Burke (2000) also found out a relationship between workaholism and poorer emotional and physical well-being. It means that people cannot be well-being until they could deal with the workaholism. In the other hand, Spence and Robbins (1992) first found out that the perfectionism is closely related to workaholism. So, the hypothesis 1 was hereby established as below for verifying the relationship again and to be used to observe the moderating effect of participation type of leisure activities.

Hypothesis 1: the perfectionism has a significantly positive impact to workaholism.

Personality is a multi-dimension construct and scholars have found that some aspects of personality are strongly connected to workaholism behavior (Mudrack, 2004). According to previous researches, this study established the hypothesis 2 as below to deeply explore the influences of each personality traits to workaholism.

Hypothesis 2: the personality has a significantly positive impact to workaholism.

The moderating effect of participation type of leisure activities

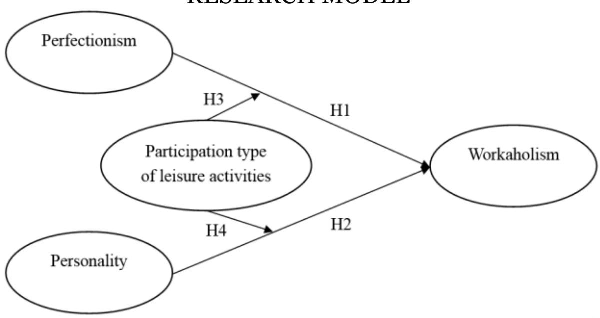
For constructing the framework of participation type of leisure activities, the author referred to Ruiz-Contreras, et al. (2012) and Bailey and Fernando (2012) as the theoretical foundation. Ruiz-Contreras, et al. (2012) measured the participation in leisure activities from diversity and frequency to discuss working memory efficiency in young adults. Bailey and Fernando (2012) divided leisure into two categories which are routine and project-based leisure exploring happiness and meaning in life. On a basis of these two studies, this study would measures the participation type of leisure activities from three aspects which are regularity, diversity and frequency. Hypothesis 3 and 4 listed below describe the expected moderating effect of participation types of leisure activities to relationships among workaholism and perfectionism and personality in this research.

Hypothesis 3: the participation type of leisure activities significantly moderates the relationship between perfectionism and workaholism.

Hypothesis 4: the participation type of leisure activities significantly moderates the relationship between personality and workaholism.

On a basis of the hypothesis established previously, the research model was shown as Figure 1.

Figure 1
RESEARCH MODEL



RESEARCH METHOD

The theoretical model will be verified by survey research design and statistical technique. This section would talk about the method used to verify the causalities and moderating effects in the research model. There are two main steps, measuring constructs and analyzing data, in the research process.

The three main constructs would be measured by appropriate scales collected or revised from literature. Personality will be measured by a simplified Big-Five proposed by Gosling, et al. (2003). The author of this study revised the workaholism measurement proposed by Schaufeli, et al. (2009) to be briefer to measure. The perfectionism scale developed by Hewitt and Flett (1991) was used to measure the one of theoretical constructs, perfectionism, in this research. The participation type of leisure activities was measured from three dimensions which are regularity, diversity and frequency as the description in section 2. Each dimension was measured by a single item.

The questionnaire will be distributed randomly to people who have a full-time job or have ever had full-time jobs. The collected data was analyzed by PLS (partial least square) which could estimate the coefficient of the paths in research model. According to the report of PLS, the hypothesis will be verified.

EXPECTED CONTRIBUTIONS

This research plans to contribute to two aspects. The first, to identify significant antecedents of workaholism helps scholar to understand more about the workaholism. The second, this research explore how leisure activities participation moderate the relationships between personality and perfectionism and workaholism. The results could give us implications for designing leisure activities to reduce stress in our life and then to increase people's life quality.

ACKNOWLEDGEMENT

This study is a part of the outcome of a research project (No. 102-05-06007) entitled "Establishing the relationships among leisure participation, workaholism, well-being and creativity" supported by Shih-Chien University (Kaohsiung campus) in Taiwan. The author would thanks to Shih-Chien University (Kaohsiung campus) for the support to the research project.

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MAKING MORE SENSE OF CULTURAL SPACES WITHIN A CHANGING URBAN LANDSCAPE: THE CASE OF DRUNKEN DRAGON FESTIVAL IN MACAO

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The Drunken Dragon Festival (DDF) is listed on the National Intangible Heritage List of the People's Republic of China. Though its significance to the community of Macao and its uniqueness as a national treasure is recognised, the shortcomings of such prestige and fame are not to be disregarded and dealt with lightly. In light of Macao's tourist board desperate interest to create Macao the World Centre for Leisure and Tourism and to mitigate Macao's image away from a gaming mecca, it appears that the intervention by authorities of utilising this unique cultural event for touristic means has caused animosity among those who celebrate the festival. In an earlier study along the same context, Imon (2014) noted the natural evolution of the festival that corresponds to the changing urban landscape (such as an increase of fluid cultural space in response to new markets that house fishmongers), a variety of controversies pertaining to the DDF through interviews with the organisers of the festival was also discussed. These issues include, for example, the losing authenticity of the event and cultural exploitation through the way the festival is being celebrated and re-enactment of the festival as touristic spectacle throughout the year as opposed to auspicious dates when the festival was only traditionally celebrated.

This marks the departure point from the previous study in which it aims to encapsulate the views of the local residents as well as of the tourists in order to paint a complete picture of the DDF in Macao. While the difference between the authorities' intentions and the views of organisers is apparently contrasting, it remains uncertain as to how the residents and tourists assess the festival, in particular to how its use of cultural spaces impact on those who share that very same space in their usual day-to-day activities as citizens and tourists respectively.

The current paper primarily aims to investigate further through analysing the literature on resident and tourist perceptions on specifically cultural spaces in festivals and events in order to generate variables to be used in subsequent studies on residents and tourists' perceptions. It also discusses the data collection method and provides a preliminary snapshot of data to be collected during this year's DDF on 25 May.

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THE LIVED EXPERIENCE OF THE POPULAR MUSIC FESTIVAL-GOER

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This paper will be based upon the findings of an in-depth study of the lived experience of popular music festival-goers in the UK. The research was grounded in the philosophical roots of both experience and descriptive phenomenology. Phenomenological research is about “going back to people’s specific experiences and letting the concepts come from there” (Todres and Holloway, 2010, p183). The research used Giorgi’s descriptive phenomenological method (2009). Giorgi’s method is based on the early twentieth century philosopher Husserl’s scientific approach to developing phenomenology. Giorgi (2009) offers a robust process for analysing situated experiences that gives a clear insight into a phenomenon. The constituents discovered that form the structure of the phenomenon of the popular music festival experience can be drawn as polar opposites. However the nature of the experience is more about the mixed valence of emotions rather than the bipolar explanation of concepts such as reversal theory. This resonates with the critical theories of leisure, especially that of freedom and constraint and the need to accept negative as well as positive emotions in a holistic view of the experience. Stebbins (2006) may have referred to leisure studies as the 'happy science', but this study not only identified the highs experienced by the participants but also their depths of despair.

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A REVIEW OF ACCESSIBILITY FOR PEOPLE WITH DISABILITY AT EVENTS IN UNESCO WORLD HERITAGE SITES

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The WHO world report on disability (2011) estimates that over one billion people or 15% of the world population has some form of disability. This number is increasing faster than population growth. A significant number travel or aspire to travel to tourist destinations and events.

Since 1980 the United Nation World Tourism Organization (UNWTO) has set goals for non-discriminatory access to tourism. The 2013 update promotes a collaborative framework among different stakeholders so that people with disability may enjoy 'in a self-reliant manner, tourist products, services and resources designed for everyone'.

One of the first course of actions has been for individual states to eliminate barriers to improve accessibility. While some problems such as a lack of standardisation and non-mandatory technical standards have been identified, some events such as the Olympics and Paralympics Games in Sydney and Beijing have been relatively successful in providing access. Here there were specific and newly created architecture. More challenging however are events sited and based upon historical and cultural sites such as in Avila, Malacca and Macau.

Avila, Spain was declared a UNESCO World Heritage site in 1985, Macau, China was declared a UNESCO world heritage site in 2005 and Malacca, Malaysia in 2008. The Semana Santa and Fiesta de Santa Teresa in Avila, The Malacca Carnival and Festa de San Pedro in Melacca, the A-Ma Festival and Feast of Drunken Dragon are examples of local events delivered in a historic environment and thus challenging for accessibility.

In Macau, the law LEI 9/83M 1983 stated that it is the duty of the community to eliminate all types of obstacles and limitations to people with disabilities that are due to construction and design of a facility, place or passage. In addition the Government of the People's Republic of China decided that the 2006 UN Convention on the Rights of Persons with disability should apply to Macau SAR.

In Malaysia, the 2008, Act 685 Persons with Disability Act states among other things 'the Government and the providers of such public facilities, amenities, services and buildings shall give appropriate consideration and take necessary measures to ensure that such public facilities, amenities, services and buildings and the improvement of the equipment related thereto conform to universal design in order to facilitate their access and use by persons with disabilities.'

In IP/10/1505 Brussels, 2010 'Creating a barrier-free Europe': the European Commission sought better access for 80 million people with disabilities. The plan outlines how the EU and national governments can empower people with disabilities so they can enjoy their rights. A European Disability Act is being enacted. It also established an Access City Award. The first of which was won by Avila in 2011.

This paper is a review of the literature and a descriptive analysis by a Rehabilitation Physician in regards to the accessibility of these historical sites as to how they have implemented the recommendations of the UNWTO recommendations for making tourism accessible for all and thus the ability for people with disabilities to attend events at these destinations.

PUBLIC DIPLOMACY USING SPORT EVENTS

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This project aims to investigate the effect of sport events as public diplomacy by adopting and extending the theory of planned behaviour which includes constructs of attitude, norm, behavioural control and behavioural intension (Ajzen, 1991), with additional variables related to sport events and sport diplomacy, such as the perceived success of a sport event and host country image. This paper presents preliminary findings on the impact of the perceived success of a sport event on the relationships between the host country image in regards to tourism, education and business development, and behavioural intentions to engage with the host country and to encourage/support others to have a close engagement.

Research on the political use of international sports and the role of sport events as constitutive features of modern culture attaches considerable significance to sport events in international relations (Nye, 2008; Servaes, 2012). The importance of sport events as a social phenomenon is clearly established in the literature, but the scholarly literature on public diplomacy makes only passing references to the utility of sport events in international relations (Pigman, 2014). It neglects to adequately conceptualize their role within public diplomacy as a communication activity. Also while the concept of attitudes, values, and beliefs are recognized within public diplomacy literature as significant (Pamment, 2014), previous studies lack in-depth analysis of their relevance to public diplomacy, measurement, and applicability to sports events.

The 2015 Asian Football Confederation (AFC) Asian Cup hosted by Australia was used as a case study for this project, and South Korea was chosen as a community to investigate the effect of sport events as public diplomacy. The data were collected from the general public of South Korea through a questionnaire survey administered via Internet using a Smart Phone application which is designed for market research, a week after the AFC Asian Cup final. A total of 500 valid questionnaires were collected. A path analysis was performed to test the relationship among the image of the host country, the perceived success of the event, intentions to engage with the host country, and intentions to encourage/support others to engage with the host country.

The results indicate that the relationships between the image of the host country and intentions to encourage others to engage with the host country are partially mediated by the perceived success of the event. It suggests that sport events play a significant role in international relations, as the communication tool with foreign publics which can influence them. No mediation effect was, however, found for the relationship between the image of the host country and intentions to engage with the host country. This study will have implications for future mega sport event management, particularly with respect to recommendations for the use of sport for public diplomacy. The findings can be utilised to enhance international relations by using soft power such as sport.

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HUMAN STAMPEDE AND POLICE CONTROL OF CROWDS IN FESTIVALS: CASE STUDIES OF SHANGHAI, HONG KONG AND GERMANY

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Human stampede could cause deaths, a tragedy that could have been avoided if police control of crowds were planned and enforced. This paper reviews the literature on crowd management practices from a security perspective and will show that human stampedes were the result of poor police planning and management of sudden crises during festivals. While crowd control documents tend to see mass panic as an ingredient leading to sudden crises (Drury, Novelli and Stott, 2013), other researchers have focused on the importance of crowd management practices during festive events (Ammon and Fried, 1999). In this paper, three case studies will be used to demonstrate the critical importance of police planning and implementation of crowd control plans during festivals, including (1) the 1993 Lan Kwei Fong tragedy in Hong Kong, (2) the 2010 Love Parade in Germany, and (3) the 2014 stampede in Shanghai. On January 1, 1993, a stampede in celebration of the new year in Lan Kwei Fong, a popular but narrow entertainment alley in Hong Kong, led to the deaths of twenty-one citizens. An investigation into the tragedy demonstrated that police planning and crowd control were poor, a phenomenon compounded by the failure of public transport to ease the situation by providing extra services for holiday goers. On July 24, 2010, the Love Parade in Germany witnessed the death of twenty-one citizens who became the victims of an overcrowded tunnel, a tragedy revealing the imperative of proper police planning and crowd control. On December 31, 2014, tens of thousands of Chinese citizens gathered in the Chenyi Square in Shanghai's Bund area but 36 people were trampled to deaths, another tragedy illuminating poor police planning, crowd control strategies, and crisis management capacity. The lack of police planning, a sudden change in the site of fireworks display, and poor anticipatory capacity brought about the tragedy in Shanghai just 30 minutes before 2015.

The three cases highlight the importance of police control of crowds during festivals. Specifically, successful police management of crowds embraces three main elements: predictions, planning and proper execution of crowd control plans. Human stampedes were often the outcomes of poor predictive capability, the absence of planning, and insufficient number of police to implement crowd control management practices. This proposed paper fits into the theme of risks, safety and crisis management in events from the perspective of policing.

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CUSTOMER-TO-CUSTOMER CO-CREATION PRACTICES AS A BASIS FOR SEGMENTING FESTIVAL AND EVENT AUDIENCES

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Segmentation has been viewed as one of the most fundamental concepts in marketing (Dibb & Simkin, 2001), including the marketing of festivals and events (Formica & Uysal, 1998; Tkaczynski & Rundle-Thiele, 2011). Researchers have sought insights into how heterogeneous customers with a range of characteristics, attitudes and behaviours can be grouped into homogenous groups, so that the needs of a chosen prospective market segment can be satisfied through an appropriate marketing mix (Smith, 1956). However, there appears to be an assumption that customers assigned to a particular segment are predisposed to engage in a stable set of usage patterns which can be predicted in relation to marketing inputs (Firat & Shultz, 1997; Holttinen, 2010). In an experience economy (Pine & Gilmore, 1999), customers' ability to co-create value with the firm (Vargo & Lusch, 2008) and with each other (Rihova, Buhalis, Moital, & Gouthro, In press) means that fragmentation may occur within what was previously viewed as stable market segments (Holttinen, 2010).

This study highlights the social practices that customers perform to co-create value with each other (customer-to-customer co-creation practices). Building on Holttinen's (2010) conceptual writings, the study suggests that these co-creation practices can serve as a more suitable basis for segmentation, in that they better account for the instability of traditional segments. Interview and observational methods were adopted to study customer-to-customer co-creation practices at five UK-based multi-day outdoor festivals over the period of five months (April to September 2012). The sampling frame consisted of festivals ranging in scale, length, setting and genre and included festivals celebrating folk music, camper vans, storytelling, arts and music and grassroots world-music. Participant observations and a total of 52 semi-structured interviews focussed on profiling specific practices relating to 'festivalling', as well as outlining actor- and situation-specific elements that make up these practices (Holttinen, 2010).

Thematic analysis identified six co-creation practices across the five festivals: Detaching, Bonding, Belonging, Amiability, Connecting and Communing. It was found that due to interplay of actor- and situation-specific elements in practices, different actors (social groups and individuals) engaged in different practices according to what made sense for them, effectively switching between different practice segments. The findings confirm that customers are 'fragmented' (Holttinen, 2010) in that they do not commit to one practice, or to one particular way of performing a practice. Traditional criteria of evaluating segments, such as stability and mutual exclusivity, may no longer be relevant in the context of customer-to-customer co-creation practices.

As marketers strive to design value offerings that facilitate customers' co-creation (Vargo & Lusch, 2008), the role of segmentation shifts from attracting profitable prospects to retaining 'happy co-creators'. The study contributes within the field of festival and event marketing by suggesting that organisers can retrospectively segment their existing customer base through qualitative observation and analysis of festival goers' value co-creation practices. Practical implications involve ways in which festival and event organisers can facilitate valuable co-creation practices, by adjusting those practice elements that influence the co-creation process and shift customers between different practice-based segments.

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FAILURE TO LAUNCH: EVALUATING ABERDEEN'S BID TO BE UK CITY OF CULTURE 2017

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In 2012, Aberdeen announced its intention to bid for the title of "2017 UK City of Culture", with a campaign which, like many preceding it (Richards and Palmer, 2010), focused on the potential of the event to transform the city's cultural landscape. Whilst Hull succeeded in winning the title, and a bid from near neighbour Dundee received plaudits whilst reaching the final shortlist, Aberdeen's bid was rejected at the first stage of the application process in summer 2013. In the period following this announcement, the bid and it's delivery team received considerable criticism within the city (Press and Journal, 2013) and in the formal feedback which indicated that the bid failed to "deliver a compelling case in terms of vision or deliver ability" (Regeneris Consulting, 2013). Drawing upon a range of previous research in the terrain of 'event bidding' (Westerbeek et al, 2002; Emery 2002, Getz, 2004), this paper examines the Aberdeen bid in detail in order to ascertain the issues leading to its lack of success. Building on the bid documentation and official feedback, the paper presents additional testimony in the form of interviews with the bid team and a range of stakeholders across the city's cultural sector to examine the weaknesses of Aberdeen's campaign and the lessons which can be learned from the process. This data raises a range of concerns with the bid. In addition to a range of issues unique to the local environment which impacted negatively on the bid at a practical level, it is argued that the bid team struggled with two issues which have wider resonance. Firstly, Aberdeen's campaign demonstrated a naivety towards the dominant "externalities" (Foley et al, 2012; Smith 2012) agenda, centred on the legacies and impacts of major events, which typically dominates the award of titles such as UK city of Culture. Secondly, the bid failed to control the internal stakeholder environment and influence the citywide consultation process which took place as part of the bid (Richards and Palmer, 2010). It is suggested that these issues combined to deliver a bid which was hastily conceived, naively executed and poorly articulated. However, the research indicates that significant lessons have been learned from the 2017 bid process and the city is, as a result, better positioned for future award bids.

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Full papers

PARTICIPATION, DIVERSIFICATION AND CROWDING: RUNNING EVENTS IN CHIBA, JAPAN

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The growth in the scope and popularity of recreation events has led to the event industry becoming one of the world's largest employers (Theocharis, 2008). As the number of events in the global market grows, so does demand for professionals able to design, manage and market events (Arcodia and Reid, 2005), and for tools that can help organizers maximize the impact of the events they are managing. In this paper, a model that links the number of participants, the levels of diversification needed to attract participants, and resistance to crowding is presented. The model was developed from data gathered at 42 running events in the Kanto region of Japan over a period of three years and from retrospective comments made on two running websites. Sports events are becoming more commonly perceived as viable economic development tools (Chalip and Leyns, 2008), and have led expansion in event tourism, helping the sector become the fastest growing element of the leisure travel market (Getz, 1998). By investigating attitudes to crowding and levels of diversification at running events in Japan, this paper contributes to the fields of event management and sports tourism. It is also posited that future research will demonstrate the model to be applicable to other event contexts.

INTRODUCTION

The event industry plays a major role in the global economy and is one of the world's largest employers (Theocharis, 2008). As the number of events in the international market grows, there is increased demand for professionals who are able to design, manage and market events (Arcodia and Reid, 2005), and for tools that can be used by event organizers to maximize the impact of the events they are managing.

Regardless of size, designing and providing an event necessitates considerable planning, a diverse skill-set, and large amounts of energy and effort (Hillary Commission for Sport, 1997). Many factors must be taken into account when planning an event, including pricing, sponsorship and safety considerations. These variables are often approached individually, leading to a potential over-emphasis on one aspect, inevitably to the detriment of others. This paper links three key event design and management factors, addressing the following research question: How does the level of diversification needed to attract participants and resistance to crowding vary among running events in Japan?

A model showing the connections between the variables is presented with supporting evidence from case studies. The model was developed using data collected at 42 running events in the Kanto region of Japan over a three-year period (Appendix A) and investigation of retrospective comments made on two running websites (www.sportsentry.ne.jp and www.runnet.jp).

By investigating attitudes to crowding and levels of diversification and developing a model that can be used in the development and reflection stages of the event management process, this paper contributes to the fields of event management and sports tourism. It is also posited that future research will demonstrate the model to be applicable to other event contexts.

LITERATURE REVIEW

Travel and leisure demand has been strongly impacted by recent socio-demographic changes, most notably an increasingly active aging population and a growing number of single adults (Ross, 1999), which have been particularly evident in East Asia. The increased popularity and development of recreation events has been widespread and marked by a demand for more diverse and specialized activities (Weiler and Hall, 1992).

In response to these changes, sports events have diversified over recent decades and many events now focus on providing more than just good sport (van den Berg et al., 2000). Sport is a multi-billion dollar industry which contributes significantly to the global economy (Huggins, 2013), with the international sports market generating over $146 billion in 2014 (www.statista.com). Consequently, sports events have come to be seen as viable economic development tools (Chalip and Leyns, 2008) and have led the development and expansion in event tourism, helping the sector become the fastest growing element of the leisure travel market (Getz, 1998).

The strategic introduction of sports events at certain times of the year can serve to counter some of the negative effects tourist destinations experience due to seasonal patterns of tourist visitation (Poon, 1993). Furthermore, designing and providing unique sports events offers distinct subcultures the opportunity to meet and reinforce their specific group values and beliefs (Bury, 2015). However, in the case of running events in Japan, as the number of events continues to increase, saturation of the market becomes a possibility. Thus, in order to develop a sustainable, meaningful, and profitable event in a crowded market, event organizers need to decide on the scale of their event, the number and nature of the activities that will be provided, and how these will impact on crowding and participant experience. Determining the optimum level of participation, also known as social carrying capacity, is a value judgment made by organizers based on the nature of the experiences that they wish to provide, the standards by which they have chosen to measure those experiences (Watson et al., 1988), and the critical success factors that they have identified (Rockart, 1979).

In a market where new sports events are being designed and existing events expanded, organizers commonly aim to maximize participation in order to increase revenue and the impact of the events they are managing. To do this, it is imperative that they recognize the need to diversify the activities they provide, thinking beyond just the quality of the sport being supplied (Higham and Hinch, 2008). By increasing the range of experiences offered to participants, including various kinds of social, educational and entertainment activities on or around the day of the sports event, organizers can enhance their event’s appeal (Green, 2008), improving its chances of success.

Events are experiential by nature and the state of participants at events is not only important, but also manageable (Wirtz and Bateson, 1995). Event organizers have significant influence over the development, marketing, and implementation of their events, and therefore a certain level of control over participants' experiences (Czepiel et al., 1985). Decisions regarding the design, social elements of events, and event environments can be greatly enhanced by an understanding of participant–environment relationships (Rust and Oliver, 1994).

While for the majority of sports event tourists the sporting aspect of the event is the primary reason for visitation, further attractions and activities are often needed to finalize the decision to travel (Leiper, 1990). Furthermore, sporting landscapes are becoming increasingly homogenous and have less of a connection to the communities in which they are situated (Bale, 1989). This can deter sports tourists from attending or participating in an event (Hinch and Higham, 2008). Therefore, event organizers must aim to successfully design, market, and provide diversified, unique sports events at which tangible links to the host community and a compatibility with the identities of the local people can be demonstrated.

Diversification occurs at two levels: the diversification of the events themselves, such as the nature of the sport being provided; and the diversification of the activities provided at events, such as special guests, workshops and merchandising stalls. A major challenge of successful diversification is the extent to which the activities being provided can be successfully balanced to avoid compromising the experiences of both athletes and spectators (Bale, 1989).

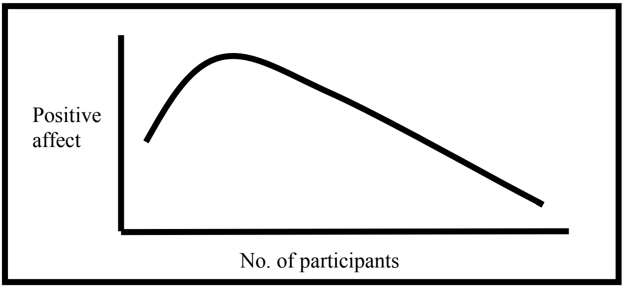
While diversification of the activities provided at events can attract more visitors and participants, it is essential that organizers determine the most appropriate and desirable levels of participation in order to enhance the positive experiences of visitors (Bury, 2015). As the number of visitors from increasingly diverse groups to events has risen, so has concern over the potential effects of crowding on the quality of event experiences (Manning and Valliere, 2001). Tourism can often be viewed solely as a way of generating revenue, with decisions being rationalized in economic terms (Pearce, 1989), but the social aspects of sports event tourism allow a unique level of authenticity to be offered that is difficult to find in other types of cultural attractions (Green, 2008). Consequently, sports events provide the opportunity for participants to engage in a context with real intrinsic worth. In view of this, attracting the maximum number of participants should not take precedence over the quality of participant experience, which can be negatively affected by crowding.

Crowding is a complex social phenomenon with a range of issues, such as conflicts between different user groups, visitor satisfaction, displacement, group behavior in situations perceived as more or less crowded, and impacts on host communities (Wearing and Neil, 1999). According to Shelby (1980), perceptions of crowding are affected by density, interaction, and individual preferences. Thus, perceptions of crowding are individual in nature, so two different participants at the same event may perceive the levels of crowding very differently.

Crowding can be analyzed along two dimensions: spatial and social (Machleit et al., 1994). The number of nonhuman elements in an environment and their relationships to each other determine the extent of spatial crowding, while the number of participants and the rate and extent of social interaction among them determines the social dimension. Williams (1988) identified three primary modes of experience in outdoor recreation: activities, settings, and companions. Thus, the experiences sports tourists gain from attending an event are a combination of the enjoyment of the sporting aspect, the location, and their participation in a fusion of the local culture and their own subcultures (Nauright, 1996 cited by Weed, 2008). Participation in a subculture is socially enabled, with social processes teaching and reinforcing specific values and beliefs (Kemp, 1999), and crowding can diminish participants' opportunities to meet and reinforce the social codes of their subcultures.

Crowding is only interpreted negatively once it interferes with or disrupts participants' objectives or values and Hui and Bateson (1991) found that crowding had a generally negative impact on affect, decreasing feelings of pleasure in a service environment. In general, as the number of participants exceeds the threshold at which the effects of crowding first become felt, the positive experiences gained by each individual diminishes (Fig. 1). However, research has found that visitor satisfaction may remain relatively high even when participation levels increase as users adopt coping mechanisms, such as displacement, rationalization, and product shift, in response to crowding and/or conflict (Manning and Valliere, 2001).

Figure 1
EFFECT OF PARTICIPANT NUMBERS ON POSITIVE AFFECT



Participant satisfaction is integral to event management as it influences loyalty and is one of the crucial elements in determining the decision to return, recommend, and trust a destination, service or event, thus affecting reputation and the future consumption of products and services (Yoon, Lee and Lee, 2010). Research on participant satisfaction has tended to identify satisfaction as the outcome of a comparison between expectations and perceived performance (Westbrook and Oliver, 1991).

When choosing services, participants have certain expectations about what will be delivered and these have a pivotal role in motivating and determining the destinations or events they will visit. Expectations are influenced by prior experience, context, and individual characteristics (Wirtz and Bateson, 1995). Experiences poorer than expected result in negative disconfirmation and dissatisfaction, while experiences better than expected create positive disconfirmation and satisfaction (Mano and Oliver, 1993). Negative disconfirmation usually leads to negative loyalty and a decision made by the participant not to return or not to promote their experience in a positive way.

METHODOLOGY

By gathering data from multiple sources, the reliability of findings can be increased and the substantiation of constructs can be strengthened (Barrat et al., 2011). Research paradigms need not be mutually exclusive and many contemporary studies employ both qualitative and quantitative methods in a complementary mixed methods approach, offering the best of both worlds (Bryman, 2006). Both qualitative and quantitative data were collected in this study and drawn from primary and secondary sources.

Data was collected relating to 42 events via personal observations, interviews, exploration of promotional materials associated with each event, retrospective comments made by participants on two running websites, and quantitative data relating to participant numbers. All data was collected anonymously. The purpose of the research was explained to all participants and it was clearly stated that their contribution was voluntary.

A key challenge in successfully designing and providing an event with optimum levels of diversification and participant numbers is understanding the subculture(s) of the participants and assessing what they want from an event (Green and Chalip, 1998). Consequently, semi-structured interviews were conducted in order to provide the necessary flexibility required to engage with a diverse range of event participants, and to allow various perspectives to be presented. The data provide a valuable insight into the participants' attitudes towards participation levels, diversification of activities, and crowding. As the interviews were conducted in the field and the respondents reported their experiences as they naturally occurred, they have the advantage of ecological validity (Shadish et al., 2002). However, there are also some limitations, such as an inability to control for some of the elements that have been suggested to affect perceptions of crowding perceptions (Eroglu and Harrell, 1986), including participant age.

A total of 159 interviews were conducted with respondents being selected using a convenience sampling method (Appendix A). While this method allows general data and trends to be obtained, it can lead to sampling bias. Illustrative comments from the interviews have been selected to support findings presented in this paper (Appendix B).

Case study data was also used as this allows for investigation into contemporary phenomena in authentic contexts (Yin, 2003). Case study research provides the opportunity to investigate complex sets of factors and relationships (Easton, 2010), particularly when the boundaries of those relationships or processes are not clearly delineated or are separated from the social context within which they are present (Cutler, 2004). Furthermore, Silvestre and Dalcol (2010) state that case studies support and consolidate theoretical contributions when they are used as illustrations.

The case studies presented in this paper were selected using a non-probability sampling method as they were thought to be the most representative of the different-sized events investigated (Saunders, 2007). The different events attended and investigated were classified into six categories (Table 1) and Importance-Performance Analysis (IPA) relating to diversification and crowding was conducted.

While many service industry researchers and practitioners employ one-dimensional tools to measure satisfaction levels, such as SERVQUAL and SERVPERF (Wong et al., 2011), this study used the IPA model in order to analyze the importance participants assigned to diversification and crowding and to understand the areas they prioritized for improvement at the events (Martilla and James, 1977). IPA allows for the identification of attributes that are doing well and attributes that need to be improved, and can also provide guidance for strategic development, examining not only the performance of an item, but also the importance of that item as a determining factor of the participant's level of satisfaction (Silva and Fernandes, 2010).

Table 1
EVENT GROUPS AND CASE STUDIES

Group	Classification	Number of participants	Case Study
A	International	Over 20,000	Tokyo Marathon – (www.tokyo42195.org/2015)
B	National	Over 10,000	Chiba Aqualine Marathon – (chiba-aqualine-marathon.com/)
C	Regional	Over 5,000	Sakura Asahi Kenko Marathon - (sakuraasahi.jp/index.shtml)
D	Municipal / Specialized	Over 2,000	Sanmu Road Race – (www.city.sammu.lg.jp/)
E	Ward / Highly-specialized	Over 500	Boso Hills Trail Run Race – (www.fields-co.jp/13_boso/)
F	Neighbourhood / Ultra-specialized	Less than 200	Oyama Hill Race – (No available website)

FINDINGS

From the data collected, IPA was conducted (Appendices C and D) and it was possible to identify how the levels of diversification needed to attract participants and resistance to crowding varied according to event size, and Figure 2 was developed to represent these findings. For events in Group A, it was found that the reputation and internationally recognized name or brand associated with the event was sufficient to attract the desired level of participants (Comments 1-3, Appendix B). While there were often a diverse range of activities available at the events, they were not necessarily provided by the event organizers, and were not needed to attract participants. As the events were well-established, the participants were aware of the high number of attendees, thus resistance to crowding was low as it was expected and accepted as being part of the experience (Comments 4-6).

Prior to 2007, Tokyo hosted the Tokyo International Marathon which focused on elite level runners, but from 2007 the event was rebranded as Tokyo Marathon and both elite and general runners were welcomed. This change in focus also led to an increased number of diversified activities provided at the event. At Tokyo Marathon in 2014, there were activities and services ranging from live TV and radio broadcasts, real-time runner update services, live music, dance and performing art shows, and merchandise stalls at the Tokyo Marathon Expo. While the activities were generally viewed positively, they were not reported to be an important factor influencing attendance at the event. When registration closed for the 2013 Tokyo Marathon, 303,450 people had applied for the full marathon, and 1,058 had applied for the 10km race, an oversubscription rate of 10.3.

For events in Group B, the reputation of the event was sufficient to attract the desired number of participants, but promotional events were generally organized to ensure the desired number of participants attended. A wide range of diversified activities were made available for both spectators and athletes, and the majority of the activities were provided by the event organizers. While the activities were well attended, they were not reported to be a major factor affecting event choice (Comments 7-9). The events were generally well-established and while some resistance to crowding was indicated, the negative impacts that high participation levels can create were anticipated, and thus generally accepted as being part of the event (Comments 10-12).

At Chiba Aqualine Marathon 2014, promotional events began six months prior to the race date. Activities were held over the whole weekend of the event and ranged from traditional music and dance performances to course strategy speeches, workshops, and a children's hero character show. Other services available included mobile AED teams and doctor runners. The event, organized by the Chiba Prefectural Board of Education, was fully subscribed with the maximum 13,000 athletes running the full marathon and 4,000 running the half marathon being reached within three weeks of registration opening. Overseas participants were limited to 150.

Events in Group C were often branded with an extra identifying aspect to their names, such as Teganuma Eco Marathon, which is promoted as an environmentally friendly, ecological event, and Tomisato Suica (Watermelon) Road Race. Activities at the events in Group C were often based on the branded aspects of the race. For example, energy saving demonstrations were presented at Tegnuma Eco Marathon and a watermelon buffet was provided at Tomisato Suica Road Race. The extra branding was often included as the names of the locations were not thought to be sufficiently famous or appealing to attract the desired levels of participants (Comments 13-15). However, the extra branding and specialized marketing of these events led to participation goals being achieved in the majority of cases. Resistance to crowding at the events in Group C varied the most of all groups, but the general finding was that while crowding was viewed negatively in the majority of responses and a desire for less crowding was reported, the participation levels were rarely so high as to discourage participants from returning to the same event in the future (Comments 16-18).

The Sakura Asahi Kenko Marathon is sanctioned by the Japan Athletics Federation (JAAF), so athletes can use their times to enter international, time-restricted races. This attracts a high number of competitive runners and the course is advertised as being a favorite practice route of past Olympians. In 2014, the attractiveness of the course was emphasized on the official website, with runners represented as passing cherry blossom trees, Lake Inba, a Dutch windmill, old-fashioned town houses, and idyllic countryside. Other attractions in the city are also advertised, such as Kawamura Memorial Museum, Sakura Castle Park, the National History Museum, the petting zoo, and the rose garden, but no additional activities at the event itself were specifically advertised on the website. There was a disclaimer on the website regarding the possibility of crowding, and entrants were advised to arrive at the event early. In 2014, the full marathon had 6,752 runners, the 10 km race had 4,849 runners, and the 3 km fun run had 1,585 entrants. In 2015, the limits had been reduced slightly with only 6,000, 5,000 and 1,500 entrants being accepted into the respective races.

Unlike events in Groups A-C, events in Group D were more commonly held in what can be classified as 'off-peak' times of the year, where the weather and conditions are not as appealing to social runners. As these events generally had a lower profile than those held at peak times, they were often used as practice runs or warm-up events by athletes for larger, more prestigious races. As a result, participants often wanted to focus on their athletic performance and progression towards pre-set targets than joining in with associated activities at the events and this increased their resistance to crowding (Comments 19-21). In order to gain personal best times or to achieve improved performances, less crowding is beneficial, but a high level of competition was stated as preferable in order to help motivate and encourage participants (Comments 22-24).

The main marketing approach by the organizers of the Sanmu Road Race in 2014 was to highlight the fact that it is a particularly good course on which to achieve personal best times. The official website advertises the race as being a flat course which runs along Hasunuma park, offering the Kujukuri Beach sea breeze, and an escape from the hustle and bustle of the summer. A link to the local tourist office can be found on the official website, but no specific attraction information was mentioned other than the appearance of guest runner Eric Wainaina, the first aid services and a trainer's corner. In 2014, the 10 km race had 1,062 runners, the 5 km race had 293 runners, the 3.5 km race had 299 runners, the 2 km race had 477 runners, and the 1.5 km race had 266 runners, but no information was available as to whether limits were set for the different categories.

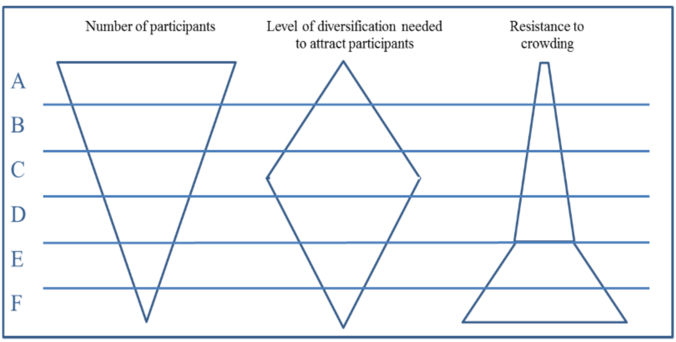
Events in Group E were more diversified at the event level than those found in Groups A-D, including trail runs, aquathons, triathlons, endurance events, and ekidens (relay marathons). However, at the activity level, a low level of diversification needed to attract participants was identified as athletes and clubs that focus on these specialized disciplines actively seek out new races and challenges to enter. Thus, far fewer activities needed to be provided than at the more common single discipline events in Groups C and D (Comments 25-27). However, providing opportunities to browse and buy specialized goods and services at events was identified as important (Comments 28-30). As the events were more specialized, a higher level of serious involvement in the sporting aspect of the event was identified, which led to a strengthened sense of community and subculture (Comments 31-33). Consequently, the events are seen as opportunities to meet with likeminded people that would not otherwise be available, increasing the desire to socialize effectively, and participate in activities. Crowding can negatively affect this opportunity, and therefore reported levels of resistance to crowding increased significantly in Group E when compared with Group D (Comments (34-36). It was also reported that, while experienced athletes welcomed new members into their subcultures and races, there was resistance to large numbers of new participants if they did not take the event seriously or respect the beliefs and norms of the participating subcultures (Comments 37-38).

Located in the Southern Chiba Peninsula Boso mountain range, the course of the Boso Hills Trail Run Race and the natural aspects of the race were emphasized on the 2014 official website. Participants were advised that they must respect the course, the natural environment, and the mountain temple of Seicho-ji, which was the starting and finishing point of the race. The day before the 2014 race, a trail running and course advice seminar was held by a guest trail runner, and specialized trail running goods were sold. The event was sponsored by Skins, Brooks, New Balance, Smith Optics, Mammut Sports Group Japan, and Bane. The official website includes links to local hotel lists and tourist information sites, but no specific attractions are mentioned. Despite the lack of activities other than the race itself, both the 30 km and 18 km races reached their limits of 700 and 300 runners respectively.

For events in Group F, resources were often limited. As a result, the events were not well publicized. However, participants often reported the opportunities to socialize more intimately with other participants amid the less crowded atmosphere that lower participation levels allow as positively influencing their choice of events (Comments 39-41). Participants also identified a stronger sense of connection to the local community than those attending events in Groups A – E (Comments 42-44).

Oyama Hill Race, situated in Chiba Prefecture, is an event organized by the local sports club, of which there are only 18 members. The event has been held annually 36 times and includes a general road race, a general relay race, and a children's relay race around an 8.4 km circuit. Due to the small size of the organizing group and their limited resources, the event has a limit of 35 individual runners and 15 relay teams consisting of six runners each. These limits have never been reached. The sports club cannot advertise the event to a wide audience and thus, all participants are either local runners or have personal connections to the local area. It has been noted that the event brings the community together and it is well attended by local supporters along the course, despite the roads not being closed.

Figure 2
LEVELS OF DIVERSIFICATION NEEDED TO ATTRACT PARTICIPANTS AND RESISTANCE TO CROWDING AT RUNNING EVENTS IN JAPAN.



CONCLUSIONS

Event organizers can tend to focus on maximizing the number of participants that attend the events they are managing as this can increase its impact, revenues, and prestige. Furthermore, an increase in participants attending an event can also have a positive effect on the host economy and local economy. However, an over-emphasis on maximizing the number of participants can lead to diminished participant experiences, which can be negatively affected by crowding.

Figure 2 was designed to represent a response to the research question, 'How does the level of diversification needed to attract participants and resistance to crowding vary among running events in Japan?' It is suggested that event organizers can employ the model depicted in Figure 2 to identify the number of activities they need to provide at an event to attract the desired number of participants and also to assess how crowding could affect the experiences of the participants.

It is posited that while the model depicted in Figure 2 has been developed from data gathered in relation to sports events, it could be applied to other event contexts, such as conferences, trade shows, product launches, and exhibitions, which have similar activity profiles. It is also suggested that this model can be applied to events in locations beyond the Kanto Region of Japan. While each location and host community has its own identity and culture, the subculture(s) that are involved in and participate in event tourism share similar, transferable values and beliefs. Thus, surfers attending an event in Hawaii will likely have similar levels of resistance to crowding as those surfing in other regions of the world.

While this model could be applied to contexts outside those presented in this paper, it should be noted that each event and subculture is unique and that desired levels of participation and diversification can vary according to several variables, including location, time of the year, and weather. Also, optimum levels of diversification and participation can vary at the same event in different years. It is therefore essential that event organizers assess the desires of the subculture(s) attending the events they are managing and are able to adapt their plans in a flexible manner. The model presented in Figure 2 could be a useful tool to help them do this.

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APPENDIX A

No. of events attended and interviews collected by year and group

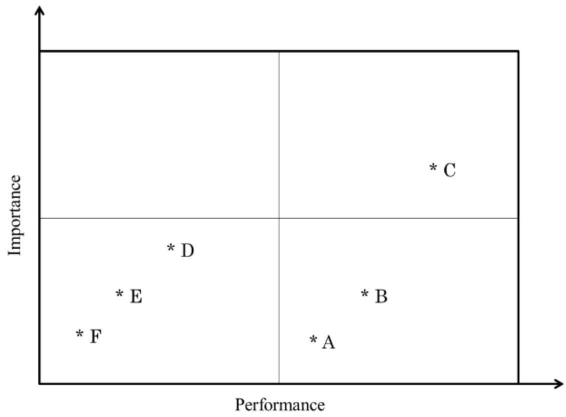
	Events attended							Interviews conducted						
	A	B	C	D	E	F	Total	A	B	C	D	E	F	Total
2012	1	1	2	2	2	1	9	3	3	5	7	6	4	28
2013	1	2	3	4	3	2	15	5	9	9	12	10	5	50
2014	1	3	4	5	3	2	18	6	12	14	24	16	9	81
Total	3	6	9	11	8	5	42	14	24	28	43	32	18	159

APPENDIX B
Supporting comments

No.	Comments
1.	It's one of the major world races, one of the boxes racers just want to tick.
2.	Everyone knows about Tokyo Marathon, it's one of the races you have to do.
3.	When I tell people I run, they always ask me if I have tried Tokyo Marathon. I wanted to be able to say 'yes!'
4.	It was very crowded, but it's Tokyo Marathon, it's to be expected.
5.	It's one of the world classics, joining this many runners is not usual, that's why it is motivating.
6.	It was difficult to move at the start and there were some problems with congestion, but everyone knows this is a very big race.
7.	I enjoyed the stalls at the race and the music. I didn't know that they would be there.
8.	I have run this race many times, so I knew about the extra activities and I like them being there, but the race is most important for me.
9.	The activities are good, especially for spectators. They need something to do while the runners are running otherwise it can get boring, but I wouldn't come just for the activities.
10.	It was very busy and crowded, but it is a popular race. Many people want to enter.
11.	I was surprised seeing so many people. I knew it would be my biggest race, so I knew the start would be difficult to run freely.
12.	The crowds can be disorienting and finding a space to change can be difficult, but as long as you plan ahead, it's bearable.
13.	I've never been to this place before, but the name was interesting! (Tomisato Suica Marathon - 2013).
14.	We came because my wife and mother in law love sweets! (Chiba Sweets Marathon - 2014).
15.	We're interested in the environment, being eco friendly is important. We wanted to see what this race was about (Teganuma Eco Marathon - 2013).
16.	I entered this race last year, so I knew about the crowding at the start and I made sure that I moved towards the front to be with the faster runners.
17.	It's inconsiderate for slower runners to be so close to the start line, but maybe they didn't know.
18.	The parking was very far from the race. I didn't want to walk so far, but the closer car parks were full very early.
19.	I wanted to get a personal best, but that's hard when you need to run around other people and move side to side to get a clear path.
20.	I wanted to have a fast race and prepare for another race in 2 weeks, but I found it difficult today. It was too slow for the first 2 km.
21.	I couldn't really relax or warm up properly because of the lack of space. I didn't want so many stalls and distractions.
22.	The balance needs to be right. Enough space to be able to run freely, but with other good runners to run against and challenge.
23.	I like racing, too many people and I can't run, too few and we can't race!
24.	I got my highest placing, but not my best time…it feels like I cheated a bit!
25.	I was really happy when I found this event, because there aren't many races of this type [aquathon] in Japan.
26.	I don't get the chance to compete very often, so finding races like this is a special thing for me.
27.	If people want to listen to music, they should go to a concert. If they want to meet famous people, they should go to Omotesando [a high-fashion area of Tokyo]. The people that come here should want to race!

28.	For me and our club, it isn't really about the activities, as long as we can compete in a race and have a good chat about it afterwards.
29.	I live in the countryside, so buying things like number belts and goggles can be difficult to do locally. I usually have to use the internet, but then I can't try them on. Being able to look through the different brands and see which ones suit me best is a great opportunity.
30.	They have a sports therapist! How often do you get the chance to have a real sports massage after running in the mountains?
31.	The people here all love the sport. We can connect, talk about ways to train and even find new training partners.
32.	It's not like other events that have fun runners. The people here all train hard, take the race seriously and want to do well. It is nice to be in that kind of atmosphere. It makes the training feel worth it!
33.	I have some friends here that I only see when we race. We live quite far apart, so these are the only times we meet up, they're my racing buddies!
34.	I've been to races where the warm up ground has been packed and I have had problems finding my friends, even with cell phones!
35.	At big races we have to take it in turns to arrive very early and set up a space for the other club members because there is no way we would find a space big enough for us if we arrived at a normal time. We are only six or eight people, but it makes a big difference to how we feel about entering a race.
36.	At events like this I am comfortable coming by myself because I know that I will be able to talk to other people and made to feel welcome. At bigger races, everyone is more aware of the crowds and they don't try to communicate with each other.
37.	I have trained hard for this race, I don't want the experience to be spoiled by people being inconsiderate.
38.	Meeting new people at events is great and there are many people with similar attitudes. Sometimes though, a few loud groups can make the majority feel uncomfortable.
39.	For me, this is real running and racing. No noise, no big crowds, just running!
40.	Here I feel like every person is important. In a field of 30 runners I'm a big part of the event, at Tokyo Marathon, it doesn't matter to them if I run or I don't.
41.	In this race, I don't need to feel conscious of the people around me when I'm running, but afterwards I can talk to the other racers properly. It's different from bigger events where people tend to race and then go.
42.	By entering this race, I am supporting my local area. People look forward to this race. Even though it is small, it's a good way to get out and communicate.
43.	When you run the course and the farmers and local people stop and wave and smile, it gives you feel a very personal feeling.
44.	Because I am not Japanese and this is a very rural area, the local people offered to give me an award at the next race to say 'Thank you' for supporting them and participating here over the last five years. Of course, I said 'No', but that is what the event means to the people here.

APPENDIX C
Importance Performance Analysis for diversification of activities at events



MAKING WAVES IN EVENTS: FROM TRENDS TO FUTURE COMPETENCES

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Events and festivals are changing along with the changes in demand. People have greater interest in experiences and creativity and therefore, the product that the event industry is offering is developing from mere services to experiences. This means that there is a need for a new professional profile in the sector along with new business models that are able to face the new situation and add end-user value in this new era. Taking into account event trends and the future challenges of the industry, the main purpose of this research is to bring forward substantial insights on the future competence set of events managers. To that end, the article presents the views of event experts on: industry trends; the future challenges; and the professional competences needed to face these challenges. The findings of this article are valuable: on the one hand, for education institutes, in order to prepare the future professionals according to event trends and the upcoming future context of the industry; and, on the other hand, for the event industry, in order to professionalize even more and to reinvent business models.

INTRODUCTION

Festivals and events are becoming more and more important in society due to the positive impacts they can generate economically, socially, individually and environmentally (Lee and Crompton, 2003; Pitts, 2004, 2005; Sherwood, 2007; Karlsen and Brandstrom, 2008; Rivera et al., 2008; Rowley and Williams, 2008). As a consequence, events are increasing in quantity and quality and the industry is becoming more competitive than ever before.

Traditionally, event research was focused on a technocratic perspective where the event industry and organisers were at the centre, and, the audience just consumed what was offered. However, this situation has changed, thanks to the rise in education, income and status levels in the market (Richards, 2007). This means that the general knowledge of the public is growing and so, consumers have become more demanding. Furthermore, Millennials are reaching adulthood and they give high priority to experiences and creativity.

On the other hand, the growing presence of social networks and the new applications of technological devices in daily life opens new and unsuspected horizons in the field of experiences and co-creation (Bryce, 2001; Nimrod and Adoni, 2012) which can be applied in the event sector. Current audiences do not attend festivals and merely listen to the concert/conference: audiences are simultaneously tweeting, taking photos or videos to upload them on the spot, sharing their opinions of the event with their Facebook or Whatsapp friends. This shows an evolution in the way people "consume" festivals and likewise a change in expectations. Hence, events need to deliver memorable experiences (Pine and Gilmore, 1999) rather than information, simply entertainment, or just services.

This transformation constantly challenges event creators and managers to reinvent their festivals and it is forcing the event sector to change the traditional model to a new one where the main actor is the audience and what they feel. This means that there is a need for a new professional profile along with new business models to help audiences enjoy the leisure experience in a more creative, emotional and meaningful way (Calvo-Soraluze and San Salvador del Valle, 2013).

Hence, the goal of this paper is to find out what trends and challenges current European music festivals face in order to define the competences that live event managers and professionals need to develop.

In the first part, we examine current trends highlighting the technological and societal changes as a way to understand the context we live in. In the second part, we consider the general challenges and opportunities that this new context poses. In the third part, we analyse, the challenges and needed competences as viewed by the industry and academia. Finally, in the last part, we present a brief conclusion of the main ideas and some lines for further research.

METHODOLOGY

This research is part of a larger study led by the PhD researcher Calvo-Soraluze, J. with the collaboration of University of Deusto (The Basque Country), The Basque Government and NHTV Breda University of Applied Sciences (The Netherlands).

The study presented here corresponds to the qualitative methodology used on the empirical part of the PhD thesis. Data was collected with five different focus groups comprising Dutch event professionals from ten leading European companies in the event sector and NHTV Breda of Applied Sciences event researchers. Each focus group was formed by a mix of seven or eight professionals and researchers. The goal of the focus groups was to discuss about the event industry challenges and any new competences needed by the professionals working in the industry in order to face the future challenges. Data were compiled in the same day by the moderators.

The main reason of choosing the focus group research technique, and so, qualitative methodology, is to complement the questionnaire and individual interviews, which are part of the larger research study. The specific goal of selecting this technique is to gain in depth insights and understanding about:

- How event professionals and researchers feel about the challenges of the sector
- The role of event professionals and the competences they need to develop in order to face those challenges

The general process was conducted as follows:

1. Formulation of questions for the discussion
2. Selection of participants
3. Recording of the focus groups
4. Transcription of the tapes
5. Analysis of content
6. Outcomes and reflections

Before presenting the results of the focus groups, we go over general changes brought upon consumers and suppliers by technology and innovation.

HIGHLITING TECHNOLOGICAL AND SOCIETAL CHANGES

The world is in constant evolution: innovations bring new challenges or societal re-adjustments, and challenges can also trigger innovations. An innovation does not have to be necessarily technological. However, it is impossible to talk about innovation or societal trends without considering technology.

The use of digital technology, which started in the 1980's, has accelerated ever since. It has permeated society so much that is considered to have been the start of a new era: the Information or the Digital Age.

The top Information Technology strategies for 2015 (High, 2014) illustrate current trends in this area: 1) computer everywhere (connectivity at work, home and public spaces); 2) the Internet of things (wearable technology, products with sensors, software and connectivity); 3) 3D-printing (and with it: streamlined and improved designs at lower cost); and 4) big data analytics (e.g. every app will need to be an analytical app).

The information age also flared the democratisation of knowledge, leading to 'a new politics of knowledge' – as named by Larry Sanger (2007), co-founder of Wikipedia. Everyone seems to know about everything, or, at least, enough to challenge the role of traditional holders of knowledge.

Nowadays, most consumers have an informed opinion (or, at least, they think they do) and they challenge authority, corporations, and become more demanding. In addition, consumers' and the society's value system has largely shifted towards the experience economy (Pine and Gilmore, 1999). People cherish more their personal moments and they seek "peak experiences" (Privette, 2001). Pushing away materialism also results, to some degree, from the realisation of the impact that production and consumption has on themselves, others and the environment. As Yeoman (2013) puts it: the consumer wants more and more to consume ethically.

Not only consumers have an opinion, but they also want and do voice their opinions, needs, worries, and ideas in chat rooms and social media. There is, therefore, the rise of:

1. A new consumer with new demands: connected, informed, participative, impatient, experience-seeking, with a shifting values-system (e.g. caring and sharing)

2. New forms of supply (products, services and information): due to digitalisation, 3D-printing further robotisation, social media and digital applications
3. Big Data and Data Analytics: a by-product of the digital revolution, which facilitates the collection of all kind of (consumer) data

CHALLENGES AND OPPORTUNITIES

All the above pose both challenges and opportunities for companies and society. We highlight three challenges and give examples of opportunities for each of them.

1. New Business Models adding new value

   The raise of a new type of consumer poses corporations with two challenges: to meet the increased expectations of the informed consumer, and before that: to actual capture the consumer's attention, especially of the young consumer (Budac and Baltador, 2014). At the same time, this new consumer also has a participative attitude offering ripe opportunities for companies, such as crowdsourcing or even crowdfunding for small companies. Consumers are after all craving for new types of value, so the type of exchange can nowadays mean many things. It is "the coming age of the prosumer" with the consumer fulfilling some of the functions of the producer (Ritzer et al., 2012).Companies have now new ways of engaging with consumers, getting feedback, gathering ideas, increasing quality, and meeting expectations.

   The following trends illustrate where new business models can add value (see trendwatching.com):

   - The internet of caring and sharing (consumers show willingness e.g. to share bills with friends)
   - Currencies of change: helping consumers to achieve their personal goals and rewarding them (e.g. losing weight)
   - The end-of-waiting and fast-lining: time is the new currency, so price-models should take this into account.
   - Some businesses have experimented with price mechanisms such as "pay what you want" giving total control to the consumer to determine the price and therefore the value of the transaction. Kim et al. (2009) has shown that in some circumstances this can even increase revenues.

2. Ethical and Participative Businesses

   Consumers do not want detached brands but they expect brands to take position in the large societal challenges and therefore be active in the civic arena. At the same time, and for themselves, they also want "sympathetic prices" (trendwatching.com, 2015). The Dutch festival, Welcome to the Future, brought these two expectations together in offering water for free at its festival, embracing the cause "water is belongs to everyone". This and other actions, let to this festival being awarded the "Greenest Festival of the Netherlands" in 2015 (see welcometothefuture.nl).

Research by Radley Yeldar and the Global Reporting Initiative (2011), on trends in online sustainability reporting, shows that only a minority of organizations include a feedback form when reporting sustainability, and barely use social media tools for this. Thus, there is here an opportunity that is currently under-explored.

3. New Regulation: e.g. how to deal with privacy issues but also on liability

   One of the largest challenges of our time is to weight the (economic) benefits of technology, and potential downsides. This can be loss of privacy with the use of big data (Rubinstein, 2013), but can also refer to liability issues, e.g. in case of robot failures or accidents (Ziss, 2014).

   In ten years, the economic impact of Unmanned Aerial Vehicles (UAVs), usually referred to as drones, is expected to be of $82 billion dollars. One of the industries where most use and impact is to be expected is precisely the music and entertainment industries, namely life events and festivals (Hoovy.co, 2015). The potential is huge (security, advertisement, audience engagement, technical services, and so on), but regulation on the two aforementioned issues is lagging behind.

THE INDUSTRY'S VIEWS: CHALLENGES AND COMPETENCES

Due to all the changes and new trends in society presented in the previous section, all business sectors have increasingly more challenges to face and the European live music industry is not different. In fact, live music sector, a playground for innovation, is rather susceptible to the influence of technology. In order to get insights into challenges from the perspective of event experts, this section shows the main outcomes of five different focus groups (integrated by event professionals and event researchers). All the groups debated about the challenges of European live music industry and competences that professionals need to develop to face those challenges.

The most mentioned challenges are the following ones:

1. Designing more personalized experiences and (co)creation of meaning

   "You need to connect with your visitors (…) you need to know what they want to experience".

   "Every festival, good festival, needs a soul, needs a story. It's not only to make a big line up or spending money in big names. The creative process behind the brand is more important than the money. When you enter in a festival the feeling have to be great and it has to be good. The audience is critical at this moment, they spend money, but they spend it if they think they are going to have a good day".

With consumers enjoying greater choice and variety in everything from food to travel to on-demand entertainment, people are increasingly expecting festivals that more closely match their passions and pursuits. The greater interest in experiences and creativity along with the growing presence of technology, social media and digital platforms, is transforming the audience role to a more active role: the one of a protagonist/prosumer. Therefore, the offer needs to focus more and more on facilitating memorable experiences co-creating and co-designing the event with the audience rather than merely selling information or services.

2. Holistic integration of social media in the organization.

"I think that subjects like online marketing, the social media…are completely new level, it's another way of thinking, especially the social media. The role of social media is immense, is enormous. The people that we have in our office are doing mainly that, just social media. It is unbelievable actually. Ten-fifteen years ago it wasn't like that, the poster on the wall was more important than the Facebook account. That has changed a lot. So, as a professional you need to feel comfortable with all those new items and subjects".

Social media and digital applications have grown to be a major component in driving attendance at music events. Successful events use social media platforms like Facebook, Twitter, Instagram, and Spotify to generate excitement, encourage conversation and sharing, and build a following that can be promoted to year after year. Nowadays this impact is quantifiable. Eventbrite (2014) calculated the actual value of social media sharing in terms of awareness and ticket sales. Across all types of music events, they found that:

- Facebook shares were worth about £2.17 in future ticket sales, on average, and generated 12 views of the event's ticketing page.
- Twitter drives nearly 38 event page views, or more than 3 times the number of views than Facebook, and tweeted shares were worth £3.22 on average.
- Among music festival goers, 65% tweet or post to their social networks during a live concert, 56% upload photos of the event and 31% write reviews of their experience.

3. Incorporating technology in the organization in order to improve the decision making process and the management of the organisation.

"We are really, really developing RFID right now. Individualizing and personalizing everything through technology (…) digitalizing everything, making the whole production digital in the future is our main challenge and goal".

Advances in technology are changing the music event business in significant ways and event professionals and researchers are aware of this transformation.

The focus groups kept using the word “online”: online marketing, online ticketing etc. and how being online and digitalized means a big opportunity for the organization to have more information about the customers. Online ticketing data integrated with the latest check-in technology (RFID) can help organizers to face this new way to collect and manage information in order to help them to take better decisions before, during and after the festival. Before the festivals the management of big data through technology can help to know when to staff up, what to expect in terms of attendee flow, how to avoid shortfalls in planning and logistics, address bottlenecks and keep lines flowing. After the festival the management of big data provides powerful historical data, so festival organisers can evaluate successes, see what could use improvement, and ultimately be better informed as they plan and promote the next event.

Therefore the corresponding needed competences, as identified by the focus groups are:

1. Experience design skills

   In order to face the challenge of designing more personalized experiences and co-create with the audience, professionals think that competences such as experience design skills, storytelling skills, community development and involvement, networking skills and flexibility to adapt are going to be key.

2. Transmedia management and social media skills

   In order to face challenges related to Social Media, trans-media management and Social media skills are going to be increasingly important according to event professionals and researchers.

3. Strategic management of online information

   Due to the challenge of digitalization and the incorporation of technological advances in the organization in order to improve the decision making process and the management of the organisation, most of event professionals think that the competence that is key to develop is the strategic management of online information and its interpretation.

PRELIMINARY REMARKS

After analysing the differences between general social trends/challenges and the debate of the five focus groups, the following ones are the main reflections:

1. Professionals did not mention Big Data and Data Analytics despite the rise of this tendency. This said, they realize how powerful technology can be for events in order to enhance the experience and engagement of the audience as well as to improve the decision making process and the management of the organisation. The most mentioned examples of technology or techniques professionals are using more nowadays are: online ticketing

data integrated with the latest check-in technology (RFID), mobile (digital) applications, live streaming services, and social media.

2. Professionals underline the importance of co-creation and bottom up decisions in order to engage the audience. They know about the importance of connecting with your target not only during the festival, but all year long. They take the organisation of a festival as an on-going process and not as an eventual celebration. On the other hand, event professionals are aware of the new audience profile: connected, informed, participative, impatient, experience-seeking, with a shifting values-system. Therefore, professionals are trying to carry out activities to involve the audience in the festival more and more realizing that this is one of the biggest challenges for them.

3. Sustainability is not the top priority for all event professionals, but they are conscious about the importance of ethical and participative business. There are some festivals around the world that are already taking serious actions for the sake of sustainability like recycling, reusing or composting the waste generated, offering eco-friendly freebies in exchange for cans, promoting cycling through organized bike rides, etc. However, regarding trends, challenges and the new competences that are needed by professionals, they underline other aspects more than sustainability.

4. Professionals did not highlight much the legal aspects while actually legal knowledge or advice may be one of the key competences to develop or source for events.

5. Professionals mention concept creation as the only way to survive in long-term. With increasing of competition, professionals think that the uniqueness and differentiation is a huge challenge and key to survive in the future. The transformation of festivals from something sporadic into an on-going process is essential nowadays according to professionals in order to create a personalized brand and therefore, enhance loyal and engaged audience. New business models adding new value are therefore crucial.

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ARTS FESTIVALS IN A CHANGING SPACE

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If festivals are seen as a time of a public celebration, it could be argued that an arts festival is a 'refined' version of this notion (Derrett, 2003). Arts Festivals can have many different purposes. They can be a space where the new, different or experimental in arts practice is seen (e.g. Venice Biennale). They can also be a space where the high arts are celebrated (e.g. Edinburgh) or they can be an open access festival which encourages any form of arts activity that is not seen as mainstream (Adelaide Fringe, Edinburgh Fringe). They can also have a particular cultural focus such as celebrating a particular ethnic culture. Arts festivals are widely acknowledged for generating economic benefits for communities (Burgan, 2009). Indeed there is concern that arts festivals are expected to generate economic benefits at the expense of other goals (Finkel, 2006). There is also recognition of the intrinsic benefits of artistic activity to the community (Brown, 2006). But what is the role and place of an arts festival in the 21st century? Given much greater access to arts practice globally, do arts festivals serve the same purpose as they did when they were created? Are arts festivals, as presently framed, an anachronism or can they have relevance in a digital world? These are complex questions but given the increasing presence of festivals internationally, it is important to consider their value and meaning.

INTRODUCTION

Several years ago Peter Sellars, the famed Opera and Festival Director commented that the approach of the Adelaide Arts Festival for example was no longer relevant (Caust, 2004). He decried what he described as the 'shopping trolley' approach where arts festival directors scoured the world for festival product and then programmed it (Sellers qtd. in Ward, 2001). In this he suggested that many arts festivals are in fact homogenous; they all have access to the same pool of talent / work so their program choices are all similar. This means that one arts festival is just like another. It can be argued that this homogeneity in programming and taste can be compounded if the festival directors themselves are generally older, white, western males (Myers qtd. in Taylor, 2014). Indeed festival directors move from one festival to another so that their choices are then replicated in different arts festivals.

On the Australia Council (Australia's national arts funding body) Web site it says,

> Festivals are an important part of the arts ecology… festivals play an important role in developing Australian arts and artists. Festivals support artists to showcase new Australian work, connect with new audiences and build market development prospects (Australia Council 2015)

This statement suggests that festivals are the location of new work, experimental practice and the growing of new audiences for the arts. That in fact arts festivals are supported by government funding because they offer a place for Australian cutting edge, contemporary arts practice to happen. Yet David Pledger, a well-known theatre director in Australia said recently, Artists don't look to major Festivals for adventurous local programming. They're about sponsors, the board then the program (Pledger responding to Enoch in Gill, 2014).

Pledger argues that Australian Arts Festival are in fact not interested in programming 'risk taking' locally produced work. Instead he asserts that Festivals are in fact risk averse and are driven by what the sponsors want and what their boards support. He argues that the artistic side of the equation is very much driven by the economic and political side.

In another public attack about the forces driving the leadership of arts festivals the theatre director Ralph Myers said that major festivals,

> ...are now dominated by imported artistic directors who have notably failed to excite enthusiasm by presenting generic, cookie-cutter programs of moderate, balanced, largely imported work, that's usually pretty dated by the time it gets here (Myers qtd in Taylor, 2014).

He also complained that the same people were directing all of the festivals just moving from one festival to the next, "...We see the same faces doing the rounds of the major festivals" (Myers qtd in Taylor, 2014). He called this the 'merry–go-around of festival directors' implying that they produced similar festivals across the country. Myers also issued a clarion call to save festivals and arts companies from market forces. He implored,

> We can't let the businesspeople and their managers take charge. ..They've got their hands on pretty much everything else in our lives, but we must fight to keep the dreamers in charge of the arts (Myers qtd in Taylor, 2014).

Recent events in Australia have further sharpened the argument around the role of festivals and arts organisations in particular, especially in relation to the relationship between artists, arts organisations and government and the acceptance of money when the government or the artists have divergent political views. In 2014 some of the artists involved in the Sydney Biennale 2014 for example, refused to participate if the major sponsor and Chair of the event was involved. The Chair was Luca Belgiorno-Nettis, the son of the original founder, and his family company Transfield Holdings was still the major sponsor, as at the outset 40 years before. This protest raised several interesting dilemmas as the Belgiorno-Nettis family had provided enormous support over four decades to the development of visual arts in Australia through their sponsorship of the Biennale. However Transfield Holdings is involved in the management of Australian offshore refugee camps which are a subject of controversy, conflict and debate in Australia and elsewhere (Kiem, 2014). When the artists threatened to boycott the Biennale event given the sponsor's involvement in these refugee camps, the Federal Minister for the Arts George Brandis asked the Australia Council (Australia's national arts funding body) to intervene and stop funding both the event and any of the artists concerned (Tregear, 2014). In a letter to the Chair of the Australia Council Rupert Myer, Minister Brandis is quoted as saying that any artist or arts organisation who rejects corporate sponsorship on political grounds, should not receive any government funding either. On ABC Radio National Minister Brandis then said,

> I don't think that arts companies should reject bona fide sponsorship from commercially sound, prospective partners on political grounds - I don't (Brandis qtd. Cox et al, 2014).

However the Australia Council remained silent and did not intervene and the sponsor resolved the scenario by withdrawing as both main sponsor and Chair of the event. This protest and government reaction was interesting in terms of the Biennale itself. It has always been seen as forum for exhibiting new and challenging art and is often showing work that is objecting to the status quo. In fact the theme of the 2014 event was "You imagine what you desire" which in itself provoked some interesting statements about art and politics. It is noted that in 2014 more than 623,000 visited the Biennale partner venues, including nearly 125,000 from overseas, which was recorded as the highest international visitation numbers in the Biennale's history. So the controversies around sponsorship did not impact on the success of the event. Perhaps in fact the controversy gave the event a heightened interest in the minds of the general public.

However in May 2015 Minister Brandis decided to take back to the central government, funding for major festivals which had been under the aegis of the Australia Council for the past few years (Eltham, 2015; Pledger, 2015). The Minister in 2014 had already provided additional direct funding from his department (thereby already bypassing the Australia Council system) for three arts festivals in regional areas of Queensland. Minister Brandis then made it clear in public statements that he does not trust 'peer assessment' to make decisions about arts funding but prefers a system where the government of the day can support its own arts preferences. This view is continuing to provoke further discussion and reaction from the arts community (Pledger, 2015).

In the case of the Adelaide Arts Festival a founding premise for example was that it provided an opportunity for the best in arts practices (generally performing arts) being brought *to* Adelaide once every 2 years (Whitelock, 1980). This view was partly informed by a colonial mentality where anything local was seen as second rate. It was thought that the best of arts practice happened elsewhere, outside of Australia and generally in Europe and the United Kingdom. This begs the question of whether this is still the case (if it ever was)? In the 21st century cutting edge and high quality arts practice is as likely to happen in Taipei or Melbourne as in Paris. The mediums for contemporary arts practice have also changed; they can occur in any kind of space include virtual. There has also been a dramatic 'convergence' of different art forms so there is no longer a clear delineation between performing, visual and literary arts. Another aspect that is related to the importation of arts practices is the cost. Forty years ago fewer people travelled and the cost of travelling to income was much higher. Nowadays many people travel and they get to see international arts practice in situ, so the need to import arts practice from elsewhere is perhaps less important. In addition access to the web means people everywhere can see a *YouTube* of new or innovative practice in their living room. Thus arguably cultural isolation and distance that use to make the importing of practices important, no longer apply.

This paper addresses the questions raised by Sellers in 2001 and seemingly now more crucial. What is the role of an arts festival in the 21st century? Given much greater access to arts practice globally, do arts festivals serve the same purpose as they did when they were created –that is a showcase for the best artistic work that is available either nationally or internationally? Further are arts festivals, as presently framed, an anachronism or can they have relevance in a digital world? Given the nature of 'convergence' how should contemporary arts festivals be programmed or framed? To address these questions three arts festivals that are seen as successes and models of their genre are examined.

METHOD

The approach to considering the role of arts festivals in the 21st century is by necessity both qualitative and involving critical analysis. This is not a research problem that can be addressed by merely looking at attendance figures or by analysing funding ratios. The conversation needs to be focussed on why arts festivals exist, what is their perceived mandate and how do they undertake this. To do this three arts festivals as case studies will be considered: these are the South Australian Living Artists Festival, the Adelaide Fringe Festival and the Adelaide Film Festival. While each of these festivals is different in intent and mandate, they are all located in the one city but occur at different time of the year, so they provide an interesting base for comparison and discussion. Adelaide has called itself the home of festivals from the 70s, even producing a number plate for cars that said *Festival State*. Whether it is still the home or the loci of the best of Australian festival practice is a moot point, given greater competition and different artistic tastes. However the state still prides itself on its arts festivals so using it as a locale for the study does have some relevance.

In this case one festival focuses on presenting the work of visual artists (the South Australian Living Artists Festival), another focuses on all the arts per se (the Adelaide Fringe Festival) and the third focuses on film and video (the Adelaide Film Festival). Two of these festivals are relatively new on the festival calendar while one, the Fringe, has been in existence for over 50 years. In the approach to each festival there is an exploration of information from each of their web sites about how they describe their artistic programs and mandates and responses to the festivals through the media and other research. There will then be a consideration of their aims/vision and what is achieved in practice and the sorts of challenges experienced by each festival. Following this there will be further discussion around the meaning and purposes of arts festivals.

RESULTS

The Adelaide Film Festival

The Adelaide Film Festival (AFF) was founded in 2002 so it is quite a recent event in the festival calendar; so far there have been five festivals. The founding of the AFF was an outcome of the 2002 Adelaide Arts Festival directed by Peter Sellars when he included film in the Adelaide Arts Festival remit, as well as investing in film production for the first time. The AFF web site says that it its mission is to:

- To present a festival which celebrates and explores contemporary Australian and international screen culture with a unique program of screenings and special events, which aim to increase audience knowledge and participation.
- To increase and stimulate innovative and new screen production through the provision of equity finance for work premiering at the Festival.
- To raise the profile of arts and screen culture in South Australia for audiences and practitioners.

The Adelaide Film Festival over its short history has only had two directors and they have both been Australian women. It is a curated festival so the director chooses what is shown at the festival. Of its current board membership of seven, 4 have had significant experience in the film sector. The AFF is described on its web site as,

> ... a biennial eleven-day celebration and exploration of Australian and international screen culture with a unique program of screenings, forums and special events" (see http://adelaidefilmfestival.org/about-aff).

What sets the Adelaide Film Festival apart from other film festivals is the role it plays in film development. It invests in films through the Adelaide Film Festival Investment Fund (AFFIF) and has to date commissioned 59 projects. It is noted that AFFIF supported films have attracted national and international acclaim, screening at other major festivals and have already won 69 international and 121 national prestigious awards. The Adelaide Film Festival also runs the HIVE Workshop and Fund which focuses on bringing artists from different disciplines together and then making films that are cross disciplinary. The films produced under the HIVE banner have also won several awards. On its web site it is noted that,

> Adelaide Film Festival grows each year, with an audience exceeding 60,000 people in 2013. In the same year, AFF achieved an economic impact to the state of $10.4M. ...The Australian-oriented program included 39 Australian films and an amazing 33 projects were from South Australia. (http://adelaidefilmfestival.org/about-aff)

So while there is an emphasis here on the attendance and economic impact effects of the festival, it also records its role in encouraging new Australian and local production of new work. This approach makes the Adelaide Film Festival unique in the Australian Film Festival landscape. It has similarities with the Sundance Film Festival in the United States in its encouragement of new and emerging filmmakers and is in fact working in collaboration with the Sundance Institute in 2015 on potential joint projects. In 2015 it has also announced funding for a new award for an indigenous film maker to produce an extended documentary in collaboration with Screen Australia. It is also extending its activities outside of the CBD to include outer suburban areas in the festival.

Another unique aspect of the Adelaide Film Festival, as previously mentioned, is its creation of HIVE. The intent of the HIVE Project is to encourage cross pollination between different artists and artform practices to develop new work in the moving image. There are two aspects of HIVE; a Lab and a Fund. While the LABs are an intensive 4-5 day workshop of artists from different backgrounds, disciplines and experiences, the Fund is an allocation of money to encourage new projects in the moving image. The HIVE Lab and the HIVE Fund have facilitated new relationships between filmmakers, artists, producers and funders that may not have happened otherwise. The HIVE Fund has led to the making of 5 new films, 3 of which have already been shown and 2 of which are due to be exhibited at the 2015 Adelaide Film Festival. In the Adelaide Film Festival there is also an integration of different platforms occurring reflecting the trend towards cross discipline and convergence of different artforms in arts practice. In 2015 for the first time the Festival is promoting a short length 'vertical' film festival where films are made for a screen that is vertical rather than horizontal. Between its creation of HIVE and its investment in new Australian Film production overall, the Adelaide Film Festival is playing a crucial development role for Australian Film making.

The Adelaide Fringe Festival

The Adelaide Fringe Festival began as an alternative to the Adelaide Festival of Arts in 1960 given that the main festival did not include local artists. It was, as the Adelaide Festival, a biennial event until it became an annual event in 2007 (the Adelaide Festival remained biennial until 2012). Of its present eight member board in 2015, three have a background in the arts sector. Its current director is an Australian woman who has only recently taken on the role of Director but all of its directors, both male and female, have been Australian nationals albeit usually with significant international experience. In 1988 the Fringe changed its policy and allowed international artists to participate in the Festival. While in 1964 there were a total of 54 performances and exhibitions, by 2013 there were 930 events and 6139 performances. In addition the Fringe has activities occurring in the suburbs of Adelaide as well as regional areas such as Port Augusta. This expansion has mean that the Adelaide Fringe now describes itself as the largest arts festival in Australia. Its stated vision is:

'To be the leading open-access fringe festival in the world'. At present their only competitor for this title is the Edinburgh Fringe Festival. The Adelaide Fringe has commissioned an economic impact study of itself for several years. In 2013 it recorded that it attracted an audience of 1.8 million providing an economic impact to the state of $64.6 million.

An important aspect of the Fringe is the role it again plays in artistic development. It says clearly it is an 'open access' festival which means that anyone can participate in the Fringe if they pay a registration fee. In 2013 this meant there were 430 world premieres. While standards can be variable in an open access festival, it does provide an opportunity for artists to try out new work and reach different audiences in a way that other festivals don't. In a previous study of the Fringe undertaken by this author and another colleague, it was noted that,

> The Fringe can be seen as a launching pad for careers, as an opportunity to produce innovative work, to showcase product and as a commercial market for producers seeking on-selling opportunities (Caust & Glow 2011:4).

In fact the Fringe brings in festival producers and arts centre directors (called the Honey Pot) from elsewhere; from other states and internationally. In 2013 over 100 festival and arts venue directors attended the Fringe as part of the Honey Pot program including 23 international festival directors from Hong Kong, Macau, Taiwan, Prague, Edinburgh, London, Singapore, Seoul and Manila. So Fringe artists have the opportunity to be taken up by other producers and their work is then seen more widely. It was also noted in the study (Caust & Glow 2011) that artists need to exhibit entrepreneurial traits to be successful in the competitive framework of the Fringe but this was not necessarily related to making money. Instead it was about professional development, gaining recognition from their peers and being in a space where their work could be seen and further developed (Caust & Glow 2011:10). The Fringe provides training packages to assist the Fringe artists in presenting their work to reach as wide an audience as possible and offer some limited grants to assist artists to present. In addition it provides support and advice to venues about how to work with Fringe shows and how to market their venues successfully.

Perhaps the audience determines what is 'good' by going to the performances that are seen as the best of their genre. This is encouraged by the involvement of the local media which tries to review every show that occurs and offers a star grading which then guides the audience in terms of quality. For example the 2013 Festival Director Greg Clark noted in the 2013 Review of the Fringe that,

> Over 90 Fringe shows were awarded four or more stars by *The Advertiser* with 12 receiving five star reviews (Clark qtd. in Adelaide Fringe 2013 Review, 2013:3).

A challenge for the Fringe participants though, given the scale of the event, is finding an audience. During the Fringe there is a Fringe Bureau which is on hand to advise artists and offer support for different aspects of being in the Fringe. Digital media is playing a particular role in the Adelaide Fringe with the developments of 'apps' that also help to guide the audience. Nevertheless a major challenge for a potential audience member is navigating the enormous program offered at the Fringe. In 2013 it was recorded that there were 11,200 *Twitter* followers of the Fringe and the Fringe phone 'app' generated 232,885 sessions.

The South Australian Living Artists Festival

The South Australian Living Artists Festival (SALA) was initiated in 1998 by Paul Greenaway, a local gallery owner and long-time supporter of South Australian visual artists. It is now an annual festival that focuses on the presentation of work by visual artists with a focus on South Australian artists. It presently has a board of ten members, four of whom are from the arts sector and its major leadership role, described as a General Manager, (not Director as in the other cases), is an Australian woman. Its vision is:

> To create and sustain an environment in which South Australian visual artists are supported, valued and celebrated.

While SALA is open to all visual artists from emerging to established across all mediums, only South Australian artists can be involved. However artists from other states do participate through collaborations with local artists. It happens throughout the month of August and, like the Fringe, is an open access Festival. It takes place throughout the state so regional SALA events are seen as important as city events and in 2014, 500 participating events were recorded. There are prizes for SALA exhibiting artists in many different categories so this is another incentive for artists to participate. SALA promotes itself as the largest visual arts event in Australia and the use of its website means that artists participating in SALA get the opportunity of achieving widespread visual coverage for their work. In fact they note that in 2014 there were 50,000 visitors to their web site and, like the Fringe, they have their own 'app' which directs potential visitors to their exhibitions and workshops. It is further noted that in 2014, SALA

> …reached an audience of approximately 510 000 across the 24 days of the Festival with approximately $1,060,014 in artwork sales (http://www.salainc.com.au/uploads/2015%20SALA%20Artist%20Information%20Pack.pdf.)

The 2014 SALA festival compiled a breakdown of what medium attracted the audience to the exhibitions and while the largest share of 89.1% was via the printed program, 68.3% of audiences were attracted through the use of social media. In 2015 the participation is expected to increase with a record 610 events and a total of 5000 participating artists.

What is important too about the role of SALA (like the Fringe Festival), is that they provide information to artists to understand how to present their work for maximum impact and how to deal with venue contracts, insurance issues and other aspects of putting an exhibition together. So their role in arts development is more than just providing a space; they also contribute to the professional development of the artist in a larger sense. In terms of providing ongoing training for artists SALA also delivers workshops for artists participating in SALA, to understand more about how to market and present their work.

As an adjunct to the SALA festival each year a leading individual artist is chosen for a critique and retrospective of their work and this is published as a high quality book by Wakefield Press. Up to 2015, 14 artists have been chosen to be presented in this way. SALA also has a mechanism on their website where artists can develop and promote a portfolio of their work so that again their work can be accessed and seen by a much broader audience than through their own networks. Artists can sign up at any time for this opportunity, upload up to 10 images of their work and provide an overview and biography for the audience to find out more information about themselves. Thus SALA is not only promoting the work of visual artists during August; it doing this is as an on-going activity throughout the year.

DISCUSSION

These three festivals were chosen for consideration in this paper as they approach the subject of being a festival in a different way to the high arts curated festival discussed at the beginning of this paper. Each of these festivals is unique in particular ways and demonstrates a heightened awareness of contemporary needs. They are not reflecting a 'shopping trolley model' of an arts festival as suggested by Sellars and Myers at the beginning of this paper, but instead are trying to something different. When discussing the role of arts festivals into the 21st century these three festivals demonstrate models that work with changed conditions, meeting both audience needs as well as those of the participating artists. These festivals are not just 'the circus coming to town' for a few days but they are all making a sustained contribution to arts and cultural practice. While festivals can be seen as spaces that may affirm hierarchical notions around art making and presentation (Sellars qtd. in Ward, 2001, Pledger responding to Enoch in Gill, 2014, Myers qtd. in Taylor, 2014), these three festivals focus on the development of artists, the presentation of new work and the shifting of boundaries around the nature and making of art. In the case of the Fringe this has also a 'populist' impact as it attracts both large numbers of participants as well as audiences.

All three festivals play an important and significant role in the development of artists and of new work. The Fringe provides training packages for their participating artists explaining how to maximise their audiences and how to work successfully with their venues. It supports the development of relationships between artists and venues and also offers training and advice to new venues who want to participate in the Fringe. It also provides awards, prizes and grants to selected artists and invites producers from other organisations and countries to the Fringe, to enable shows in the Fringe to have a life beyond that of the Fringe.

The SALA Festival demonstrates by its title that it is interested in artists foremost. It is seeking to assist visual artists in South Australia to be seen by a broader audience than normal. It is also developing the artists by teaching them how to present their work for exhibition, how to work with galleries and how to market their work. Most work exhibited in the SALA Festival can be purchased so it is also providing additional income for artists through the holding of the event. In addition it celebrates the work of a leading South Australian artist every year by the publication of a book about the artist that features their work in a high quality reproduction.

The Adelaide Film Festival provides various forms of investment to encourage new film making as well as organising special workshops and new discipline approaches for filmmakers and other artists. It collaborates with other organisations both within and outside of the country to support new film making. The Adelaide Film Festival is consciously exploring through its HIVE program the nature of new media and issues around convergence and new ways of working in visual mediums. The Adelaide Film Festival is curated (unlike the Fringe and SALA) so that only the work chosen can be presented as part of it, nevertheless it plays a major role in the making and producing of new Australian films that is unique in Australia.

Each Festival has different ways of recording its performance outcomes or impact. These may be recording audience attendees, noting the number of premières or estimating their economic impact. In the case of the Fringe for instance they note they premièred 403 shows in 2013 and this number seems to increase each year. In the case of the SALA Festival they recorded 500 visual art events associated with the festival in 2014 and this will increase to over 600 in 2015. In the case of the Adelaide Film Festival they note they attracted an audience of 60,000, commissioned 59 projects and presented 39 new Australian films, making an outstanding contribution to the development of Australian film making.

In relation to the leadership and management of these festivals there has been a preference by all three to employ skilled Australians and not import overseas experts. This should not be seen as a parochial move as many of the individuals working in these leadership roles have already had extensive international experience. But they are leaders who bring to the table an understanding of Australian culture and sympathy for developing the work of Australiana artists. The Boards of each of these festivals have representatives from the art forms that the festivals are involved in and are not just peopled by corporate business men or women. This means that the Board overall is more likely to have an understanding of the artform/artists' needs and are unlikely to make decisions that jeopardise this.

At the beginning of this paper a question was posed about how contemporary festivals can compete in a world of digital technology and whether arts festivals as such are an anachronism. It seems that in all these festivals new technology is embraced and has been used to enhance the audience experience, advance the artform and support the participating artists. The impact of new technology is not driving audiences away but is instead encouraging greater participation and active engagement with the artforms and the festivals. What all of these arts festivals demonstrate is that they do play an important part of the arts ecology as asserted by the Australia Council.

CONCLUSION

There has been significant controversy recently in the Australian arts sector around the nature of arts festivals and their place in arts development. This has been compounded by political interventions and arguments around censorship and activism. In this paper there is an argument presented that by focussing on the needs of artists and artforms it is possible to make arts festivals serve the needs of artists/artforms as well as audiences. While this is not an argument against high art curated festivals, it is a questioning of what can be possible within the frameworks of arts festivals. These festivals demonstrate that it is possible to take on new shapes and occupy new spaces in the spectrum of festival making.

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THE WORKINGS OF SAFETY ADVISORY GROUPS FOR TWO MAJOR INTERNATIONAL EVENTS

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Through reference to two major hallmark event case studies the aim of this paper is to offer to both organisers and academics some basic principles so that the safety of all involved is anticipated and then embedded in event planning. The case studies referred to are Bournemouth Air Festival (BAF), which is one of the top ten air shows in the world (USA Today, 2013) and the Bournemouth Wheels Festival which caters for all types of wheeled transport. The author is the independent chair of the Safety Advisory Groups (SAG) for both. Outwardly both events provide a great spectacle but behind the scenes a complex and professional organisation ensures that any eventuality that might affect the safety of anyone, whether visiting, participating or working, is anticipated and planned for. Whilst the two festivals share a common location the Wheels Festival provided a number of new safety challenges which are outlined. The emphasis for Wheels moved from air displays over the sea to vehicles on the ground on both tarmac and sand surfaces and a modified approach was needed to providing a safe environment for vehicles as diverse as "Monster Trucks" and F1 cars to be demonstrated. During the last two years safety advice for events has been enhanced by the publication of the "Purple Guide" (2105) which is widely regarded as best practice for event organisers. This paper particularly examines some of that guide's recommendations regarding SAGs and suggests that the model should be copied for all events.

INTRODUCTION

The Bournemouth Air Festival (BAF) is organised by Bournemouth's Tourism Management Board (BTMB) and is a major element of the Dorset resort's destination marketing strategy. The BAF has proved a resounding success in achieving its aim by attracting more than a million spectators over the four day duration in 2014 (Heart, 2014).

The author was asked five years ago to become the independent chair of the BAF's Safety Advisory Group (SAG) and at the Making Waves Conference in 2013 he outlined the practical lessons, both major and minor, that had been learned up to that date.

The aim of this paper is to appraise both events practitioners and academics with the latest practical implications for the management and staging of such hallmark events in the area of safety. Whilst internationally the legal regimes within which events are managed will differ from country to country the paper will showcase the need to address some basic principles so that the safety of all involved is embedded in the relevant events organisation.

Such has been the successful contribution of events to the BTMB's destination marketing strategy that for 2014, with major backing from the Bournemouth Unitary Authority, it was decided to run a second type of annual event, this time for all types of wheeled transport, called the Bournemouth Wheels Festival (Wheels, 2015). This ran for the second time in May 2015 and the author was again asked to be the independent chair of the SAG for "Wheels" too.

The two festivals share a common location by making use of Bournemouth's beaches, promenade and cliff top but the Wheels Festival provided a number of new safety challenges. The emphasis moved from displays in the air towards vehicles on the ground on both tarmac and sand surfaces. There are therefore some distinct differences in approach to providing a safe environment for the display of vehicles as diverse as "Monster Trucks" and F1 cars. Monster Trucks in particular come with a chequered history over recent years and this paper demonstrates how potential safety problems were addressed.

This paper follows on from that presented by the author to the Making Waves Conference at Bournemouth University in July 2013. That paper "Chairing a Safety Advisory Group for a top ten global hallmark event", identified that the Bournemouth Air Festival (BAF) Safety Advisory Group (SAG) had produced a robust Event Management Plan that had coped with a wide variety of both anticipated as well as unanticipated safety problems. It suggested that a great benefit of a SAG was that the persons who were involved in most safety and emergency situations knew each other personally, face-to-face, and as a result were able to work together amicably and confidently to mutually find solutions to emergencies. The Event Management Plan itself benefitted greatly from the wide range of expertise of the members of the SAG (Grant-Braham, 2013).

The Bournemouth Tourism Management Board's (BTMB) expanded portfolio of hallmark events produced some additional problems for the newly-created and dedicated Wheels SAG whilst replicating some of those already identified with the Air Festival. There was some overlap as the two festivals shared basically the same location.

The first Bournemouth Wheels event took place in May 2014 and thanks to good weather it was estimated that over the three days approximately 500,000 spectators attended generating £9m for the local Bournemouth economy (Winter, 2014). It was deemed a success when research revealed that 79% of the audience professed to having experienced high or very high enjoyment. In economic terms 27% of businesses polled saw their turnover improve during the period of the Festival. Additionally, the research showed that demographically 55% of attendees were in family groups, 47% had a special interest in motor vehicles and 72% found the Monster Truck displays to be of most interest (NCTA, 2014).

THE INFLUENCE AND IMPLICATIONS OF SAFETY ADVISORY GROUPS

In the academic literature the importance of Safety Advisory Groups is commonly associated with the nuclear industry (Martínez-Córcoles, 2012) and medicine (Singer, 2002). In the events context SAGs can also be known as Operational Management Groups, Public Event Safety Groups or Event Safety Advisory Groups and it is now recognised that one of the important roles that a SAG can perform is to bring all relevant partners together to plan and prepare for the event in a co-ordinated way (CIEH, 2010). Unfortunately, where event planners specifically are concerned some do not see the need for risk management plans let alone SAGs (Stucker, 2005; Robson, 2009).

Safety Advisory Groups for events in the UK are not new. They formally came in to existence as a result of the recommendations of the Taylor inquiry into the Hillsborough Tragedy of 1989. Lord Justice Taylor suggested the establishment of advisory groups specifically for football events but it was soon recognised that they had potential wider application to events of all kinds. It was recommended that local authorities should set up advisory groups "consisting of appropriate members of its own staff, representatives of the police, of the fire and ambulance services" amongst others and their "terms of reference should encompass all matters concerned with crowd safety" (Taylor, 1990).

Grant-Braham (2013) made strong recommendation at the Making Waves Conference 2013 that it should be mandatory for SAGs to be implemented for all major events and in the ensuing years there has been a great improvement in application by UK local authorities, but there is still no common definition on when a SAG should be employed to advise on an event.

Stockton Council, for example, in establishing an Independent Safety Advisory Group to ensure that public events can take place safely and successfully, aims to standardise its approach to all organised events staged in a public place, on a public highway and on private land open to the public in the Borough of Stockton (Stockton, 2010). Gosport Borough Council's SAG, meanwhile considers events, "where more than 300 people are expected to attend, although smaller events may require the involvement of the SAG depending on the event" (Gosport, 2015). In Cornwall that County's Council regards, as a general rule, an event with, less than 500 visitors as a small or community event. Those that attract 500 visitors or more are deemed large events which will need extra planning and preparation (Cornwall, 2015). In Suffolk a SAG can be called for any event where a local authority or partner agency has potential concerns over public safety. It makes a very valid point in stating that, "whilst the numbers of attendees often causes significant hazards other tragic events unfortunately remind us that numbers attending shouldn't be the only criteria used". Other issues, it says, that should or could be a trigger point for SAG involvement include:

- A particular event, operator or venue carries any unusual or elevated risk by its nature, content, activities or anticipated attendees (including large numbers)
- The event, operator or venue is new or new to this type of event
- The event, operator or venue has a history of, or there is intelligence to suggest, safety related issues may occur.
- Where there is an identified clash of events in a local area presenting potential safety or wellbeing risks (Suffolk, 2015).

THE PURPLE GUIDE AND SAG COMPOSITION

The Events Industry Forum (EIF, 2015), in conjunction with the events industry, has produced what is known as "The Purple Guide" which is endorsed by both the UK's Health and Safety Executive and the Institution of Occupational Safety and

Health (IOSH). It recognises that while SAGs are advisory and have no legal status, they are considered good practice. It is also identified that whilst a SAG is often created for a specific event, it might also be for a venue or even have a broader remit in relation to a range of events (Purple Guide, 2014).

On publication of the Purple Guide it was felt necessary to check that both of Bournemouth's SAGs were following its recommendations and best practice.
In the case of both of the Bournemouth Wheels and Air Festival SAGs the main terms of reference replicate exactly those suggested in the Purple Book which are to "promote a consistent and co-ordinated, multi-agency, approach to event planning and management" and "to advise the local authority and the event organisers with regard to forming appropriate contingency and emergency arrangements" (Purple Guide, 2014).

The Purple Guide emphasises that it is important to ensure that members of SAGs are both "competent and appropriate" (Purple Guide, 2014). It also divides membership of a SAG in to "core" and "invited" individuals or representatives of organisations. Stockton on Tees' SAG, for example, already followed such a format (Stockton on Tees, 2010).

Whilst there are some sub-groups, such as for health related items, transport issues and operation of the ground and site, in Bournemouth all main players are invited to SAG meetings as shown in Table 1.

Table 1
COMPOSITION OF BOURNEMOUTH'S SAGS COMPARED WITH THE PURPLE GUIDE

PURPLE GUIDE Recommendation	WHEELS FESTIVAL Actual	AIR FESTIVAL Actual
CORE		
Local Authority or Independent Chair	Independent Chair	Independent Chair
Building Authority	Bournemouth Council	Bournemouth Council
Police Service	Dorset Police	Dorset Police
Fire & Rescue Service	Dorset Fire & Rescue	Dorset Fire & Rescue
Ambulance Service	South West Ambulance Service NHS Foundation Trust	South West Ambulance Service NHS Foundation Trust
INVITEES		
Event organisers / Promoters	Bournemouth Tourism Events Team Historic Promotions Ltd Army	Bournemouth Tourism Events Team TSA Consulting Ltd Army Royal Navy Royal Marines Royal Air Force
Venue Owner / Operator	Bournemouth Council	Bournemouth Council
Health Reps	South West Ambulance Service NHS Foundation Trust Bournemouth Council	South West Ambulance Service NHS Foundation Trust Bournemouth Council

	Health & Safety	Health & Safety
Stewarding / Security	Dorset Police SPA Security & Events Bournemouth Council Emergency Planning Festival makers	Dorset Police SPA Security & Events Bournemouth Council Emergency Planning Festival Makers
Traffic / Transport Providers	Bournemouth Council Transportation and Car Park Management Park & Ride Management	Bournemouth Council Transportation and Car Park Management Park & Ride Management
British Transport Police	x	x
Maritime & Coastguard Agency	Maritime & Coastguard Agency Royal National Lifeboat Institution (RNLI)	Maritime & Coastguard Agency Royal National Lifeboat Institution (RNLI)
Medical /First Aid Providers	South West Ambulance Service NHS Foundation Trust St John Ambulance and / or Red Cross	South West Ambulance Service NHS Foundation Trust St John Ambulance and / or Red Cross
Resident/ Community reps	x	x
Highways Agency	Bournemouth Council	Bournemouth Council
Crowd Safety Managers	SPA Security & Events Bournemouth Council Emergency Planning Bournemouth Council Health & Safety Bournemouth Council CCTV provision	SPA Security & Events# Bournemouth Council Emergency Planning Bournemouth Council Health & Safety Bournemouth Council CCTV provision
	Bournemouth Council Trading Standards	Bournemouth Council Trading Standards
	Festival Makers	Festival Makers

In the case of both of Bournemouth's SAGs an independent chair was appointed rather than being selected from the local authority. The Purple Guide recognises that in some cases it has been determined that there should be an independent appointee, sometimes from a neighbouring authority, to avoid conflicts of interest. The literature also agrees that there are benefits of an independent chair, who, "is not in anyone's pocket", and that this is best practice (Goddard, 2013; Grant-Braham, 2013).

It is suggested in the Purple Guide and agreed in Bournemouth that the role of the chair is as follows:

Table 2
ROLE OF SAG CHAIR

Ensuring that the group discharges its responsibilities fairly, effectively and proportionately
Ensuring, where practicable, appropriate representation on the group
Ensuring that all members have an opportunity to participate
Ensuring that an audit trail of group processes is maintained (Purple Guide, 2014)

The schedule of SAG meetings starts at least six months ahead of the individual delivery date. Whilst the two Bournemouth SAGs run independently, because many of the members are common, they are run concurrently when dates allow.

WHEELS – THE DEMONSTRATION STRAIGHT

A core element of the Wheels Festival is the ability to showcase a variety of vehicles on what is called the "demonstration straight" on the cliff top. This enables a variety of historic vehicles, modern supercars, competition motorcycles and formula one cars to be shown to the public.

Two problems were identified. Firstly, that the demonstration straight is a public highway normally known as East Overcliff Drive and secondly, that competition vehicles might find it difficult to keep to the speed limit on a road that does additionally boast a permanent speed camera. It was realised at an early stage that the Wheels event needed to be properly authorised.

Unhelpfully some third party publicity material for Wheels mistakenly described the operation of the Demonstration Straight as a "Sprint". The motor sport definition of a sprint is, "a high-speed discipline in which drivers take turns to set a time around a lap of a race circuit or a point-to-point course, with the fastest times determining the results" (MSA, 2015). It has to be made clear that the Bournemouth Wheels actually involves no competitive element whatsoever and as the location name makes clear it is solely a demonstration of vehicles.

Had it been a competition the Council and the Police would not have allowed it to take place as undoubtedly there would not have been the will to proceed with changing existing legislation with an Act of Parliament. In the future, though, there is legislation before Parliament that has been widely consulted on, proposing to give local authorities the powers to allow motor sport events on public roads, subject to local consultation. This will give local authorities the ability to close roads for motor sport events and the powers to suspend speed limits and associated traffic regulations, in certain conditions. It would also mean that either the Motor Sports Association or the Auto Cycle Union (see Table 3) would become the sole "Authorising Authority" for any motor sports events on public roads (DCMS, 2015). It should be made clear that at the time of writing no such intention has been expressed by the BTMB but should it wish this option will be there in the future.

The relevant existing legislation, the Road Traffic Acts of 1988 and 1991 (RTA 1988; RTA 1991), make it clear that anyone promoting, or taking part in a motor event involving the use of motor vehicles on a public highway is guilty of an offence unless the event has been authorised, and is conducted in accordance with any relevant conditions imposed, by or under regulations. The exact definition of a motor event is imprecise but it is taken to mean, "the use of one or more mechanically propelled vehicles for any purpose whether administrative, leisure or sporting in a public place" (IOPD, 2015).

It is at the discretion of The Secretary of State to authorise such events and in practice this has been delegated to a number of national Authorising Bodies in the UK to 'exempt' events and venues conforming to laid down standards from the application of the Road Traffic Acts. The Authorising Bodies identified in the Motor Vehicles (off-road) Regulations 1995 (MVR, 1995) are shown in Table 3.

Table 3
AUTHORISING BODIES FOR MOTORING EVENTS

Amateur Motor Cycle Association Ltd
The Association of Land Rover Clubs Ltd
The Auto Cycle Union Ltd
The British Schoolboy Motorcycle Association
The International Organisation of Professional Drivers Ltd (IOPD)
The National Autograss Sport Association Ltd
NORA 92 Ltd
National Traction Engine Trust
The Royal Automobile Club Motor Sports Association Ltd
The Youth Motorcycle Sports Association (YMSA) Ltd

Bournemouth Wheels looks to the International Organisation of Professional Drivers (IOPD) for an authorisation permit as it is recognised by The Secretary of State as a Statutory Authorising Body for off-road activities and sports involving mechanically propelled vehicles (MPVs). The IOPD has developed considerable experience in setting standards and authorising events and venues against those standards (IOPD, 2015) and also has specific and relevant expertise in the authorisation of “Monster Truck” motoring events.

An authorisation permit covers an ‘event’ at a ‘venue’ and may be regarded as a public reassurance document. It specified for Bournemouth Wheels such details as those shown in Table 4:

Table 4
AUTHORISATION PERMIT CONTENT

The boundary of the authorised area	
The type of of-road motor activity authorised	Vehicle types, categories of activity etc.
Physical safety requirements to be observed	Barriers, minimum distance, etc.
The numbers, qualifications and duties of staff to be present whilst activities take place	
The training that persons on duty should have undertaken	
The records to be kept at the venue	
The spectator / visitor management systems to be employed	
Personnel security and safety measures to be employed	
Emergency plans to be in place	
Communications systems to be in place	
Constraints agreed with other regulating authorities to be observed	Frequencies, numbers limits, etc.
Contact details of the ‘Permit of Authorisation’ issuer	
	Source: IOPD, 2015

Where the demonstration straight is concerned spectators were protected by a substantial concrete wall in year one and by a metal barrier in year two. The latter approach was felt with hindsight to be more practical. Behind this first barrier was a gap, where marshals and stewards could work, before a metal spectator fence. At strategic distances crossing points were marshalled to let spectators move around the festival site. Marshals were equipped with warning flags and fire extinguishers and were appropriately trained.

To discourage "speeding" barriers (chicanes) were inserted into the straight to physically slow the demonstrating vehicles down and they proved most effective. The speed of vehicles was also checked using a hand-held speed camera.

WHEELS – MONSTER TRUCKS

A particular area of concern to the Wheels SAG was the display of, so called, Monster Trucks. A monster truck is defined as: "A pick-up truck with extremely large tyres, often used for racing over rough terrain" (Collins, 2015).

Whilst the safety record of Monster Trucks in the UK has been excellent, in recent years there have been a number of high profile accidents overseas involving similar vehicles at public displays leading to both spectator fatalities and injuries.

- 2009 – Tacoma, USA - A metal loop from a rear drive shaft protective assembly separated and flew into the stands killing a spectator. It was alleged that had the United States Hot Rod Association's (USHRA) rules requiring the use of a remote ignition interrupter (RII) and a red show stop light been adhered to at the first sign of trouble the accident might have been avoided (SKW, 2015)
- 2009 – Madison, USA – A show promoter and announcer were killed when a Monster Truck ran them over during a display. Whilst it was acknowledged that they were standing in a dangerous place, having left their safety well, concerns were expressed at the driver's lack of visibility from the truck (JS, 2009)
- 2013 - Chihuahua, Mexico – The driver of a monster truck lost control and ploughed into a crowd of spectators, killing eight and injuring 79. It was suggested that a number of spectators were in an unprotected area.
- 2014 - Haaksbergen, Holland - A monster truck drove into the audience and as a result, three people were killed and more than twenty people were injured. It was alleged that the set-up of the display in a confined space was deficient with the licence only requiring the crowd to stand 10 metres back. The Monster Truck Racing Association's (MTRA) guidelines also stated that there should be no spectators in line with the truck. An investigation by the Dutch Safety Board found that event permitting had "some shortcomings" in what was described as a "safety critical process". It also recommended, "investment in the knowledge and skills of officials tasked with granting permits" (Dutch Safety Board, 2015)

For Wheels there were two beach arenas for two different types of Monster Truck. One was for the display of a variety of trucks which climbed over scrap cars and would often jump in to the air. The other was for a truck that gave paying spectators rides. Both made use of Bournemouth's sandy beach. It was the former that caused most concern as it was in display situations that problems such as those already outlined have been identified. All displaying vehicles and the displays themselves were required to conform to the technical regulations within the Monster Truck Racing Association's International rules (MTRA, 2015).

The first precaution was to make sure there was sufficient physical separation space between the spectating crowd, which included those seated in a grandstand, and the trucks themselves. Part of the allure of Monster Trucks is that by their very nature they are equipped with very large tyres to enable them to climb rough terrain and obstacles, so a substantial barrier was a necessity. Large and very heavy hay bales were therefore used as a primary precautionary line of defence. A distance behind these were the metal spectator barriers to deter any incursions by individuals. Where the spectator barriers are concerned it should be recognised that a large number of spectators were young children who do not always have the same sense of danger as adults. There therefore needed to be alert stewarding. It should also be noted that securing barriers on sand is not ideal and any barrier needs either to be very heavy, as the hay bales are, or to be braced appropriately.

Where the operation of the displays was concerned it was essential that the trucks ran parallel to the crowd and would only face the crowd when turning and on reduced throttle. This was actually a benefit of the beach location as this could easily be achieved. During the displays each truck was equipped with a remote ignition interrupter (RII) so should the driver lose control or become disabled for any reason an external observer could shut the engine of the truck down instantly.

PRACTICAL PROBLEMS ENCOUNTERED

The Wheels Festival in its first year threw up some different problems that were successfully overcome by the Event Management Plan.

Firstly, enhanced crowd management had to be implemented due to the different format of Wheels. In a distinct change of content from the Air Festival, where vantage points are almost endless as the focus is up in the air and spectators can remain stationary for long periods of time, the Wheels event involved displays at specific times in specific locations. There would therefore be a surge of spectators in the run up to a display in the direction of an arena and this needed to be anticipated. Timetables were subsequently altered to cater for such a crowding effect. Subsequently many stalls and funfair rides were moved from the promenade to the beach to free up space for crowd movement. This also had the benefit of allowing better access for fire engines if needed. Live CCTV has proved to be invaluable in monitoring the site for both festivals and a protocol for stewards and staff on the ground has been tied in too.

There was initial concern over the new building works at Pier Approach. This is the major entrance and exit to Bournemouth beach and a large amount of festival content. Initial fears that the landscaping would create pinch points for the crowds, particularly if an evacuation were required, were ill founded and the area actually worked well proving that the detailed flow calculations had worked.

The weather will always be a problem due to the unpredictability of the climate. In hot weather a particular difficulty has proved to be dehydration amongst "senior" spectators. This is anticipated now with water readily available. For the second Wheels Festival there was unfortunately quite a period of prolonged rain and drizzle. This produced a number of hypothermia cases for our first aid teams to treat.

CONCLUSION

This piece of research illustrates that Bournemouth's two festivals have benefitted from the two separate SAGs. They in turn have supervised and commented on the two major Event Management Plans which have similar aims but need different implementation due to the distinctive content of the two festivals.

This paper has identified that in the UK there is no common definition for when a SAG should be established. The author regards this as unacceptable and that a national definition or minimum standard should be created. In doing this the ability for local knowledge to be incorporated needs to be recognised. It is suggested that the Suffolk guidelines form a good basis (Suffolk, 2015).

The Wheels Festival provided some new areas of risk such as those associated with Monster Trucks. This paper suggests that precedent should be monitored, recognised and addressed even if examples come from outside the UK. It is essential too, to be aware of the legislation and permits that allow vehicles to be safely and legally demonstrated safely in segregated arenas or on public roads.

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UNDERSTANDING THE SUPPORTIVE ENVIRONMENT AND AUTHENTICITY IN EVENT SERVICES

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The study draws on the environmental psychological theory to reintegrate the ongoing development of "environmental" cues in the tourism event context. The moderating effect of perceived authenticity in the process of quality–value–satisfaction is also investigated. The results challenge the traditional view of program quality by highlighting that the service environment is a key antecedent to the quality–value–satisfaction framework, while the relationships among the service environment, program quality, perceived value, and customer satisfaction is contingent on the extent to which spectators perceive the authenticity of an event.

INTRODUCTION

Although the service quality–value–satisfaction framework has been widely documented in the literature (Gallarza & Saura, 2006; Oh, 1999; Tam, 2004), two research questions remain largely unanswered. First, it is rather unclear the extent to which the physical service environment influences spectator perceptions of an event program. This study is dedicated to separate them into supportive service environment (SSE) and festival programs, and based on environmental psychology and Bitner's servicescape framework, to propose that SSE positively affects festival program quality. Second, prior research generally acknowledges the role of authenticity in tourist behaviors (Chhabra, Healy, & Sills, 2003; Jang, Ha, & Park, 2012; Kim & Jamal, 2007; Kolar & Zabkar, 2010; Robinson & Clifford, 2012). However, it remains unclear how perceived authenticity of event offerings may moderate the relationships of the quality–value–satisfaction framework. This study aims to understand how perceived authenticity may enrich our traditional understanding of the quality–value–satisfaction relationship. The objective of this study is to bridge the gap in the literature by addressing the two research limitations mentioned above. Drawing on environmental psychology theory, this study aims to contribute to the literature by investigating the impact of event service environment on program quality and spectator experience (i.e., perceived event value and satisfaction) and the moderating effect of perceived event authenticity.

LITERATURE REVIEW

Environmental psychology theory suggests that tangible environmental cues serve as stimuli to affect consumers' emotional states and to provide them with pleasure, which in turn changes their perceptions and behaviors (Mehrabian & Russell, 1974). Bitner coins interactive services as the "social interactions between and among customers and employees" (1992, p. 60) that takes place in the "physical container." In other words, Bitner differentiates the interactive services and the supportive services, and stresses that the physical environment affects the interactive service.

In other words, physical environmental cues are antecedent to the interactive services. Various studies support that the physical environmental cues affect social interactions, since environmental cues set the possibilities and limits of social episodes, social rules and boundaries between individuals (Barker, 1968; Forgas, 1979; Holahan, 1982). We argue that in the event context, SSE sets the overall tone and style for event spectators, indicating not only the possibilities for transgressed and hedonistic behavior (Picard and Robinson, 2006), but also the desired esthetic criteria to evaluate program quality. The SSE of classic, stringent and carnival style would stimulate different criteria for evaluating program quality amongst spectators. Accordingly, we propose the first hypothesis (H1) in that event supportive service environment (SSE) positively affects spectators' perceived event program quality (program quality).

A large body of the literature has pointed to the importance of perceived value in enticing customer satisfaction (Oh, 1999; Wong & Dioko, 2013; Zeithaml, 1988). Festival studies suggest that festival program quality plays an important role in the quality–value–satisfaction relationship. An event's program has hedonic and functional attributes which aim to meet the needs of the spectators. Program quality is the most crucial factor in attracting people to a festival (Lee, Lee, & Yoon, 2009). Festival program quality also leads to positive emotion and predicts satisfaction most strongly (Lee, Petrick, & Crompton, 2007). In comparison with other event quality attributes, program quality is the most important attribute affecting perceived event value (Lee, Lee, Lee, & Babin, 2008). Indeed, event program quality is a significant antecedent factor of event value for both repeaters and first-timers (Lee et al., 2009). This chain of relation leading from program quality to customer satisfaction through the mediating role of perceived value has also been documented in recent event studies (Lee, Lee, & Choi, 2011; Yoon, Lee, & Lee, 2010). Accordingly we propose the next three hypotheses: (H2) program quality positively affects spectators' perceived event value (perceived value), (H3) program quality positively affects customer satisfaction, and (H4) perceived value positively affects customer satisfaction.

Various empirical findings have elaborated specific types of behaviors associated with authenticity. For example, Kolar and Zabkar (2010) find that object-based and existential authenticity influences tourist loyalty. Robinson and Clifford (2012) show that authenticity in food festivals prompts revisit intention. Staged authenticity is an important determinant of overall tourist satisfaction (Chhabra et al., 2003). Jang, Ha, and Park (2012) find that authentic aspects of the food and the environment can induce positive emotions and higher perceived value. In addition, authenticity is a distancing device which promotes desire and the creation of value (Taylor, 2001). These studies have established the relevance of authenticity to tourist experience, but they have overlooked the role of perceived authenticity in identity construction of authentic experience. Given that perceived authenticity may serve as a boundary condition of tourist evaluations and behaviors in which tourists' experience is conditioned by the degree of authenticity they perceive, this study argues that the proposed relationships leading from supportive service environment to customer satisfaction is contingent on the extent to which tourists perceive that an event is authentic. The following hypotheses were proposed: (H5) the relationship between supportive service environment and program quality is moderated by perceived event authenticity (perceived authenticity), (H6) the relationship between program quality and customer satisfaction is moderated by perceived authenticity, and (H7) the relationship between perceived value and customer satisfaction is moderated by perceived authenticity.

METHODS

Data were collected by means of a self-administered survey during the Lusofonia festival held during in Macau. A group of trained field investigators were recruited to conduct the survey. To increase response rate, investigators were carefully selected to ensure that they had good communication skills, were able to command English and Chinese, and had confidence in approaching respondents. There were no major changes to the festival programming from day to day and the major factor that affected representativeness of the data was time of visitation. Therefore, the researcher conducted the survey at three periods of the day; and every fifth visitor at three different exits was approached. Over 300 complete surveys were recollected. The resulting high response rate was attributed to high credibility of the surveyor, as it was represented by a local university, and to the data collection skills of the field investigators. Due to a significant portion of missing values in 14 cases, this study only used the remaining 327 responses for data analysis. Of the respondents, 38.5% were residents and 61.5% were tourists, 53.1% were females, 69.0% were between the age of 21 and 30, and 78.1% held a bachelor's degree. Most respondents (54.8%) were attending the festival for the first time.

Supportive service environment measures the physical service environment of the focal event. It was adopted from the literature on festivalscape (Lee et al., 2008) and event service quality (e.g., Crompton, 2003; Rosenbaum & Wong, 2010; Siu, Wan, & Dong, 2012; Yoon et al., 2010). Each scale item was assessed by a 5-point Likert scale ranging from 1 (not agree at all) to 5 (agree a very great deal). The scale demonstrates evidence of construct validity (factor loadings ≥ .60; AVE = .51) and reliability (α = .78 and composite reliability = .82). Program quality measures spectators' perceptions of the quality of an event's program. The operational definition was originally adopted from the literature on event content and program quality (Lee et al., 2011; Lee et al., 2009; Yoon et al., 2010). Each item was evaluated by a 5-point scale ranging from 1 (not at all) to 5 (a great deal). The resulting 5-item scale of program quality provides evidence of convergent validity (factor loadings ≥ .65; AVE = .50) and scale reliability (α = .78 and composite reliability = .84).

Perceived authenticity assesses whether event offerings are perceived as genuine-authentic. The scale items were adopted primarily from the extant literature of authenticity (Getz, 1994; Robinson & Clifford, 2012). A four-items scale was used, and it demonstrates evidence of convergent validity (AVE = .66) and scale reliability (e.g., both α and composite reliability are above the .70 threshold). Perceived value measures spectator's perceptions of the functional value of an event. The operational definition was adopted from the hospitality (Lee et al., 2011; Yoon et al., 2010) and marketing literature (Rosenbaum & Wong, 2010; Rust, Lemon, & Zeithaml, 2004). Each scale item was assessed by a 5-point Likert scale ranging from 1 (not agree at all) to 5 (agree a very great deal). To assess scale validity and reliability, we followed the procedure detailed above. Results warrant convergent validity (e.g., AVE = .53) and scale reliability, with Cronbach's α = .77 and composite reliability = .69, which still falls into the acceptable level (Nunnally, 1978). Customer satisfaction was adopted from Fronell et al. (1996). Each scale item was assessed by a 5-point scale ranging from 1 (not at all) to 5 (very much). Results from EFA and CFA indicate that the scale demonstrates adequate convergent validity (e.g., AVE = .72) and scale reliability (e.g., both α and composite reliability are above the .70 threshold).

RESULTS

To examine the proposed relationships, we employed structural equation modeling in LISREL 8.80. Results indicate a significant relationship between the two variables (β = .92, $p < .001$), supporting the hypothesis 1. The results also reveal that all the proposed relationships are significant: program quality → perceived value (β = .33, $p < .001$), program quality → customer satisfaction (β = .68, $p < .001$), and perceived value → customer satisfaction (β = .11, $p < .10$). The results not only support the H2 – H4, but they also show that perceived value partially mediates the relationship between program quality and customer satisfaction based on the procedure recommended by Baron and Kenny (1986).

Hypotheses 5–7 propose a moderating effect of perceived authenticity on the path leading from supportive service environment to customer satisfaction through the mediating roles of program quality and perceived value. A significant supportive service environment × authenticity interaction (β = -.09, $p < .10$), in support of H5. Results reveal that the program quality × authenticity interaction is not significant while the perceived value × authenticity interaction is significant (β = .13, $p < .05$), in support of H7; but they fail to support H6.

DISCUSSION

This study seeks to advance the literature by investigating the role of supportive service environment (SSE) and perceived value on customer satisfaction in the context of a cultural festival through the mediating role of program quality. Results show that SSE plays a significantly leading effects on quality of a particular service (program quality in this study. This reflects Bitner's (1992) proposition that physical supportive settings can enhance customer's perceptions of interactive service equality. As is argued that merchandise layouts, decorations, music, cleanliness and lighting are important to elevate consumer's perceptions about service quality, these aspects in festival context also play an important role to influence spectators' perceived service quality. In other words, the antecedent role of SSE should be emphasized. However, the current widely applied "festivalscpae" tends to put SSE and interactive service at the same dimension (e.g. Lee et al., 2008, Lee et al., 2010) which have obscured the separate and significant effect of SSE in spectator's festival experience. Furthermore, the moderating effects of perceived authenticity suggest that SSE is particularly important for tourists who have perceived low authenticity to develop positive perception about program quality.

From a broader theoretical perspective, our findings provide new insights into the role of the service environment in facilitating the spectator's perception of an event's program quality. The moderated mediating relationship (i.e., the mediating effects of program quality and perceived value are moderated by perceived authenticity) helps to advance the authenticity literature (Knudsen & Waade, 2010; Reisinger & Steiner, 2006; Wang, 1999; Zhu, 2012) by pinpointing its moderating effect on tourist perceptions and behaviors. In addition, findings of this study further shed light on the environmental psychology theory (Mehrabian & Russell, 1974), stressing that the direct impact of the service environment might not be as straightforward as previously noted (Bitner, 1992; Siu et al., 2012). Rather, its impact is contingent on other exogenous factors such as the extent of perceived authenticity of a focal object.

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RETHINKING DESTINATION IMAGE: A DESTINATION IMAGERY AND IMAGE APPROACH

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A central research question in tourism management concerns tourist's choice of specific destinations. The present article reviews the extant literature on destination image. From this review we suggest that individuals have a multitude of destination associations – the total imagery which relates to the destination and label this concept destination imagery. Individuals also hold an overall image used as a heuristic or a mental short-cut which is labeled destination image. The concepts of destination imagery and destination image are distinct, yet they have often been conflated within the literature. The article further provides an extensive review of the literature with regard to the definitions, dimensionality, antecedents, and outcomes of the focal concepts as well as geographical scope of destination imagery and image studies and methodologies. This review has led to a novel understanding, and delimitation of the destination image construct within the imagery and image duality model.

INTRODUCTION

What makes tourists choose one destination over another? Tourism research has devoted much effort to understand how tourists evaluate and choose among destinations. One of the most studied research topics that addresses this question is the study of tourists' destination image (DI). Understanding what tourists' destination image is and how it is formed as a mental representation in tourists' mind is important for tourists themselves as well as for the destinations they visit. The tourism industry and event managers have to rely on a positive destination image in order to attract tourists and visitors. Prior research conducted on destination image indicates its' relevance for both researchers and practitioners (Baloglu & McCleary, 1999; Gallarza, Saura, & Garcia, 2002; MacKay & Fesenmaier, 1997). While the study of DI has significantly enhanced researchers' understanding of how tourists distinguish between destinations, an often-mentioned major weakness of this research stream is the ambiguity of the destination image (DI) construct itself. Research has proposed several approaches to understand and measure DI, but as yet there is no consensus on how to conceptualize and delimit DI in the literature.

In the literature on destination image, two distinct views can be identified. For example, MacKay and Fesenmaier (1997, p. 538) suggest that DI is an overall concept that is "a composite of various products (attractions) and attributes woven into a total impression". The view on DI as a summary impression that implies an evaluation of the destination is also taken several other studies (e.g., Frías, Rodriguez, & Castañeda, 2008; Gallarza et al., 2002). In contrast, other researchers view DI as a multitude of associations held in the memory of tourists. For example, Cai (2002, p. 723) understands DI as "perceptions about the place as reflected by the associations held in tourist memory". Some scholars (e.g., Tasci, Gartner, & Cavusgil, 2007) argue that DI represents an system of thoughts, opinions, visualizations, and intentions towards a destination that interact in the individual's mind.

Although researchers (e.g., Baloglu & Brinberg, 1997; Baloglu & McCleary, 1999; Sparks & Pan, 2009) started to view the two perspectives as separate, a conceptual delimitation of labeling and definition of the two perspective is still lacking. Against this background, the present article argues that the ambiguity in tourism research on destination image results from the application of two distinct concept. The first concept used in the literature refers to the various associations individuals link with a particular destination. In contrast, the second perspective views the concept as the overall summary image of the destination. In this study, the two concepts are disentangled by labeling them destination imagery (DY) and destination image (DI) respectively. That is, this study acknowledges the theoretical and practical relevance of both perspectives existing in research and brings them together by proposing a DY/DI co-existence.

The ambiguity of DI in the literature is reflected by the question whether DI should be defined as an overall and evaluative representation of the destination, or as an array of associations which are formed by distinct information for each separate destination. It is argued that both perspectives co-exist in tourists' minds and that they are reflected by two separate concepts: Destination imagery and destination image. Whereas destination imagery is more of a descriptive and multidimensional concept, destination image is evaluative and one-dimensional. In the following section, this study will discuss the concepts of DI and DY and suggest conceptual definitions for the two concepts. Then, this study will distinguish DY and DI along the two issues of dimensionality and descriptive/evaluative, followed by an exemplification of the proposed DY/DI structure in the context of Macao's destination image. Then, a discussion on the geographical scope and methods applied in the study of DY and DI highlights gaps in the the existing destination image literature. Lastly, conclusions and future research is derived from the proposed DY/DI perspective.

DESTINATION IMAGE

"The concept image can be applied to a political candidate, a product, a country. It describes no individual traits or qualities but the total impression an entity makes in the minds of others" (Dichter, 1985, p. 75). This view indicates that the DI concept is not a number of descriptive associations linked with a destination, but rather it is one overall impression that can be viewed as the condensate of various descriptive associations. Being a condensate implies that the DI concept is a mental short-cut which individuals may use to make judgments about and decisions in favor or against destination. Similarly, Kotler, Haider, and Rein (1993, p. 141) explain images as "a simplification of a large number of associations and pieces of information connected with the place." That is, DI reflects a mental process that categorizes and essentializes the various associations held towards a destination (i.e. a short-cut).

Due to its' summarizing character, DI is as a mental short-cut that enables the individual to make efficient judgments or decisions. The view implies that DI evaluative in nature (rather than descriptive) and thus provides behavioral implications for the individual who holds that DI. Against this background DI is defined as an individual's overall evaluative representation of a destination. As an overall condensate of the destination, DI can be viewed as a heuristic representation that the individual can apply right away as an effective way of making decisions towards that destination. In addition to suggesting the overall image of a destination be labelled DI, it is also suggested that individuals simultaneously hold various associations about the specific characteristics of a destination.

DESTINATION IMAGERY

The various associations linked to a destination constitute the multi-faceted concept of destination imagery (DY). In contrast to DI, DY does not exist on a highly aggregate level but comprises an array of various associations the individual relates to a particular destination, such as the climate, culture or nature. This conceptualization is in line with prior research (e.g., Baloglu & McCleary, 1999). The present study conceptualizes such associations related to a destination as the destination imagery (DY), and defines this concept as an individual's diverse cognitive and affective associations relating to a destination.

Why do individuals hold two distinct mental representations towards one and the same destination? It is argued that DY and DI serve distinct approaches to process information and their relevance is determined by the factors of willingness and capability. That is, individuals who are willing and capable to devote considerable mental resources on their destination decision making may tend to use such diverse imagery associations when making evaluations and decisions (Han, 1989; Josiassen, Lukas, & Whitwell, 2008). Whereas such more involved individuals are willing to devote more resources in arriving at an adequate decision, less involved individuals will rely DI instead as a mental short-cut that does not require extensive mental processing (Han, 1989; Josiassen et al., 2008).

This study suggests that the concepts of DY and DI coexist and that DY positively drives DI. That is, each individual holds both an array of different associations linked to a destination (DY), and an overall evaluative predisposition towards that destination (DI). An individual's DI is the condensate of a variety of imagery or associations drawn from his or her memory. The following section discusses the two important issues of dimensionality and evaluative/descriptive in the context of DY and DI to delimit the two concepts theoretically.

DIMENSIONALITY OF DESTINATION IMAGE AND DESTINATION IMAGERY

The present study argues that DI is a one-dimensional concept whereas DY is multi-dimensional. DI is the individual's summarized impression of a particular destination, thus, it is likely to be a single-dimensional construct. DI can either be a more or less favorable predisposition towards a particular destination. In contrast, individuals may also have a variety of associations linked to the same destination, labeled DY. For example, the cultural heritage, the pristine nature, or whether or not the destination is a safe place. It is unlikely that such diverse associations are always aligned and evolve from one latent construct. Rather, such associations constitute different dimensions of DY and are not necessarily correlated. Thus, a comprehensive perspective on DY should take the diversity of these associations into account, and would therefore be multi-dimensional. As shown in Table 1, many studies used a multi-dimensional approach to measure destination stereotypes, whereas a considerable number of studies also investigated a single dimensional destination image.

Another issue that relates to the dimensionality of DY and DI is how the items and dimensions of the two concepts are linked to each other. When developing constructs, researchers often assume that the items or dimensions they use reflect the construct (reflective constructs). An alternative approach to measure constructs, however, is to use dimensions or items that form the higher-order construct rather than reflect it (formative constructs).

As DI is conceptualized as the condensate of associations linked with a destination, it should be measured by items that reflect this construct. That is, items that are manifestations of DI should be used to measure it. On the other hand, DY consists of various associations that co-exist in the mind. Thus, DY should be measured by using a formative approach where all dimensions add unique meaning to DY.

DESCRIPTIVE VERSUS EVALUATIVE FOCUS OF DESTINATION IMAGE AND IMAGERY

This study suggests to view DI as a concept which is used for making efficient judgments and choices. This view implies that DI is evaluative in nature and provides individuals with behavioral implications. Studies with an evaluative approach may use items such as good/bad, pleasant/unpleasant, and liked/disliked. In contrast, DY may be conceptualized as a descriptive concept which focuses on describing the traits and qualities of the destination rather than evaluating them. Studies that use a descriptive approach apply items such as “multi-cultural”, “varied gastronomy” or “crowded” (agree/disagree).” Items in this approach describe the destination without making a necessarily evaluative statement. These example items could be understood as positive, neutral, or negative traits depending on the individuals’ understanding. That is, a given response to whether destination X is multi-cultural, does not inherently imply a positive nor negative DI, but first and foremost, it implies that destination X is describe as ‘multi-cultural’ (which itself is a neutral label).

APPLYING DY/DI TO THE STUDY OF MACAO

To show how the proposed DY/DI structure herein can significantly enhance researchers’ understanding on destination image, this study applies the two perspectives of DI and DY to the destination of Macao.

A recent study that has comprehensively investigated the image of Macao is the one by Choi, Lehto and Morrison (2007). In their research, the authors follow the conceptualization of DY to understand the image of Macao. Thus, Macao’s DY is measured as a compilation of beliefs and impressions, represented by terms such as “Portuguese”, “Chinese”, “old building”, “Hong Kong” and “casino”. Consequently, the DY of Macao is multi-dimensional. Macao’s DY is appropriate to describe the variety of associations linked to this destination, and as done in that study, can serve as a guiding concept to compare different existing DY’s. Although the authors define the purpose of their used concept as ‘explaining traveler’s decision process and consequently travel behaviors' (Choi et al. 2007; p. 119), the DY concept used in their study is inappropriate to serve this purpose. The reason is that DY is not able to capture evaluative information, but is limited to the descriptive level. For example, items such as 'Chinese' or 'casino' are not evaluative in nature, but simply describe Macao as Chinese or a casino metropolis. Some tourists may feel attraction towards casinos, others may be repulsed by casinos, and for a third group of tourists casinos are neutral. Against this background, measuring Macao's evaluative DI could significantly enhance researchers' understanding as DI would comprise items such as 'like/dislike' or 'pleasant/unpleasant'. That is, measuring only one concept like Macao's DY, provides an incomplete picture at best, and hides significant information that help to understanding tourists' decision making.

GEOGRAPHICAL SCOPE OF AND METHODS APPLIED TO THE STUDY OF DESTINATION IMAGE AND IMAGERY

In addition to the delimitation of DY and DI, this study also provides a comprehensive overview of DI/DY studies conducted in tourism research. Table 1 summarizes selected studies on DY and DI. In the following section, this study discusses several aspects of these studies and highlights gaps in the literature.

Table 1 shows that while respondents are often (potential) tourists of a particular destination, only two studies gathered data from respondents in an event-related context (i.e. Funk, Toohey, Bruun 2007; Oppermann 1996). Thus, future research could broaden existing visitor typologies (e.g. Decrop and Snelders 2005) and investigate how DY/DI may differ between tourists and event visitors for a specific destination. In particular, it would be interesting to research whether DY differs between vacation tourists and event visitors and whether event visitors rely more on their DY or DI to make decisions and judgments. Further, DY and DI also provide a fresh approach to the study of event image (and event imagery) and how it may relate to the existing destination imagery/image.

Table 1
SELECTED RECENT ARTICLES FOCUSING ON DY/DI

Author (year)	Respondents	Destination	Dimensions	Methods	Sample Size
Reilly (1990)	Study 1: Respondents from Survey Sampling, Inc. Study 2: Skiers	Study 1: Montana Study 2: Montana mountain ski area	Study 1: 13 Study 2: 15	Qualitative	Study 1: 1,224 Study 2: 415
Echtner & Ritchie (1993)	Students in Western Canda	Jamaica, Japan, Kenya, & Switzerland	8	Qualitative & Quantitative	600
Milman & Pizam (1995)	US residents who traveled outside of their home state	Central Florida (US)	3	Qualitative & Quantitative	750
Alhemoud & Amstrong (1996)	Kuwaiti natives in the University of	Kuwait	4	Quantitative	101

	Kuwait				
Oppermann (1996)	Convention meeting planners	San Diego, San Francisco, New Orleans, and 27 other US and Canadian cities	5	Quantitative	123
Baloglu & Brinberg (1997)	Undergraduate students	Portugal, Spain, France, Italy, Greece, Turkey, Israel, Egypt, Tunisia, Morocco, & Algeria	1	Quantitative	60
MacKay & Fesenmaier (1997)	Visitors & Non-visitors	Riding Mountain National Park (Canada)	4	Qualitative & Quantitative	257
Walmsley & Young (1998)	Household in the Gosford area	8 international destinations (e.g., New Zealand, and the US) & 8 local destinations (e.g., Old Sydney Town, and The Reptile Park)	6	Quantitative	82
Baloglu & McCleary (1999)	Potential tourists	Turkey, Greece, Italy, & Egypt	2	Quantitative	1,792
Chen & Kerstetter (1999)	International students from a large US university	Rural Pennsylvania (US)	4	Qualitative & Quantitative	329
Choi, Chan, & Wu (1999)	Visitors	Hong Kong (China)	4	Qualitative & Quantitative	142
Young (1999)	International visitors	Daintree and Cape Tribulation area (Australia)	5	Qualitative & Quantitative	1,000
Chen & Hsu (2000)	Korean outbound tourists	NA	17	Quantitative	265
Murphy,	Visitors	Victoria	4	Quantitative	610

Pritchard, & Smith (2000)		(Canada)			
Tapachai & Waryszak (2000)	Undergraduate students from Victoria University of Technology	Thailand & US	5	Qualitative & Quantitative	247
Uysal, Chen, & Williams (2000)	US house holds	Virginia (US)	4	Quantitative	1,318
Baloglu & Mangaloglu (2001)	US-based Tour operators & Travel agents	Turkey, Egypt, Greece & Italy	3	Qualitative & Quantitative	46
Bigne, Sanchez, & Sanchez (2001)	Visitors	Peniscola & Torrevieja (Spain)	1	Quantitative	514
Chen (2001)	Korean outbound tourists	Asia/Pacific, North America, & Europe	1	Quantitative	265
Joppe, Martin & Waalen (2001)	Domestic (Canadian), US & Overseas Visitors	Toronto (Canada)	2	Qualitative & Quantitative	359
Leisen (2001)	Non-New Mexico US Residents	New Mexico (US)	4	Quantitative	923
Rittichainuwat, Qu, & Brown (2001)	International travelers	Thailand	7	Quantitative	510
Sonmez & Sirakaya (2002)	Potential tourists from US, Puerto Rico, & US Virgin Islands	Turkey	2	Quantitative	552
Kim & Richardson (2003)	Undergraduate students at a major US university	Vienna (Austria)	2	Quantitative	92
Kim & Yoon (2003)	Oversea travelers	NA	2	Quantitative	231
Rezende-Parker, Morrison & Ismail (2003)	American citizens	Brazil	8	Qualitative & Quantitative	246
Beerli & Martin (2004) (ATR)	Visitors	Lanzarote (Spain)	2	Quantitative	616
Hsu, Wolfe, & Kang (2004)	US residents	Kansas (US)	19	Qualitative & Quantitative	417
Pike & Ryan (2004)	Auckland households	Rotorua, Bay of Islands, Taupo, Mount	2	Quantitative	763

		Maunganui, & Coromandel (New Zealand)			
Bonn, Joseph & Dai (2005)	Florida (in-state), US domestic visitors (non-Florida), & International visitors	Tampa Bay in Florida (US)	2	Quantitative	14,205
Kim & Morrsion (2005)	Visitors from Japna, Mainland China & US	South Korea	5	Quantitative	539
Lee, Lee, & Lee (2005)	Foreign tourists	South Korea	4	Quantitative	412
Mercille (2005)	International tourists	Tibet	3	Qualitative & Quantitative	397
O'Leary & Deegan (2005)	Visitors from France	Ireland	1	Qualitative & Quantitative	80
Ryan & Cave (2005)	Domestic & Overseas visitors	Auckland (New Zealand)	2	Qualitative	82
Castro, Armario & Ruiz (2007)	Tourists	A large city in south of Spain	5	Quantitative	1,526
Chen & Tsai (2007)	Visitors	Kengtin (Taiwan)	4	Quantitative	393
Choi, Lehto & Morrison (2007)	Macau travel related web sites	Macau (China)	2	Quantitative	61
Funk, Toohey, Bruun (2007)	International participants who registered for a running event	Australia	2	Quantitative	239
Hosany, Ekinci, & Uysal (2007)	Study 1: Respondents, street intercept Study 2: British tourists	A popular European city	3	Quantitative	Study 1: 148 Study 2: 102
Chi & Qu (2008)	Domestic visitors	Eureka Springs (US)	9	Quantitative	345
del Bosque & San Martin (2008)	Visitors	Cantabria (Spain)	2	Qualitative & Quantitative	807
Frias, Rodriguez, & Castaneda (2008)	International tourists	Andalusia (Spain)	1	Qualitative & Quantitative	592
Kneesel, Baloglu, &	Households from Survey	Las Vegas, Atlantic City,	2	Qualitative &	222

Millar (2008)	Sampling International	Chicagoland (IL, IN), & Connecticut		Quantitative	
San Martin & del Bosque (2008)	Tourists	Cantabria (Spain)	2	Qualitative & Quantitative	807
Stepchenkova & Morrison (2008)	American tourists	Russia	3	Qualitative & Quantitative	337
Tasci (2008)	North American University students	Turkey	3	Quantitative	162
Bigne Alcaniz, Sanchez Garcia & Sanz Blas (2009)	Tourists	Peniscola (Spain)	3	Qualitative & Quantitative	380
Litvin & Mouri (2009)	Students from a Southern US university	Arizona & South Dakota (US)	1	Quantitative	241
Scherrer, Alonso & Sheridan (2009)	Wineries	Canary Islands (Spain)	NA	Qualitative	23
Sparks & Pan (2009)	Potential tourists from Mainland China	Australia	1	Quantitative	548
Yilmaz, Yilmaz, Icigen, Ekin & Utku (2009)	Tourists	Antalya (Turkey)	6	Quantitative	1,237
Phau, Shanka, & Dhayan (2010)	University students from Australian University	Mauritius	2	Quantitative	388
Wang & Hsu (2010)	Chinese Tourists	Zhang-Jia-Jie (China)	2	Quantitative	550
Assaker, Vinzi, & O'Connor (2011)	French, English, & German tourists	NA	1	Quantitative	450
Leung, Law, & Lee (2011)	Travel blogs on Ctrip.com	Hong Kong (China)	5	Qualitative	2,247
Pan & Li (2011)	American leisure tourists	China	3	Qualitative & Quantitative	3,263
Qu, Kim, & Im (2011)	Domestic visitors	Oklahoma (US)	3	Quantitative	379
Gomez and Molina (2012)	Winery managers	Rioja, Ribera del Duero, Navarra, & Rueda (Spain)	6	Qualitative & Quantitative	173
Prayag & Ryan (2012)	International visitors	Mauritius	7	Qualitative & Quantitative	705

Josiassen, & Assaf (2013)	Denmark Residents	Germany	1	Quantitative	334

Studies have also investigated destination imagery and image on several geographical destination levels. While many studies have focuses on the national or regional level, research focusing on imagery and image related to small confined areas such as city districts or streets is scarce. However, understanding the particular image of a small area can be important and may significantly differ from the overall image of the country. For example, the imagery and image of a particular street may have important effects on companies' store location strategy (e.g. Avenue des Champs-Élysées). Further, also events may benefit from understanding DY and DI of confined areas as events such as Olympic Games (e.g. Rio 2016; Pyeong Chang 2018) or conventions often take place in a specific city or district. Another interesting avenue may also be to look at this issue the other way around, and investigate how events affect DY and DI of a small area. For example, it is likely that events such as the Kyoto protocol or the G8 summit 2001 in Genoa have influenced imagery and image of that particular cities. In addition, DY/DI research on super-national regions is scarce as well.

In terms of methodology, studies often use surveys to collect data, whereas experiments (e.g., Litvin, 2009) are rarely used. Quantitative studies are prevalent in the study of DI. However, studies that investigated DY tend to use qualitative studies as well.

CONCLUSION AND FUTURE RESEARCH

While the research on destination images is arguably a key contribution to understand tourists' behavior and destination choice, the number of inconsistent conceptual definitions for this concept has limited its' usefulness in research. Addressing this circumstance, this study argues for two distinct perspectives on how destination images can be stored in the mind, DY and DI. Until now, these two concepts have shared the label 'destination image' in existing research. On one hand, studies apply a very aggregate level which is the evaluative and one-dimensional destination image (DI). This mental predisposition exists in consumers' minds and can be quickly consulted for each evaluation or choice. DI is straightforward and captures people's valence towards a destination. On the other hand, individuals' destination imagery (DY) comprises a multitude of mostly descriptive associations with the destination. These associations do not imply a certain valence and co-exist as individual mental representations. In contrast to DI, DY cannot be constructed as a higher-order construct but exists as a multi-dimensional array like in the Macao study.

This study suggests to model DI as a single dimensional reflective construct because DI does not describe individual traits or qualities of a destination but rather is the total impression of a destination that exists in the mind of the individual as a mental short-cut. To measure DI, researchers should identify reflective items that are manifestation of the underlying DI construct. That is, evaluative items such as 'like/dislike' or 'pleasant/unpleasant' are likely to reflect the same DI construct. Several studies (Assaker, 2011; Baloglu & Brinberg, 1997; Bigne et al., 2001; Chen, 2001; Josiassen & Assaf, 2013; Sparks & Pan, 2009; Walmsley & Young, 1998) have measured DI by using a single dimensional reflective approach.

In contrast to reflective conceptualizations, the use of formative approaches is scarce in tourism research. Bigné Alcañiz et al. (2009, p. 716) argue that the construct "is formed from perceptions of its attributes". That is, it is appropriate to model DY as a multi-dimensional construct that is formed by its' dimensions. Whereas the items used for DI are interchangeably (i.e. 'like' and 'pleasant' are likely to capture the same content), each dimension of DY adds particular meaning to the DY construct. For example, one dimension of DY may cover all culture-related aspects of a destination (e.g. 'museum', 'temple' or 'churches' in the mentioned Macao study), and dropping this dimension would significantly change the meaning of DY. Thus, a comprehensive measurement of DY should take all associations into account and is therefore multi-dimensional.

The suggested duality of DY and DI provides the conceptual ground for future research. First, distinguishing between DY and DI allows for testing their specific effects on outcome variables such as tourist decision making. As DY is more descriptive and DI more evaluative, destination images that are conceptualized and measured as DI should predict b behavioral consequences better than images measured as DY. Second, whether individuals may refer to their DY or DI to make choices may also be determined by availability of cognitive resources or involvement with the decision (Kunda and Spencer 2003). For example, individuals who make choices under time pressure may be more likely to draw on their DI than on their DY.

The paper presents a new perspective on the destination imagery and image literature. By doing this, it significantly decreases the existing ambiguity of the DI concept in the literature that has also caused a lack of comparability across studies and destinations. This study is the first in the destination image literature that provides conceptualizations regarding reflective and formative approaches to the study of the two concepts. Further, the paper presents a comprehensive review of the destination levels (city, country etc.) and the methodology applied in destination image research (respondent typology, qualitative versus quantitative studies). Based on this review, the study also argues for future studies that enlighten the role DY and DI play in even-related contexts.

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THE FESTIVAL OF THE PEOPLE: POSITIVE CRITICAL INCIDENTS AT PROVINSSI

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One of the largest Finnish rock festivals, Provinssi, has the slogan 'The Festival of the People'. In the 2012 festival web survey, participants were asked to describe incidents that gave them the feeling of participating in the Festival of the People. The aim of the study was to use Critical Incident Technique (CIT; Flanagan, 1954), and to identify the factors that the participants associated with the festival brand image (Dobni & Zinkhan, 1990). Altogether 561 informants reported 645 incidents that were classified into seven major groups (participants, behaviour, activity, feeling, programme, the weather / summer and miscellaneous) and 28 subgroups by three judges. The study revealed that the most important factors associated with the Provinssi brand image were a certain live music act, the atmosphere, a positive state of mind, social interaction, unknown people, and collective activity. Even though the programme was the first one on the list, it alone did not form the brand image of Provinssi. The most important composite element of the brand image was the attitude of the participants, which created a caring and sharing festival hypercommunity as defined by Kozinets (2002). With CIT, it was possible to discern how the brand image was perceived by the participants and identify the most significant elements of the festival brand in question. CIT also revealed practical issues with which the organiser could increase its brand equity.

INTRODUCTION

A successful brand increases the value of the product (Anholt, 2010), and it cannot be easily replaced since a similar one cannot be found (Morgan & Pritchard, 2010). Consequently, brand equity has been considered as the main ingredient for the success of music festivals (Leenders, 2010) since there is a large supply of such festivals and they tend to resemble each other (Robertson & Brown, 2015; van Limburg, 2008). Aaker (1996) defined brand equity with the customer perception dimensions of loyalty, perceived quality, personality and awareness. Brand personality was further defined by Aaker (1997) as she compared human and brand characteristics and defined brand personality with 42 personality traits. When evaluating the brand equity of an altruistic non-profit organisation, Faircloth (2005) used the concepts of brand image, personality and awareness. He pointed out that sometimes brand image and brand personality are used interchangeably, but - despite this - he wanted to use them as separate concepts: brand personality was measured with brand respect and differentiation, and brand image with brand character and scale. This led to the situation where his definition and the operationalisation of brand image resembled Aaker's (1997) brand personality traits.

The festival brand is often considered as a part of place marketing (Mossberg & Getz, 2006). In this study, we concentrate on the festival brand *per se*, not the festival brand embedded in the destination or city brand. Manthiou, Kang and Schrier (2014) divided festival brand equity into awareness, image, quality, value, and loyalty. Here, brand awareness meant the potential visitors' prior knowledge; brand image included the social and self-image of brand personality; brand quality was measured as the performance; brand value referred to the value for money; and brand loyalty was the willingness to return and recommend to others. Concentrating on a festival organised at a university campus in the US, Manthiou, Kang and Schrier came to the conclusion that brand awareness was the main ingredient of brand equity (cf. McKercher, Mei & Tse, 2006). When Leenders (2010) studied the perceptions of Dutch festival visitors, he divided the festival brand equity into image, atmosphere, and emotions. Camarero, Garrido and Vicente (2010) used loyalty, perceived quality, image, and values as the indicators of the brand equity in a series of art exhibitions in Spain. Here, the term 'brand values' did not refer to the value for money, which is usually named as 'brand value' or 'perceived value', but to the artistic, historic and religious values. They concluded that the brand image was the most important for the external visitors, while internal visitors emphasised the importance of brand values. Interestingly, Morgan (2006, 2007 and 2008) constructed a festival experience model based on the brand prism defined by Kapferer (1998), having the dimensions of personality, culture, meanings, personal benefits, relationships, and physical operations.

Here, we concentrate on the brand image, examining how the festival visitors perceive it in a specific rock festival. Dobni and Zinkhan (1990) reviewed the evolution of the brand image concept from the 1950s to the end of the 1980s. They ended up defining the brand image as follows: (1) it is a perception of the consumer; (2) it is subjective in nature; (3) it is influenced not only by the physical components of the product but also by marketing, context, and the characteristics of the consumer; and (4) the perception of the brand image is more important than the reality. Dobni and Zinkhan noted (like e.g. Faircloth, 2005; Manthiou, Kang & Schrier, 2014) that there was a tendency to talk about brand personality as a parallel term to brand image.

Provinssi, arranged since 1979, is one of the largest rock festivals in Finland. Each year, Provinssi receives 10.000 – 20.000 daily visitors. The brand image of the festival is culminated in its slogan, *the Festival of the People*, which has been used for such a long time that people recognise it just like one would recognise a well-known logo. The slogan is quite successful as it embeds one of the most important pull factors of any rock festival, the atmosphere created by the festival community (cf. Sundbo & Hagedorn-Rasmussen, 2008). That is why it is of importance that participants associate their positive experiences with the festival brand. In the current study, the aim was to determine what kind of positive incidents the Provinssi visitors coupled with the brand image identified by the slogan 'the Festival of the People'. Critical Incident Technique (CIT; Flanagan 1954) was used to answer the following questions: What are the factors that influence the brand image of the festival? How can organisers contribute to it?

METHODS AND RESEARCH DATA

Critical incident technique (CIT; Flanagan, 1954) was originally developed in the field of aviation psychology during World War II for collecting data of human behaviour in certain circumstances. The method was used to improve the selection and training of pilots; in defining prerequisites for good leadership in combat missions; and in making technical improvements inside the cockpit. In the beginning of the use of the technique, it was used for the definition of critical job requirements in different lines of business.

Gremler (2004) reviewed 141 CIT studies in the area of service research from the years 1975–2003. He saw the year 1990 as the turning point for the usage of the method since, in that year, Bitner, Booms and Tetreault (1990) published their seminal work on CIT in the service encounter. Thereafter, there was an outburst of CIT studies related to services. Nonetheless, CIT has been used to a lesser degree in event and festival research. Love, Morse and Ruihley (2013) used it for evaluating critical factors influencing volunteers' experiences in a golf event. Rowley and Williams (2008) referred to the CIT approach in their study on the impact of brand sponsorship in music festivals, even though they did not show any direct results of critical incidents as such.

CIT was chosen to conduct this study since it helps in interpreting and structuring areas that lack extensive knowledge (Bitner et al., 1990; Keaveney, 1995). On the other hand, CIT is based on open-ended questions and hence supports the qualitative approach, making it possible to produce a rich description of the studied issue (Bitner et al., 1990; Pritchard & Havitz, 2006). However, it has to be noted that CIT does not reveal possible behavioural intentions but rather points out perceptions on quality and (dis)satisfaction (Edvardsson & Roos, 2001).

Gremler emphasised (2004) the importance of the thorough definition of the term 'critical incident' in the studied context. Bitner, Booms and Mohr (1994, p. 73) saw critical incidents in the framework of service encounters as "specific interactions between customers and service firm employees that are especially satisfying or especially dissatisfying". Edvardsson and Roos (2001, p. 253) defined critical incidents very similarly: "interaction incidents which the customer perceives or remembers as unusually positive or negative when asked about them". Thus, they stressed the importance of the incident being memorable. In this study, we defined a critical incident as an incident which (1) is memorable; (2) is, in the respondent's opinion, important; and, (3) in which the underlying factors or attributes can be distinguished.

Table 1
RESPONDENTS' BACKGROUND INFORMATION (N = 561)

Variable	Classification	n (%)
Gender	Female	368 (66 %)
	Male	193 (34 %)
Age	Min: 14 years, Max: 61 years	
	Mean: 23 years, Median: 21 years	
Education	Comprehensive school	58 (10 %)
	Vocational school or course	137 (24 %)
	General upper secondary school (senior high)	188 (34 %)
	Vocational upper secondary school (e.g. technical college)	30 (5 %)
	Polytechnic / University of Applied Sciences	106 (19 %)
	University, Bachelor's degree	12 (2 %)
	University, Master's degree	30 (5 %)
Occupational status	Entrepreneur	8 (1 %)
	Upper-level white-collar worker	24 (4 %)
	Lower-level white-collar worker	35 (6 %)
	Blue-collar worker	200 (36 %)
	Student	260 (46 %)
	Other	34 (6 %)
Times visited	1 time	138 (25 %)
	2 times	136 (24 %)
	3 times	71 (13 %)
	4–6 times	101 (18 %)
	7 or more times	115 (21 %)

The research data was collected by a web survey in the summer of 2012 by the festival organiser, the live music association of Seinäjoki (Selmu ry). Altogether 1,349 answers were received. Among other questions, the visitors were asked to answer an open-ended question: “Do you recall a moment or a situation at this year’s Provinssirock in which you felt particularly strongly that the festival was the Festival of the People? Please describe this kind of a situation to us in a few words”. 591 informants answered the question. From these answers, 30 were excluded since they were either negative incidents (4) or did not fulfil the definition of a critical incident (26). Thus, 561 answers were included in this study. Some of the informants described two to four critical incidents, and altogether 645 critical incidents were identified. Among the respondents, 66 % were female and 34 % were male. The youngest respondent was 14 years of age, the oldest 61 years, and the mean age was 23 years. Table 1 describes the respondents in more detail.

The analysis of the reported incidents was conducted using content analysis (Stroud & Higgins, 2011), classifying the incidents into categories. The majority of the incidents were multifaceted and we wanted to keep them as such. A festival and its brand image comprises of various characteristics and it would be oversimplification to force each incident into one category only. Three judges did the classification, and, depending on the judge, the average number of chosen categories per each incident varied from 2.5 to 2.6. In a similar case, Pritchard and Havitz (2006) defined the importance of a factor by its sequence; i.e. the factor mentioned first was considered more important than the factor mentioned second. In this study, all the factors were considered equal in weight since the informants were not explicitly asked to list the factors in the order of importance.

Bitner et al. (1994) used three types of reliability figures: percentage of agreement, Cohen’s kappa, and Perreault’s and Leigh’s alternative index of reliability. Keaveney (1995) used five judges for the classification, defining both intrajudge and interjudge reliabilities. Pritchard and Havitz (2006) used three judges and required their full consensus in the classification. In this study, judge A made the pre-analysis of the data resulting in 54 categories. The categories were then scrutinised in content in order to combine them in fewer categories. Finally, judge A defined seven major groups divided into 28 subgroups. These were described in writing (Appendix 1), and judges A, B and C did the classification of the incidents according to these instructions, independently of each other. Since the categories were not mutually exclusive, neither Cohen’s kappa nor Perrault’s and Leigh’s alternative index of reliability could be used for calculating the reliability (Perreault & Leigh, 1989). Additionally, since there were three judges, the percentage of agreement could not be used either (Krippendorff, 2004b; Stroud & Higgins, 2011) even though percentage of agreement is indeed applied in such cases, giving “questionable interpretations” (Krippendorff, 2011). E.g. Mangold, Miller and Brockway (1999) used the percentage of agreement with three judges, calculating percentage of agreement by judge pairs and “re-examining” the disagreements, ending up to 100 % of agreement. Perreault and Leigh (1989, p. 147) suggested that in the case of three or more judges, the disagreements could be solved by the majority. Nonetheless, Krippendorff (2004a, p. 219, according to Krippendorff, 2004b) sarcastically stated: “Resolving disagreements by majority among three or more coders may make researchers feel better about their data, but does not affect the measured reliability.”

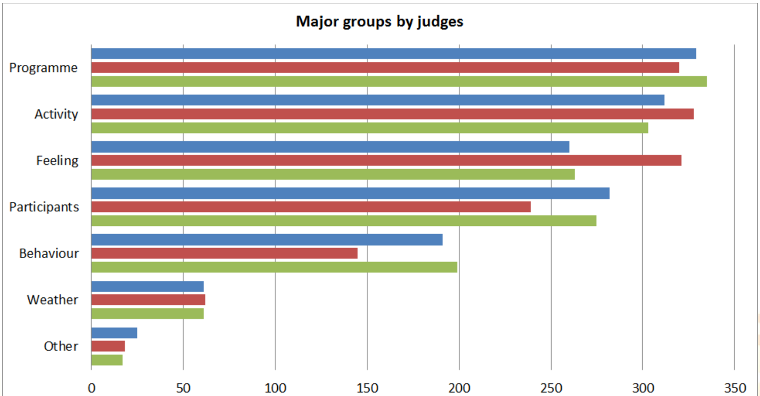
Since the number of subcategories was quite high, the possibility that the judges would have a similar decision by chance was small (Krippendorff, 2004b and 2011; Perreault & Leigh, 1989). On the other hand, this study is qualitative in nature, and the aim is not to prove that certain categories exist in a statistical sense. Rather, we endeavour to discover what the characteristics and meanings of the critical incidents that audience relates to the brand image of Provinssi are. Consequently, as we describe the results, we show the classification of all the judges.

Flanagan (1954, p. 343) stated that in relatively simple activities, 50–100 incidents were enough but that more complex situations might require thousands of incidents. He defined that a sample was big enough if an addition of 100 incidents increased the critical behaviours with only two or three. Our sample size was relatively small but still the first 100 incidents defined quite steadily all the categories. The following measurement was made by judge A: When using the final categorisation, after categorisation of the first 100 incidents, an addition of 100 incidents increased the categories only by one, and after that, no new categories were identified. Since we used the category 'miscellaneous', its frequency should be studied in more detail because each occurrence in 'miscellaneous' might represent a potential new category. The first 100 incidents added the frequency of the category 'miscellaneous' by four, and the following 100s by four, one, five, two and none, respectively. Thus, according to Flanagan's definition, the sample can be considered large enough for analysing purposes.

RESULTS

The seven major groups of classification were participants, behaviour, activity, feeling, programme, the weather / summer, and miscellaneous. The most important major group was dependent on the judge (Figure 1). Two judges considered the programme as the most important element whilst one judge thought that the most important major group was activity. However, the four most important major groups were the same for all the judges: programme, activity, feeling and participants.

Figure 1
THE SOURCES OF POSITIVE INCIDENTS BY MAJOR GROUPS BY ALL JUDGES



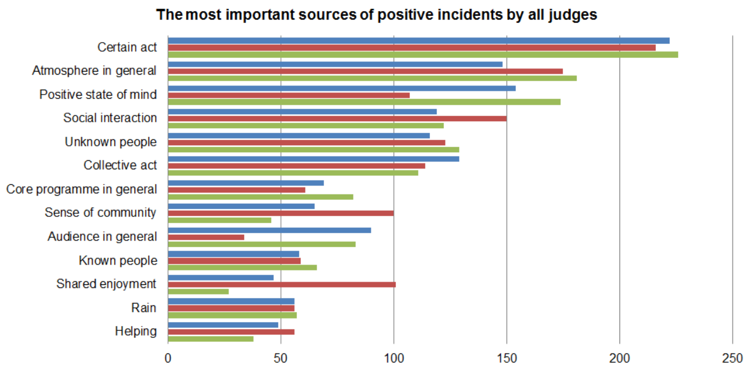
	Other	Weather	Behaviour	Participants	Feeling	Activity	Programme
Judge A	25	61	191	282	260	312	329
Judge B	18	62	145	239	321	328	320
Judge C	17	61	199	275	263	303	335

When the comparison was conducted by subgroups (Figure 2), the six most important ones were unanimously

- a certain live act (programme),
- a positive state of mind (behaviour),
- the atmosphere in general (feeling),
- a collective act (activity),
- social interaction (activity) and
- unknown people (participants).

The order of these varied a bit from judge to judge. Each of the major groups and corresponding subgroups are described in detail in the following sections and in Appendix 1.

Figure 2
The 13 most important subgroups of positive incidents by all judges



	Helping	Rain	Shared enjoyment	Known people	Audience in general	Sense of community	Core programme in general	Collective act	Unknown people	Social interaction	Positive state of mind	Atmosphere in general	Certain act
Judge A	49	56	47	58	90	65	69	129	116	119	154	148	222
Judge B	56	56	101	59	34	100	61	114	123	150	107	175	216
Judge C	38	57	27	66	83	46	82	111	129	122	174	181	226

1. Participants

The participants were divided into five subgroups. The first subgroup, *audience in general* (audience socialisation by Nordvall, Pettersson, Svensson & Brown, 2014) referred to the amount of people present.

> *All the people with different 'styles' (from a punk rocker to a pop music fan) are getting along (: Lots of different people were in the company of each other and behaved very smartly during the whole festival.* (female, 18 years)

The second subgroup was *known people* (known-group socialisation in Nordvall et al., 2014).

> *I think it was somehow really sweet that this year there were three generations of us at Provinssi. Our folks come to Provinssi each year and this time also my granny popped in on Sunday.* (female, 19 years)

As Nordvall et al. (2014) were talking about external socialisation, our informants talked about '**unknown**' which was the third subgroup: "*When all the strangers are pals and hang around with each other. Really cool!"*. The fourth subgroup was the **volunteer workers** that contributed to the positive incidents. **Campsite neighbours** were defined as a separate subgroup from the unknown people since camping neighbours were mentioned specifically, whilst unknown people were referred to generally.

2. Behaviour

Respondents reported *inclusion*, meaning, in this context, that people included unknown people into their group, offering them company and feelings of togetherness.
Well the whole trip. I left alone and no way did one have to be alone there. Old festival acquaintances came to say hello and asked one to join them. (female, 24 years)

During the 2012 Provinssirock, it rained on several occasions and people reported that, regardless of the rain, audience members were enjoying themselves. Thus, *a positive state of mind* was present, including such a code of conduct that everyone could have fun. ("*'Cos everyone was in a good mood. Nobody sulked."*) The positive state of mind was the most important subgroup within this category. Judge A classified the positive state of mind as the second most important source for all the incidents, and for judge C it was the third most important element. More concrete behavioural acts were *smiling or laughing*. Lastly, there were many references to witnessing *no disturbances*.

3. Activity

Collective acts referred to dancing and singing during a live act (cf. Nordvall et al., 2014, p. 137), collectively taking cover from the rain or taking 'selfies' with celebrities or friends. *Social interaction* included conversations, meeting old friends, and getting acquainted with new people.

Within *service encounters*, respondents reported volunteers giving good service and security personnel acting politely. *Staying awake* was common especially at the camping site after the official programme ended, many times connected to the self-organised programme.

> *On Sunday night at Camp Provinssi, the boys in the neighbouring tent had big loudspeakers with them, and there were at best probably a hundred people dancing and enjoying themselves.* (female, 22 years)

Many informants recounted how people were *helping* each other:

> *Pogoing during the billy talent gig, and when falling, instantly thousands of hands are extended to pull you up.* (female, 17 years)

Respondents reported also the consumption of alcohol as a positive incident. *Drinking* was done in a social manner, in good company at the camping site or in the licensed areas at the festival site. The final subgroup was bodily actions of *hugging or kissing* ("*An unknown man kissed my boyfriend at the PMMP gig as the piece 'Swans' started*").

4. Feeling

The *atmosphere in general* was the second most important factor for judges B and C, and, for judge A, the third one. The atmosphere was mainly co-produced by the participants (cf. Nordvall et al., 2014, p. 133). *Shared enjoyment* referred to the collective pleasure especially while following the live acts with other participants. Some respondents mentioned the specific *front row atmosphere*. The *sense of community* was particularly important by stages and for those overnighting at the camping sites.

Finally, some informants described their own, subjective, *internal feelings* at the festival. This might have referred to the feeling during the whole event or the feeling created due to a certain incident ("*As a first-timer I was surprised how people of different ages had 'space' and the good feeling tells a lot*").

5. Programme

The *core programme* in general was the official programme performed at any of the festival stages. Many times informants mentioned a *certain act* as a source of positive incident. This meant an act of a certain band or an artist or the performance of a certain piece of music. According to all the judges, this was the most important single element for all the positive incidents.

Supplementary programme was programme organised by the festival, but not on any of the stages but among the audience or inside the licensed areas. *Programme arranged by the audience* consisted of collective partying, playing music together or having a singalong. Mostly this self-arranged programme took place at the camping sites or on the way to them after the core programme ended:

> *Dozens of people gathered around our camp to play the guitar and to singalong at around four am in the small hours of Saturday morning. A little bit later, four guitars and bongo drums and lots of improvised lyrics were found at the camp.* (male, 21 years)

6. Weather

In 2012, it rained during several performances. *Rain* combined with a positive state of mind and a certain act formed a memorable positive incident for many respondents. It was interesting that *summer or sun* were mentioned fewer times than rain even though the sun also shone during the festival.

7. Miscellaneous

The group 'miscellaneous' referred to the factors not included in other categories. These included e.g. arrangements and the festival environment.

> *There is also significance in a well-organised festival where there is space and the necessary services. People felt good because of this.* (male, 34 years)

CONCLUSIONS

When the participants were asked to describe critical incidents, unexpected and extraordinary issues, things that one would not expect to encounter in ordinary circumstances, were the most memorable ones. One indicator of this phenomenon was the importance of unknown people in the context of the Festival of the People. The unknown participants were the fifth most significant factor within the critical incidents. The known-group socialisation was mundane, whereas bridging with strangers was not. Wilks (2011) studied how social capital was represented in a pop, folk and opera festival in the UK, and she concluded that there existed three discourses: the persistent connection discourse that included social interaction with the people already known by the visitor, the temporary connection discourse that included accidental, casual communication with unknown people, and the detachment discourse that meant avoiding social contacts. Wilks discovered that the persistent connection, i.e. bonding in the company of those that the visitor already knew, was the dominant discourse. Seemingly contradictorily, our respondents saw unknown people as even more important for the brand image than the known people. This could be explained by the fact that enjoying oneself in the company of friends does not contain a surprise element, and it would not make people consider the moment something special. What is extraordinary is that a large crowd of unknown people behave in an inclusive, caring and considerate manner. This was reflected in the answers, in which especially the atmosphere in general, the collective act, the positive state of mind and the unknown participants produced the experience of the Festival of the People.

It is safe to assume that live music is one of the main pull factors for any music festival. Therefore, it was not a revelation that 'a certain act' was the most common element mentioned within critical incidents. However, only 48 out of 645 incidents stated the programme as the sole attribute giving them the feeling of the Festival of the People. The festival experience was more extensive than a certain live music performance, and the other factors made the experience special. It might have been pouring with rain, but it did not matter; in fact, quite the opposite. The categories 'activity' and 'feeling' were nearly as common as 'programme' elements, and, in many cases, these three were represented together. Therefore it can be interpreted that the significance of a single act was highlighted because it was combined with the activities of the audience or the atmosphere in crowds.

The weather and especially rain was also referred to several times. Nevertheless, rain was a supportive element since it was never mentioned alone. Getz (2002) considered the weather as one of the main reasons for ruining any event and it is undoubtedly true that the weather forecast of the early June in 2012 kept many potential Provinssi visitors at home. On the other hand, a tolerable amount of rain might also have nourished determined positivity since the participants of the rainy Provinssi wanted to enjoy themselves despite the drawback. Similarly, Ryan stressed (1998) that people have a very strong need to enjoy their holidays, and that is why they understate the challenges and tend to keep a positive state of mind in whatever circumstances.

> *Surely it [the sense of the Festival of the People] was the greatest during the gig of PMMP as it was raining cats and dogs but despite the rain, everyone took part whole-heartedly and was dancing in the rain!* (female, 20 years)

For many informants, respecting and taking care of one another in a way that does not take place in everyday life was a notable incident. For experiencing Provinssi as the Festival of the People, there seemed to exist an unconscious and unwritten code of conduct that people followed during the festival, in accordance with which people did good deeds to each other and co-created the festival spirit. 'Helping' as a part of a critical incident was an interesting if only the 13th notable factor. It was associated with unity and positivity. The general atmosphere was expressly supporting the fact that people offered their help and also received it more easily and more spontaneously than in everyday life, even in more serious situations, as the following quote illustrates:

> *This Tuesday, two days after Provinssi, I was working, and I had to stop the escalator to help a fallen little girl to get out of the escalator. Other people were watching me in a mean way, assumingly because I slowed them down. 'Me first' thinking is the primary atmosphere in everyday life.* (male, 23 years)

It was particularly interesting that the use of alcohol - which is an essential part of rock festival carnevalism (e.g. Martinus, McAlaney, McLaughlin & Smith, 2010) - had an insignificant role among the incidents. It can be assumed that a considerable amount of participants had consumed alcohol, which made them feel more free and unreserved, which, in turn, promoted the positive incidents. Even though the use of alcohol undoubtedly was in the background in many incidents, it was not mentioned as one of the reasons behind a certain behaviour.

Finally, camping sites were dominant in the incidents involving activities like staying awake and arranging self-made programme. Camping made the festival experience more holistic (cf. Anderton, 2009, p. 40; Nordvall et al., 2014, p. 135), and the sense of community was particularly strong among campers.

The brand image of Provinssi

The aim of the study was to discover what kinds of incidents participants associated with the Provinssi brand image. The study revealed that the most important factors were a certain live act, the atmosphere in general, a positive state of mind, social interaction, unknown people, and collective activity. These are the areas that the organiser should nourish in order to protect the brand image. Even though the programme was the first one on the list, it alone did not form the image of Provinssi. The most important composite element of the brand image was the attitude of the participants, which clearly created a caring and sharing festival hypercommunity as defined by Kozinets (2002).

Larson (2002) described how the organisers of the Swedish Storsjöyran Festival protected their brand by expelling the humorous Jämtland Liberation Movement from organising the festival. The organiser of Provinssi, Selmu ry, does not need any such actions but it has to take care that a new, strong partner does not cause harm to the existing positive brand image. Provinssi started its partnership with the largest European festival organiser, the German FKP Scorpio, in the autumn of 2014 (Jokelainen, 2014). FKP Scorpio organises 17 festivals throughout Europe, and Provinssi is the first Finnish festival among them. The new partner is not necessarily very familiar with the Finnish rock festival scene, and, thus, could accidentally suggest changes that might affect the brand image of Provinssi.

How, then, could Selmu ry improve its festival brand? Since the programme was the most important element, the organiser might ensure that the programme includes bands and artists that are capable of promoting the positive state of mind and the atmosphere in general. In the studied data, especially Eläkeläiset, a humorous humppa band, was acknowledged for creating long Letkajenkka lines.

The self-made programme at the camping sites was particularly important for the sense of community. Related to this, several participants mentioned that the security personnel did not interfere with the partying, implying that they might have done so in the past. The organiser should continue to promote the participants' willingness to organise their own programme, and require tolerance from the security personnel.

Since any warm and caring acts towards strangers were seen as an essential part of the image of the Festival of the People, the organiser could emphasise the importance of the positive state of mind in its marketing message. And finally, the different kinds of helping aspects could be stressed in the training of volunteers: even small acts are important and make the experience more memorable.

Discussion

The current study focused on interpreting audience perceptions on festival brand image, but contribution was also given for the inclusion / exclusion debate that is one of the current main themes within event and festival studies (see Mair & Whitford, 2013). In this regard, inclusion was connected to the unknown participants, and to behaviour and a friendly attitude towards them.

CIT was used in defining the factors influencing a rock festival brand. With critical incidents, it was possible to determine how the brand image was perceived by the participants and identify the most significant elements. It was shown that CIT can be used when the incidents are complex (Keaveney, 1995), i.e. when a single incident belongs to several categories. However, as the discussion in the Methods section shows, using categories that are not mutually exclusive makes it challenging to define the reliability for the content analysis.

The studied data was collected as a voluntary response sample - the respondents made their own decision whether to participate in the survey or not. Consequently, the sample was biased. Specifically, only 25 % of the respondents were first-time visitors at Provinssi. Thus, the respondents were more likely to have a positive attitude towards Provinssi than the non-respondents. Additionally, the number of female respondents was higher than their actual portion within Provinssi visitors since women tend to answer surveys more willingly than men (e.g. Smith, 2008). Another limitation is that the informants were asked to describe only positive incidents. This was helpful in defining the most important elements within the Provinssi brand image. However, negative incidents would have helped the organiser in defining the threats against the positive brand and improved their possibilities in correcting the most critical discrepancies. In further research, both negative and positive incidents should be collected from the same year. Using the current results, it would be possible to collect visitor perceptions of the importance and performance of each factor for the Provinssi brand image. Importance-performance analysis (IPA; Martilla & James, 1977; Oh, 2001) appears to be a natural further step in deepening the understanding of the status of the brand image.

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APPENDIX 1
Incident categories

1. PARTICIPANTS
    1.1. Audience in general
        - People of different ages, different people, fans etc
        - Large amount of people
    1.2. Known people
        - Close ones like girl or boyfriend, friends
        - Schoolmates, old mates
        - People met in the previous years
        - Celebrities among the audience
    1.3. Unknown people
        - The respondent meets the person for the first time
        - "New people"
    1.4. Volunteers
        - Volunteer workers in the licensing area, in the cloakroom, security personnel
    1.5. Camping neighbours

2. BEHAVIOUR
    2.1. Inclusion
        - Taking another person into one's own group if the other person is alone
    2.2. Positive state of mind
        - Any setbacks or challenges (e.g. rain) do not affect; respondents used words like "despite the rain", "even though it rained" etc.
            - Being happy and friendly in order for everyone to have fun
            - Taking others into account, being open, tolerance
    2.3. Smiling laughing
    2.4. No disturbances
        - No fights, no jumping the queue, no disputes

3. ACTIVITY
    3.1. Collective act
        - Dancing or singing together, moshpit
        - Taking cover from the rain together
        - Taking a picture with other people
    3.2. Social interaction
        - Being together, hanging around, laughing together
        - Meeting old friends
        - Getting acquainted with new people
        - Conversation
    3.3. Service encounter
        - Volunteer workers being friendly and helpful, security personnel behaving politely
    3.4. Staying awake
        - E.g. in the middle of the night after the official programme ended
    3.5. Helping

- Helping a fallen person to stand up (e.g. in the moshpit)
- Sharing food
- Taking care of others' personal belongings
- Caring, helping others in general

3.6. Drinking
- Alcohol consumption

3.7. Hugging, kissing

4. FEELING

4.1. Atmosphere in general
- Also "spirit", "ambience"

4.2. Shared enjoyment
- E.g. sharing the enjoyment of a band with other participants

4.3. Front row atmosphere

4.4. Sense of community
- "like one big family"

4.5. Internal feeling
- When separately mentioned, 'feeling' referring to one's internal senses

5. PROGRAMME

5.1. Core programme in general
- Official programme performed at stage, attending a gig
- Bands, artists
- Also when a certain stage is mentioned (e.g. Renegade electrostage)

5.2. Certain act
- Certain band or artist or a piece of music
- Examples of bands and artists: PMMP (Finnish female duo), Eläkeläiset ('Pensioners', a humorous band performing humppa music)
- Examples of pieces of music: Swans (PMMP), Finlandia (Nightwish)

5.3. Supplementary programme
- E.g. circus performances, improvisation duo Katriinamies

5.4. Programme arranged by the audience / participants
- Partying
- Playing music together (each one playing an instrument, some of the people singing)
- Singalong (outside the official programme)
- Mostly, self-arranged programme takes place in the camping site

6. WEATHER / SUMMER

6.1. Rain

6.2. Summer / Sun

7. MISCELLANEOUS
- Arrangements, environment, other things not included in other categories

TO THE PEAK AND BACK – INSIGHTS FROM 25 YEARS OF THE MOUNT KINABALU INTERNATIONAL CLIMBATHON

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The Climbathon is an annual mountain running championship that takes place in Kinabalu Park, Sabah, Malaysian Borneo. Participants race to the peak (4,095 metres) and back, a distance of 21 kilometres of mountain terrain. For 25 years, the Climbathon has been successfully organised as a small scale international sporting event in South East Asia. Most literature on sport event tourism focuses on mega sporting events at the expense of small-scale sport events. This paper aims to evaluate the first 25 years of the Climbathon in order to delineate and produce insights into the key success factors behind the staging of this small scale sports event. Findings suggests this unusual mountain race gained leverage through its link to an established route at a nature tourism destination, Kinabalu Park, and to Mount Kinabalu as well as adherence to international sporting regulations. The Climbathon has endured the test of time due to a unique combination of roles played by key stakeholders including the government, the destination management organizations, sports associations, volunteers and participants. Additionally, membership to international sports organisations played an important role to promote this race within the annual racing circuit. Undeniably, the Climbathon is a unique sports tourism experience and event. The support of corporate sponsorship and a strong sense of place towards the location and event itself for the organisers and volunteers are also key factors. This paper makes an original contribution to the field of successfully organising and staging small scale sport tourism event.

INTRODUCTION

Mount Kinabalu is perhaps Southeast Asia's most prominent peak, located on the island of Borneo, in Sabah, Malaysia. The Mount Kinabalu International Climbathon is an annual mountain running championship that takes place in Kinabalu National Park (a UNESCO World Heritage Site) with participants racing to the peak (4,095 metres) and back, a distance of 21 kilometres of mountain terrain ranging from tropical rainforest to sub-alpine forest nearer to the summit. At the rock face, it is cold, the air is thin, the race tests participants' endurance to the limit, and for this reason it has earned the accolade 'The World's Toughest Mountain Race'. If you consider it takes a normal climber two days and one night to ascent and descent the summit, the Men's race record hovers at about two and a half hours. The Climbathon is categorised as mountain running which is an official sport recognised by the world's highest athletics federation. Since its inception, this race has attracted both local and international athletes from over 40 countries. For 25 years, the Climbathon has been successfully organised annually as a small scale international sports event. Small scale sports events are defined as "regular season sporting competitions (ice hockey, basketball, soccer, rugby league), international sporting fixtures, domestic competitions, Masters or disabled sports, and the like" (Higham, 1999, p.87). According to Higham (1999), small scale sports events use existing infrastructure, require reduced investment of funds, can minimise tourism seasonality, and are more manageable than larger hallmark or mega events. Such events can also produce positive impacts for local communities. However, most literature on sport event tourism focuses on mega sporting events at the expense of small-scale sport events such as the Climbathon. Therefore, as yet, there is little published knowledge on the factors which have supported the success of this small scale sports event here in Asia. Knowledge of these success factors would be valuable to organisers of similar events both in the region and elsewhere in the world. This paper aims to examine how a small scale mountain race evolved into a regular and prominent event on Sabah's tourism calendar. Specifically, the paper evaluates the first 25 years of the Climbathon in order to delineate and produce insights on the key success factors that have ensured the race goes on.

LITERATURE REVIEW

Perhaps no other two sectors of the economy fit as well as sports and tourism. For both, there is the element of travel, of intentional participation, and where the level of authenticity, organisation and satisfaction with the event and/or place acts to entice a repeat visit. In one definition, Standeven and De Knop (1999, p.58) suggested "sport and tourism as cultural experiences – sport as a cultural experience of physical activity; tourism as a cultural experience of place". Indeed, sport tourism is best conceptualised as a composite of activity, people and place (Weed and Bull, 2009; Higham and Hinch, 2011). However, within that equation, both sports and tourism markets are diverse and include various types of sport as well as niche markets. For tourism destinations, "sport event tourism is internationally recognised as a substantial and highly desirable niche market" (Getz, 2003, p.49). According to Ritchie (1984), special sports events include the staging of one time or recurring events of limited duration, developed primarily to enhance the awareness, appeal and profitability of a tourism destination in the short and/or long term. He suggests that such events rely on uniqueness, status, or timely significance to create interest and attract attention. Indeed, the popularity of international sports translates into significant media attention and such events can be used to draw attention to the host destination (Westerbeek, Turner and Ingreson, 2002). Often, the primary event stakeholder, the tourism destination management organisations (DMO) utilises sport tourism to promote the destination (Kler, 2000). DMOs also strategically use sport events to create a distinct brand image for the destination (Chalip and Costa, 2006). Therefore, increasingly the development and organisation of sports events are the responsibility of the DMOs. There remains a gap in the literature which could focus on understanding further the role played by DMOs in promoting sport tourism.

Most literature on sport event tourism focuses on mega sporting events such as the Olympic Games or World Cup at the expense of small-scale sport events (Gibson, 2002) such as the Climbathon. Small scale sport events use existing infrastructure, require less investment of funds, can minimise tourism seasonality, are easier to manage than mega events, and can also produce positive impacts for local communities (Hinch and Higham, 2011). Some studies on small-scale events are available including an examination of Rugby Union and the Super 12 Competition (Ritchie, 2004); and the critical success factors of the Twenty20 cricket competition in England and Wales (Hyde and Pritchard, 2009). Similarly, research into sports tourism in Malaysia has also focused on mega events such as Formula One Grand Prix, Tour de Langkawi, Commonwealth Games, Thomas Cup (badminton) and the Monsoon Cup (sailing). There has been research into evaluation of a mountain-bike and motor-cross event at a popular lake tourism destination in Terengganu, Malaysia (Aminuddin Yusof et. al., 2009). Findings indicated these races were an effective means of securing economic benefits in a rural community that might have limited attractiveness otherwise. According to Aminuddin Yusof et. al. (2009), there is a lack of literature on sports tourists attending small scale sports events in Malaysia. Such knowledge could assist tourism authorities in the implementation of effective market segmentation strategies. Moreover, they suggest that sports events should not be limited to big cities and that much benefit can be realised through small scale sporting events. Indeed, as argued by Bull and Weed (1999, p.143), "while tourism associated with mega-sporting events… in major urban locations is clearly evident, the potential of sports as a tourism niche elsewhere is perhaps less well appreciated". This study aims to focus on an international sports tourism event that takes place at Kinabalu Park located 84 kilometres away from the capital city of Sabah, Kota Kinabalu.

Next, to examine sport tourism, Higham and Hinch (2006) suggest adopting a geographical approach which raises questions situated within concepts of space, place and environment. Sports tourism places can be evaluated in terms of utility and desirability of the environment for a particular sport (Weed and Bull, 2009). Often, sport is linked to built venues, however, this paper examines the role of a nature based venue, a national park, and also a World Heritage Site. According to Weed and Bull (2009, p. 64), "it is the location of the activity in an unusual place that contributes to the uniqueness of the sports tourism experience". Add to this that place is space imbued with meaning/s (Tuan, 1977) that any location might assume a different and special identify for different peole. For a nature lover, Kinabalu Park might be the heart of biodiversity in the region. But to a participant, racing to the summit during the Climbathon is an annual sporting challenge at Mount Kinabalu. That the Climbathon takes place at a World Heritage Site alleviates its significance making it more meaningful and may act as a catalyst for some participants. According to Bull (2005), certain sport tourism activities are dependent on natural resources that cannot be found in the home area. Weed and Bull (2009) explain that the dependence on natural resources means the interaction of activity, people and place plays a big part in the experience of these sports tourists. Access to the specific resource, in this case, a mountain, will inevitably involve travel. Moreover, the existence of a overt subculture derived from an interaction of the activity, people and places often affects alternative sports tourism activities (Wheaton, 2004). In such cases, Weed & Bull (2009) suggest, there is commitment to the event in terms of active participation based on the element of fraternity. For such participants, both the trip and destination are pre-determined. Similar to tourism, sport involves engagements with other competitors, spectators, officials and volunteers even for individual sports like the Climbathon which takes place in isolation; there is an element of interaction with other people (Higham and Hinch, 2011). This element also needs to be considered in the organisation of a successful event in terms of pre-race briefings, race day facilities, the race itself from when the participants leaves at the 'Start' and reaches the banner at 'Finish'. Additionally, Harrison-Hill and Chalip (2006) suggest sport tourism can be a means to foster repeat visitation. However, the challenge is to determine which market segments are likely to return through consideration of the bases for repeat visitation by sport tourists. If sport is the primary objective of the event (Chalip, 2001) the sport experience will be a key factor which draws the sport tourists to return, particularly when "the experience is highly desired or unreplicable at alternative destinations" (Harrison-Hill and Chalip, 2006, p.179).

According to Weed and Bull (2009), the development and implementation of policies involving the integration of sport and tourism has been difficult. They emphasise that the future direction and success of sports tourism is determined, in part, by the policies and commitment of the relevant government departments. Therefore, in considering a sports event, in order for it to be categorised as a sport, the event should include vigorous physical activity, the element of a structured competition with codified rules as well as being goal-oriented (Standeven and De Knop, 1999; Hinch and Higham, 2011). The planning, development and implementation of the sport within a tourism context needs to be a priority area in light of the rules and regulations of sports governing bodies. This ensures that standards are maintained and the race is accepted elsewhere for accumulation of points. For example, membership of Skyrunner World Series would entice international participants who also race in twenty seven other races in nine countries across five continents (www.skyrunning.com).

METHODOLOGY

The research design for this study is interpretive, utilises an exploratory case-study method as a record of what has occurred or has been reported (Yin, 1994, p.6), and is based on interviews with stakeholders, as well as analysis of documents and personal observations gained through attendance and volunteering at the event. The key research question that guided this study was to understand what ensures the success of a small scale sports event such as the Mount Kinabalu International Climbathon. A novel addition to this case study is the use of oral history as a method to conduct the interviews with a purposive sample of key personnel involved with the development and organisation of the Climbathon. The aim of oral history is to gain first-hand knowledge from people who have lived through an event in order to document and analyse the information for significance (Chaitin, 2008). Chaitin (2008) suggests that oral history provides information that cannot be gleaned from any other sources, and it gives voice to people whose stories might never have been documented otherwise. It is imperative that the success factors of this unique, albeit small scale sport tourism event are documented so the findings could be applied elsewhere if a similar event is deemed suitable.

In the oral history tradition, a single qualitative interview can produce rich accounts of the event or focus of study. Moreover, a single case may be sufficient if it is sufficiently unique (Baker and Edwards, 2012). For this purpose, the Race Director for the Climbathon (since its inception), as well as the Organising Secretary were interviewed over five interview sessions that took place over a month and lasted about an hour each session. Questions were open-ended, as well as person and experienced centered in order to elicit rich detail on the topic being studied and involved active listening. Both key participants shared insights about the background of the event, organisational and developmental milestones as well as other relevant experiences. All interviews were recorded and transcribed before being analysed thematically to establish the reasons behind the success of a mountain race that has survived for 25 years. The interpretive design assumes findings will be based on 'richness, complexity and detail' rather than on statistical logic (Given, 2008). To enhance the trustworthiness of the data, the transcripts, as well as findings were presented to the participants for credibility checks. However, in lieu of a narrative account, this paper presents its findings based on themes related to key success factors. Additionally, over the years, the author has attended the race as a spectator and in 2014 as a volunteer. Documented personal observations have also contributed primarily to the interpretation of data.

CASE STUDY: THE MOUNT KINABALU INTERNATIONAL CLIMBATHON

In order to examine the Climbathon it is necessary to build up a clearer picture of the space, place and environment within which this sport tourism event has flourished for the past 25 years. This section begins with a brief overview of Kinabalu Park and then describes the origins and intricacies of this race.

KINABALU PARK

Kinabalu Park at an elevation of 1800 metres above sea level is located in Kundasang, Sabah, Malaysia on the island of Borneo. Since Kinabalu Park was gazetted as a national park in 1964, it is one of the most frequently visited national parks in Malaysia (Goh, 2007). The park remains the main nature based tourism destination in Sabah with arrivals increasing from only 829 visitors in 1965 to 434,903 visitors in 2005 (Goh, 2007). Key visitor activities include mountain climbing and trekking around the park trails. The park is graded as a Type II protected area according to the IUCN. Visitor numbers also experienced a sharp increase in the year 2001, after the park was accorded World Heritage Site status (December 2000) in light of its biodiversity in terms flora and fauna, much of it endemic (Goh, 2007). Kinabalu Park is situated at the northern tip of the Crocker Range which is the backbone of Sabah. The park is managed by the Sabah Parks Board of Trustees, known as Sabah Parks, a conservation based agency of the Sabah State Ministry of Tourism and Environmental Development. Mount Kinabalu is the most significant feature of the park and the ascent is a trek to the most prominent peak in South East Asia at 4095.2 meters. Therefore, for most of the year, Kinabalu Park attracts both nature and adventure tourists. But what started this mountain race?

Due to the mountain terrain, the fastest way to rescue a distressed climber during bad weather (winds, mist, torrential rains) when a helicopter could not be used, was by foot. In 1984, two Park Wardens (Eric Wong and Francis Liew) decided to form a 'Rapid Reaction Rescue Squad' consisting of fast runners who could reach climbers in trouble. For this purpose, an in-house 'fun-race' was set up to identify the swiftest park rangers (Kan, 1996). The fun-race became a yearly event for park staff. The fun-race caught the attention of the state tourism and sports ministries. Here was as an opportunity to create a formal race that could be used to further promote the mountain to the world and attract tourism to Sabah. By 1987, the Climbathon was officially launched as a national championship with 253 participants. Without this idea by the park wardens (and support of the mountain guides and porters) and vision by the tourism ministry, the Climbathon might have never materialised. In 1988, the race was opened to international participants, and witnessed the prowess of Nepalese Gurkhas (stationed in neighbouring Brunei) as mountain runners who went on to dominate the top spots between 1988 till 1993.

THE CLIMBATHON

In order to understand the intensity of this mountain race, it is necessary to compare the time difference to ascent and descent the mountain between the average climber and a mountain runner. The current race record for Men's Open is held by Marco De Gasperi (Italy) created in 2010 is 2 hours 33 minutes and 56 seconds. The women's record is held by Anna Pichrtova (Czech Republic) created in 2004 is 3 hours 6 minutes and 54 seconds. On the other hand, tourists walk or hike up the Summit Trail (there is another path, the Mesilau trail), a distance of only 8.72 kilometres, yet the ascent and descent takes two days. The Timpohon Gate located 5.5 kilometres away from the main Park Headquarters (1563.8 metres) marks the start of the climb. Here, tourists meet their guides and porters, and are transported by van to this starting point. Figure 1 depicts the race route which is also the route used by the majority of climbers to reach Low’s Peak, or the summit, at 4095.2 metres.

The Summit Trail is used for the Climbathon. Runners are flagged off at the Start area near the Timpohon Gate at the base of the mountain (1,866.4 metres) which involves a steep 2,221 metre climb to the summit and a race down to cross the 'Finish’ line at the Park Headquarters. The total distance of the race is 21 kilometres, or a half-marathon race consisting of mountain terrain which includes wet and slippery ground, stairs, bridges and granite rock surface. Moreover, the climate at the summit, in that it is cold and the air is thin which affects participants' breathing (Radin 2010). The regulations stipulate the race categories (Men Open, Women Open, Men Veteran) as well as time limits. For Men, the time limit is 2 hours 30 minutes to the peak and finish within 4 hours 30 minutes. For Men (Veteran) and Women, the time limit is 3 hours 30 minutes to the peak and finish in 6 hours 30 minutes. Undeniably, this race evokes elements of challenge against both nature and other competitors. These factors coupled with the time limit to complete the race have earned the Climbathon the accolade of 'The World's Toughest Mountain Race'. This in itself has created an attractive image of ‘challenge’ which contributes to the prestige associated with competing in such an event.

DISCUSSION OF KEY INSIGHTS FROM 25 YEARS OF THE CLIMBATHON

Undeniably, the Climbathon is a unique sports tourism experience. This paper makes an original contribution to the field of successfully staging small scale sport tourism events. Findings suggest the Climbathon has endured the test of time due various factors including the innovative vision to use an existing route at Kinabalu Park where this unusual mountain race gained leverage through its link to an established nature tourism destination, Kinabalu Park and to Mount Kinabalu, the race venue. Next, adherence to international sporting regulations was also a key factor. Success is also attributed to the unique combination and role played by key stakeholders including the government, the DMOs, sports associations, volunteers and participants. Additionally, membership to international sports organisations also played an important role to promote this race within the annual racing circuit. Finally, corporate sponsorship and sense of place are also put forward for consideration. Each one of these factors is elaborated in the subsequent discussion. The findings suggest that any tourist destination that aims to develop a similar event should take into consideration the factors presented here.

Figure 1

MT. KINABALU INTERNATIONAL CLIMBATHON RACE ROUTE

Source: Sri Pelancongan Sabah 2010

INNOVATIVE USE OF AN EXISTING ROUTE AT KINABALU PARK

Kinabalu Park and the mountain had always been an attraction for climbers. The park possessed a number of advantages which were successfully utilised to develop a sport event based on an existing route. Basically, the landscape with its rugged terrain, steep vertical climb, and distance were available natural resources. It was a case of moving one step forward and attracting mountain runners. For the race, the ingenious organisers built upon the available climb route for tourists, and modified the race route to accommodate a 'Start area' and 'Finish line'. As an available natural resource, the park had an activity added to its repertoire; a mountain race which fit its image of adventure and challenge. The resource (the mountain, its route) was available, there was no need to build a venue, the organisers chose to add the element of competition and developed in the late 80s, a mountain race, which at that time was a unique sport here in South East Asia. Therefore, it can be concluded that the creation of the Climbathon was an innovative use of existing well-established tourist resources (Kinabalu Park; Mount Kinabalu) and a community activity (the rescue of tourists and a fun-race). Before this time, the park was only a tourist destination; it did not host a formal sports event. The birth of the Climbathon marked the arrival of sports tourism to Kinabalu Park, and Sabah in the late 1980s.

ADHERENCE TO INTERNATIONAL SPORTING REGULATIONS

Through the input of the state Ministry of Sports, this race was designed foremost as a sports event with adherence to international sporting regulations. By definition, a sport activity would include physical activity, competition and codified rules (Standeven and De Knop, 1999). This event was named the Climbathon to reflect the element of 'climb' (a steep 2,221 meter climb) and 'marathon' (as the total race is 21 kilometres which is a half-marathon distance). The Climbathon is categorised as mountain running, a worldwide sport and branch of traditional athletics. The philosophy of athletics, in this case mountain running, is based on the time factor, or how to reach the finish taking the defined way as fast as possible. This is the objective of those who take part in competitive mountain running. Athletes find their challenge in matching their speed against that of other runners, a competition between individuals. According to the International Amateur Athletics Federation (IAAF) Rule 1, traditional athletics consists of track and field, cross country, road running, race walking and mountain running (www.iaaf.org). Mountain running was added to this list in 2002, after the World Mountain Running Association (WMRA) had staged, since 1985, a successful event entitled 'the World Trophy', attracting entries from more than 30 countries. The IAAF recognises WMRA is the controlling body for international mountain running competitions and has organized mountain races for over 30 years (www.wmra.ch).

In terms of being organised along formal competitive lines, from the onset, the race rules for the Climbathon were written in accordance to the IAAF rules for mountain races (B.S. Kler 2014, pers. Comm., 30 November). As Senior Technical Official of the Malaysian Amateur Athletics Union (MAAU), the Race Director used his expertise to establish codified rules for the race. The involvement of the MAAU from the onset, set a standard by ensuring the event was of an international standard. The importance of using existing resources (the fun-race) according to formal or codified rules also contributed to the success of this race. This step made it possible, years later for the organisers of the Climbathon to successfully bid to host an international mountain running championship, as a member of the international mountain running fraternity (elaborated later). Although the literature indicates the integration of sport and tourism has been difficult (Weed and Bull, 2009) this was not the case in this setting. Therefore, the strategy to involve the national sports association (MAAU) in setting up, and officiating at the race was an integral element of success. Aspects of the race in terms of route, distance, attire, time-limits, aid stations and drinking stations, check stations judges, appeal jury and indemnity were designed in line with international standards. Such conscientious attention to detail ensured that the 'sports' element in this sport tourism race retained a high standard.

THE ROLE OF GOVERNMENT IN SPORTS TOURISM DEVELOPMENT

Undeniably, the policies and commitment of key government agencies have played an important role in the success of the Climbathon which supports the suggestion by Weed and Bull (2009). The government is responsible for key infrastructural requirements, the quality of the physical environment in which sports tourism operates, and the extent to which sports facilities are allowed to develop. Moreover, through both its sports and tourism policies, governments can encourage sports tourism development, and through relevant agencies, promote events and attractions overseas. The administrative arrangements in Sabah provide an insight into the success of this event. Responsibility for developing and marketing tourism rests with the Sabah State Ministry of Tourism, Culture and Environment. Over the years, this Ministry has allocated the budget that has supported the race. In time, sponsors have also contributed to the operational costs for the event. Sabah Parks, the Sabah Tourism Board, and Sri Pelancongan Sabah are government agencies under the purview of this Ministry. These agencies have to played important roles both in the establishment and success of Climbathon. Therefore, the success of this race can be attributed to the successful collaboration of these three government agencies. This next section elaborates on the role played by each agency.

SABAH PARKS

Sabah Parks was the agency that conceived the idea for this race and was the main organiser between the years 1987 to 1995. During this period, Sabah Parks made a decision to send representative runners (often national winners of the Climbathon) to participate in the World Mountain Running Trophy organized by WMRA. The purpose was solely to promote the Climbathon and Sabah through printed material distributed at annual WMRA races around the world (B.S.Kler, 2014, pers. Comm., 30 November). Over the years, the key role for Sabah Parks has been to maintain the route for the race, provide route judges and marshals, all of whom are park staff, including mountain guides. Here again, is evidence of creative utilisation of a current resource by the organisers. Park staff also handled rescue services in collaboration with first aid volunteers from the local hospitals. An important sub-division of Sabah Parks at Kinabalu Park is the Kinabalu Mountain Guides Association consisting of guides and porters, some of whom take on duties as marshals (time-keeping/water-stations) as well as participate in the race itself.

SABAH TOURISM BOARD AND SRI PELANCONGAN SABAH

The second agency, the Sabah Tourism Board (known as Sabah Tourism) organised the Climbathon from 1996 with the assistance of Sabah Parks and other voluntary groups. Their key responsibilities were to market and conduct research on tourism in Sabah. Naturally, the budget to organise the Climbathon is allocated by the tourism ministry through this agency. A key contribution of Sabah Tourism has been to use the Climbathon to position and generate publicity for Sabah as a sports tourism destination (Kler, 2000). Sabah Tourism was instrumental in identifying sport tourism as a vehicle to target the sport tourists market segment. Sabah Tourism had been promoting Kinabalu Park as a nature adventure destination explicitly since the 1980's. As organisers and marketers of the Climbathon, Sabah Tourism purposefully drew on the adventure element in the marketing of Kinabalu Park through this race. The Climbathon was used as a form of destination branding for Sabah. By drawing on the accolade 'The World's Toughest Mountain Race', Sabah Tourism created a distinct brand image which was used to promote the event to both national and international participants.

In the year 2000, Sabah Tourism handed over the organization of the annual Climbathon to its event management subsidiary, Sri Pelancongan Sabah (SPS). SPS is also responsible for trade, merchandising and promotional publications which support the marketing and research roles of Sabah Tourism. SPS acts as the local organising committee, and focuses on the essential supporting elements of any sports event including registration, hospitality, accommodation, transport, publicity and media (Z. Mobijohn, 2014, pers. comm., 26 November). SPS is also responsible for the festive like atmosphere at the Finish line area, and the prize giving ceremony, both of which incorporate and exhibit local culture.

Table 1
PRIZE MONEY FOR CLIMBATHON

	Men's Open	Women's Open	Men's Veteran
1st	USD4,500	USD4,500	RM3,000
2nd	USD4,000	USD4,000	RM2,000
3rd	USD3,500	USD3,500	RM1,000

Source: Sri Pelancongan Sabah, Program Book (2010)

Sabah Tourism continues to play its role by promoting the Climbathon through its website, and through funding the prize money. The continuous commitment of the Ministry of Tourism through this agency is also visible in the form of financial support for the prize money. In 2010, the race offers USD33,400 (RM103,500) in prize money (Sri Pelancongan Sabah 2010). As depicted in Table 1, winners in the men's and women's races will receive $4,500 each. Additionally, the first runner to reach the peak wins a 24 carat gold pendant. Runner ups will receive USD4,000 and USD3,500 respectively. Additionally, there are 24 consolation cash prizes of between USD100 and USD900. The victor in the veteran race wins USD645, second position earns USD484 and third place will receive USD323. The availability of prize money adds an element of motivation for the participants.

MEMBERSHIP OF INTERNATIONAL SPORTS ORGANISATIONS

An important success factor for the Climbathon has been membership of international sporting organisations. The growth of mountain running internationally was successfully exploited by Sabah Tourism. The ability of tourism planners to recognize this opportunity and their willingness to provide commitment to the Climbathon is a key success factor. Indeed, the international collaboration with WMRA, and Federation of Sports at Altitude (FSA), now known as the International Skyrunning Federation (ISF) heralded a new horizon to the status and prestige associated with the Climbathon. This section examines membership of two organisations in particular, the WMRA and ISF.

In 1995, Sabah Tourism Board as the organizer for the Climbathon, through the MAAU, initiated to have Malaysia accepted as a member nation in the WMRA (B.S.Kler, 2014, pers. comm., 30 November). Malaysia became the first Asian member country to be part of the WMRA (as mentioned earlier, recognised by the IAAF). Each year, participants and officials were sent to compete in WMRA championships and to promote the Climbathon. Once again, strategic planning translated into plans to bid for a WMRA championship. In 1997, Malaysia won its bid and on the 19th of September 1999 hosted the 15th World Mountain Running Trophy in Kinabalu Park. The race was scheduled back to back with the Climbathon, with its own route as per its race rules of stipulated climb/race distance ratio. Some runners took part in both races and the Climbathon received an increase in foreign participation: from only 50 international athletes in 1998 to 116 in 1999. The opening ceremony of the World Trophy was held in the presence of the then Prime Minister of Malaysia, Tun Mahathir Mohammed, which in itself indicated the level of prestige bestowed upon the event. Moreover, the IAAF dispatched their technical delegates to oversee the event, again pointing to an element of acceptance by the international sports fraternity.

The long-term strategic planning for the Climbathon involved membership to the WMRA which was used to host an international championship. The mountain running trophy was used to generate publicity for Kinabalu Park through the international media. This was a strategic decision to capitalise on one event in order to consolidate the position of Sabah as a nature adventure sports tourism destination. Indeed, Chalip (2004) suggests the need to leverage sports tourism for economic and social benefit at organisational and policy level. "The objective is to identify strategies and tactics that can be implemented prior to and during an event in order to generate particular outcomes" (Chalip, 2004). The organisers of the Climbathon succeeded in doing so by drawing on its membership to the WMRA.

International collaboration continued through membership to international sporting organisations. In 2003, the Climbathon became a member of the FSA. The FSA was a private, non-profit federation which had managed skyrunning since 1995. "Skyrunning is defined as running in the mountains above 2,000 metres altitude where the climbing difficulty does not exceed II° grade and the incline does not exceed 40%" (www.skyrunning.com). The Climbathon fit this criteria and the organisers were invited to join the FSA. In 2009, the FSA was renamed the International Skyrunning Federation (ISF) and remains the only authority representing skyrunning. The principal aims are the direction, regulation, promotion, development and furtherance of the sport of skyrunning and similar multisport activities at altitude on a worldwide basis in accordance with the Olympic charter (www.skyrunning.com). Since 2004, the Climbathon has been part of the ISF annual Skyrunner World Series (14 races in 13 countries with participants from 37 countries as at 2010) race circuit as its final race. The world series attracts competitors who are top athletes from around the world aiming to improve their ranking in the international skyrunning arena. Points are awarded per race, calculated for each team, and combined to provide an international ranking. Of the 14 member nations, Malaysia, through the Mount Kinabalu International Climbathon, was one of the only two Asian nations within this group, and for close to a decade remained the only race in the circuit which was held outside of Europe. The Climbathon was the final leg of Skyrunner circuit until 2011 when a new Asian Mountain Race Circuit was introduced in 2012.

Nevertheless, it is suggested that through this collaboration, the Climbathon received the added benefit of organisers' visibility through specific promotional material produced by the ISF. Affiliated races and their sponsors receive exposure through the official ISF website and through federation communication. At the same time, race organiser's promotional material must include the ISF logo and the official competition category logo (for example “Skyrunner® World Series”). Inadvertently, this membership provides valuable international promotion for both the Climbathon and ISF. Such international exposure translated into publicity for Sabah as the location of a unique sporting event (Kler, 2000).

SPORT TOURISM PARTICIPANTS

A key outcome linked to membership has been the presence and availability of participants. Membership of the ISF ensured member nations sent participants and officials to the race, on a yearly basis. As part of an international circuit, where participants compete with likeminded runners, participation in the race is highly desired. Moreover, with its distinctive location, Mount Kinabalu and as one of the 14 races which occured during the ISF calender year, it is unreplicable.

Table 2
PARTICIPANTS AT THE CLIMBATHON BETWEEN THE YEAR 2000 AND 2011

Year	2000	2001	2002	2003	2004	2005
International	71	49	50	44	77	64
Total	213	221	226	233	279	240
Year	2006	2007	2008	2009	2010	2011
International	83	91	123	172	226	199
Total	322	364	368	493	740	735

Source: Sri Pelancongan Sabah (2014).

Indeed, as depicted in Table 2, the number of international participants at this race have continued to grow. Since the 2004 entry into the ISF circuit, the number of both foreign and local participants have steadily increased with the continuous participation of repeat nations, and also the arrival of newcomers on a yearly basis. By its 25th year, the Climbathon had an established base of mountain runners who returned each year to take on the challenge. Over the years, local participants, or Sabahans have also increasingly participated in the race.

According to Gratton, Shibli & Coleman (2004), sport events generate a diverse and heterogeneous flow of travellers which includes athletes, team personnel, fans, coaches, media and family members. Indeed, during this two day race, an interesting range of people descend upon the park including the local organising committee, participants, judges, time keepers, rescue personnel and spectators. Here it is suggested that sport tourism participants at the Climbathon include the runners, as well as the spectators, volunteers, and others working to ensure the event progresses smoothly. At any Climbathon over the years, there has been support from numerous organizations including (to mention a few) the Sabah Amateur Radio Society (provision of running commentary as the race progresses across the entire route), Red Crescent, St. John’s Ambulance and Civil Defence Department (in terms of rescue and aid for runners).

CORPORATE SPONSORSHIP

In its 25 year history, the Climbathon has received support in terms of sponsorship from various organisations some of which has continued to the present day. This includes Malaysia Airlines (discounted airfares for participants and apparel), Telekom Malaysia, Sutera Sanctuary Lodges, Tourism Malaysia, Spritzer (mineral water), and Exotic Adventure (ground handling and tours). Future work can examine the importance of gaining corporate sponsorship to understand its contribution to the success of a sport tourism event. Additionally, the organisers have also received support from local government (district offices, government hospitals) and local media (Radio & Television Malaysia, local press) as well as international media including sport magazines. Their role in supporting small scale sports events can also be investigated.

SENSE OF PLACE

Mount Kinabalu is a special place for the local Dusun community who live in villages at the foothills of the mountain. The mountain is revered and considered sacred. The Climbathon has evolved to become part and parcel of Kinabalu Park. For two days a year, the hive of all activity centers on this mountain race. Over and above the fact that this event is unique, takes place at a World Heritage Site, is an understanding that most of the key stakeholders involved in the organisation of this race possess a strong sense of place (SOP) towards Mount Kinabalu and its Climbathon. SOP is the sentiments of attachment which humans develop in relation to physical places, and can be defined as the emotional, cognitive and functional bonds with a place (Stedman, 2003). Most of the local officials on duty as well as volunteers during the race have been involved with this event for over two decades. The park, its mountain and this race are all deeply meaningful places for them. The Climbathon is a source of pride for these stakeholders, particularly as the event is a successful collaboration of local agencies. Here, it is suggested that the long term benefits of staging this small scale event includes a consolidation of local people's sense of place towards Kinabalu Park. Further investigation into the importance of SOP towards sport tourism would enhance our understanding of how to manage change for the Climbathon, even as its legacy remains intact over a quarter of a century.

CHALLENGING THE WAVES: THE CLIMBATHON ADVENTURE SERIES

After 25 years, the organisers decided to adapt the Climbathon, to reinvent it in order to add value to the original race. Therefore, the findings presented so far will be of use to future work which might examine the advantages and disadvantages of this new format. From 2012 onwards, the race became known as Mt. Kinabalu International Climbathon. Adventure Series. There would now be two races, the Summit Race and an Adventure Race. The Summit race would be open only to Elite runners and limited to 150 participants. The Adventure Race would start at Kinabalu Park (1,563.8 metres, climb to Layang-Layang Hut (2,702.3 metres) and descend on the Mesilau trail towards Kundasang town (1,292 metres) covering 23 kilometres. Similar to the Adventure race, the Elite runners would also on their descent head towards Mesilau and complete their race at the same Finish line but cover a total of 33 kilometres. By remodelling the race in this way, the organisers also decided to withdraw from being part of the ISF circuit (Skyrunner World Series), and set up in 2012, the new Asian Mountain Race Circuit consisting of Mount Ugo Pilipinas Akyathlon: The Phillipines International Skyrace ("akyat" meaning "to climb" in Tagalog); Fuji Mountain Race, Japan; and Mt. Kinabalu Climbathon. A small summary is presented in Table 3 below. Being part of a circuit continues to attract international participants, and the new Adventure Series continues to attract participants annually. In 2015, the Climbathon will be held for the 29th year, not quite as old as Fuji Mountain Race (68th year) but with years of experience over Mt. Ugo Akyathlon (4th year).

TABLE 3
SUMMARY OF ASIAN MOUNTAIN RACE CIRCUIT

Race	Pilipinas Akyathlon: Phillipines International Skyrace	Fuji Mountain Race	Mt. Kinabalu International Climbathon
Location	Mt. Ugo, Benquet, Philippines	Mt. Fuji, Japan	Mt. Kinabalu, Sabah, Malaysia
Height	2150 meters	3776 meters	4095.2 meters
Annually in	February	July	October
2015 being held for the	4th Year	68th Year	29th Year
Organisers	Philippines Skyrunning Federation	Fujiyoshida City Hall	Sabah Tourism Board/Sri Pelancongan Sabah

There is much research that can be conducted on the Climbathon, from many different angles. Additionally, a comparative study can be conducted on all three of the races in the Asian Mountain Race circuit. Additional research can be conducted to examine the full benefits of this event utilizing the Triple Bottom Line Approach, or applying Stakeholder theory to further discuss these findings. This paper has attempted to examine the question what ensures the success of a small scale sports event. Based on the factors presented, an in depth study on each factor can also be conducted to gain deeper insight and knowledge. Findings presented in this paper would be valuable to other tourism destinations that might have their own unique natural resource which could be combined with sport to produce a sport tourism event. In conclusion, this paper suggests that the Mt. Kinabalu International Climbathon is an exemplary case that could be applied to staging small scale sports events elsewhere.

POSTSCRIPT

At 7:15a.m., 5th of June 2015, a moment magnitude 6 earthquake with its epicentre 15 kilometres from Ranau, a town at the foothills of Mount Kinabalu, lasting 30 seconds caused damage to climbing trails and trekking paths. Sadly, the earthquake also caused the loss of life -14 climbers and four mountain guides. 137 other climbers were stranded on the rock face for most of the day but were rescued by the group of mountain guides who were stranded with them. Climbing activities are temporarily suspended. Due to this, the Organising Committee has decided to cancel the 29th Annual Mt.Kinabalu International Climbathon slotted for 17th and 18th October 2015.

ACKNOWLEDGEMENTS

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PERCEIVED VALUE OF TOURISTS FROM SOUTHEAST ASIA FOR CHINA-ASEAN EXPOSITION

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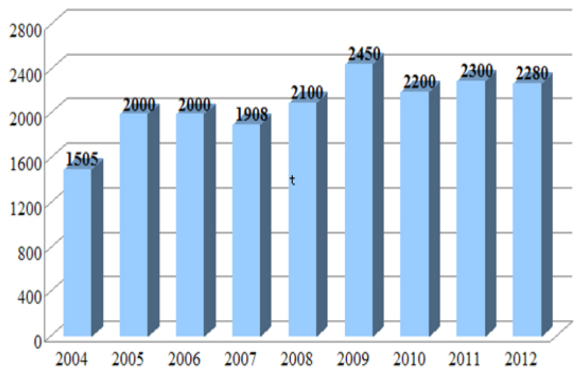
Guangxi, as a province of "one Belt and one Road", not only adjoins Southeast Asia countries on land, but also is an important link between Chinese Southwest and Southeast Asia on the ocean. Since 2004, Chinese and other leaders from Southeast Asian attend CHINA-ASEAN Exposition once a year in Nanning of Guangxi to strengthen regional cooperation in commerce, tour, culture and high- technology. In the research, questionnaires are sent and recycled by attendants of exhibition to learn tourists' behaviour characteristics as well as relationship between demographic variables and perceived value, which provides scientific evidence with perceived value dimension. According to perceived value theory, a model of tourists from Southeast Asian who feel real value of CHINA-ASEAN Exposition is built and tested. As a result, it is proved that dimensions of perceived value consist of quality value, service value, emotional value, and knowledge value as well as every dimension has impacts on perceived value positively, which not only provides a practical measure method with tourism industry of Guangxi, but also provides useful reference to development of local tour industry.

INTRODUCTION

China-ASEAN Expo is held annually in Nanning of Guangxi from 2004 to now. It is an international trade event that is co-sponsored by the ministries of commerce or trade & industry of China and the 10 ASEAN member states as well as the ASEAN Secretariat. So this is an important platform for the two-way cooperation between China and ASEAN in different fields.

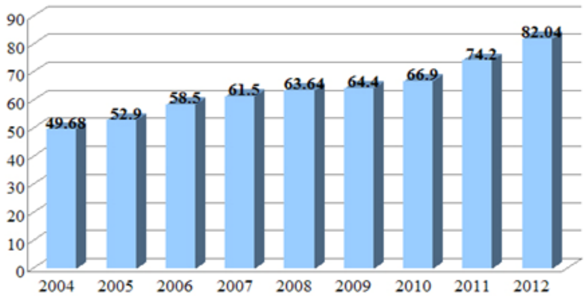
Figure 1
EXHIBITING ENTERPRISES



Source: http://www.caexpo.org/

As is shown by figure, the exhibiting enterprises have increased from 1505 in 2004 to 2280 in 2012. The scale of exposition becomes larger than ever. Many enterprises home and abroad make use of the exposition to get commercial trade.

Figure 2
CONTRACTUAL VOLUMES OF INTERNATIONAL COOPERATION PROJECTS IN US$100 MILLION



Source: http://www.caexpo.org/

As is shown by figure, compared with 9 years ago, the contractual volumes of international cooperation projects in US$100 million have increased to one time in 2012.

According to the official report, 13 Premiers or presidents, including China and ASEAN, took part in the exposition of 2013. Some premiers from southeast countries have attended the exposition at least two times, such as prime minister for Vietnam, prime minister of the Lao People's Democratic Republic, prime minister of the Kingdom of Cambodia and prime minister of Myanmar. 280 government ministers attended to the exposition. In these people, ministers from southeast countries and international organization are more than others. Li Keqian for premier of the People's Republic of China respectively communicates with heads of 6 Southeast Asian Nations. Meanwhile 134 media reporters from 88 media TVs were present at the exposition. Because of the exposition, bilateral trade between china and Southeast countries has already increased from 10 billions USD in 2004 to 44.36 billion USD in 2013. Accumulated two –way investment reached 12 billions USD. Now, China has become southeast countries' first trade partner and southeast countries have always been Chinese third major trade partner.

80 international buyer delegations in 2014 with an increase of more than last year's international buyer delegation growth rate (15%).

The purpose of this research is to identify different dimensions of perceived value, based on a set of benefit variables. Therefore, tourists' perceived value is classified by cluster analysis, based on the benefit variables. Other purpose is to identify the perceived value underlying the benefits sought by IPA. So the research helps manager of exposition to learn which ways is useful to do better and how to improve service segment. By empirical analysis, this research provides practicable reference to make exposition strategy successfully.

LITERATURE REVIEW

1. Perceived value

Zhou Z. Z., (2011) supports Zeithaml (1988) opinion for conception of perceived value. Perceived value is consumers evaluate their service benefits and cost, and make a comment of effectiveness. Wang Z., Deng J.W., Gao S., (2014) do a research of perceived value by empirical research as a example of Weifang International Kite Festival. It is certified that entertainment value, emotional value, scene value, service value and cultural cognitive value consists of perceived value dimension of sports festival tourism. Wang C.H., Lu L., Xia Q.Y., et al., (2011) use Likert scale to design questionnaires for Shanghai world expo, and then discover perceived value of exposition for mainland tourists pay attentions to perceived value and dimension of perceived value involving service value, emotional value, perceived price, convenience value.

2. IPA

Martilla J.A. and James J.C. (1977) invent IPA to test consumers feel what is important is that car supplier provide service and what is satisfaction for service. Importance of product or service is lateral axis, satisfaction of product or service is vertical axis. Two – dimensions divide into four quadrants, including keeping up the good work for the first quadrant, possible overkill for the second quadrant, low priority for the third quadrant, and concentrate here for the four quadrants. Now, some scholars devote to apply IPA into tourist and exhibition research. For exmple, Xiao Q.Y., Wang C.H. (2012), Tourists are as the research sample to built tourists' satisfaction model to make satisfaction measurement in terms of composition of dimension, such as landscape value, scenic spot environment, entertainment, shopping and so on.

METHODOLOGY

The questionnaires are designed with Likert scale based on five-point scales. Investigator can select perception from very disagree, disagree, normal, agree to very agree and investigator can select from not very important, not important, normal, important to very importance in five-point scales.

Tourists from southeast countries are the sample of research in the research. The place of sending questionnaires includes the door of exhibition, exit of forum or promotion conference, and the hall of hotels in where many southeast tourists live in. In the investigation, 160 questionnaires are sent with a response rate of 88 percents. However, 125 questionnaires are effective.

The factor analysis is used to explore dimensional composition of tourists' perceived value. After dimensional composition is known, different dimensions of perceived value are given a name. Kaiser (1974) points out that the correlation of content in questionnaire is tested by KMO. It is necessary in factor analysis that the high KMO means a better correlation and $P < 0.05$ in KMO and Bartlett means significance. As is shown in table, KMO=0.812 and P=0.000 （<0.05）indicate that the factor analysis meet condition.

Table 1
KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.812
Bartlett's Test of Sphericity	Approx. Chi-Square	745.029
	df	66
	Sig.	.000

Zaltman and Burger(1975) point out that eigenvalues must be more than 1 and the total factors which are extracted must be over 40%. In principle analysis, three eigenvalues are more than 1. Then, according to their feature, they is named by emotional value , social value, and epistemic value and the accumulated variable is explained by 67.892% in three dimensions, which shows that perceived value has good validity. Cronbach's a is used to test consistence and stability of subjects in questionnaires. Hair J.F., Rolph, J. E., & Ronald, A. L (1998) think that Cronbach a>0.7 means higher reliability. The scale is very reliable because of cronbach's a >0.7 in every dimension.

Table 2
FACTOR ANALYSIS

Dimentional Composition t	variables	Rotation Sums of Squared Loadings			Cronbach's Alpha
		Total	% of Variance	Cumulative %	
Quality Value	I think that O2O exposition is convenient. I feel satisfied with service attitude of attendants. I think that attendants have expertise to answer my questions. I am satisfied with exposition environment. I think that brochure provides business and tour information for me. I think that attendants give me a timely service response.	3.193	26.612	26.612	0.833
Epistemic value	I learn research capability of Chinese product form exposition. I learn a lot of Chinese culture from exposition. I learn Chinese local specialty from exposition.	2.606	21.716	48.328	0.869
Emotional Value	I have a fun experience in exposition. I am glad to make many friends in exposition. I think that exposition atmosphere is friendly and happy.	2.348	19.564	67.892	0.841

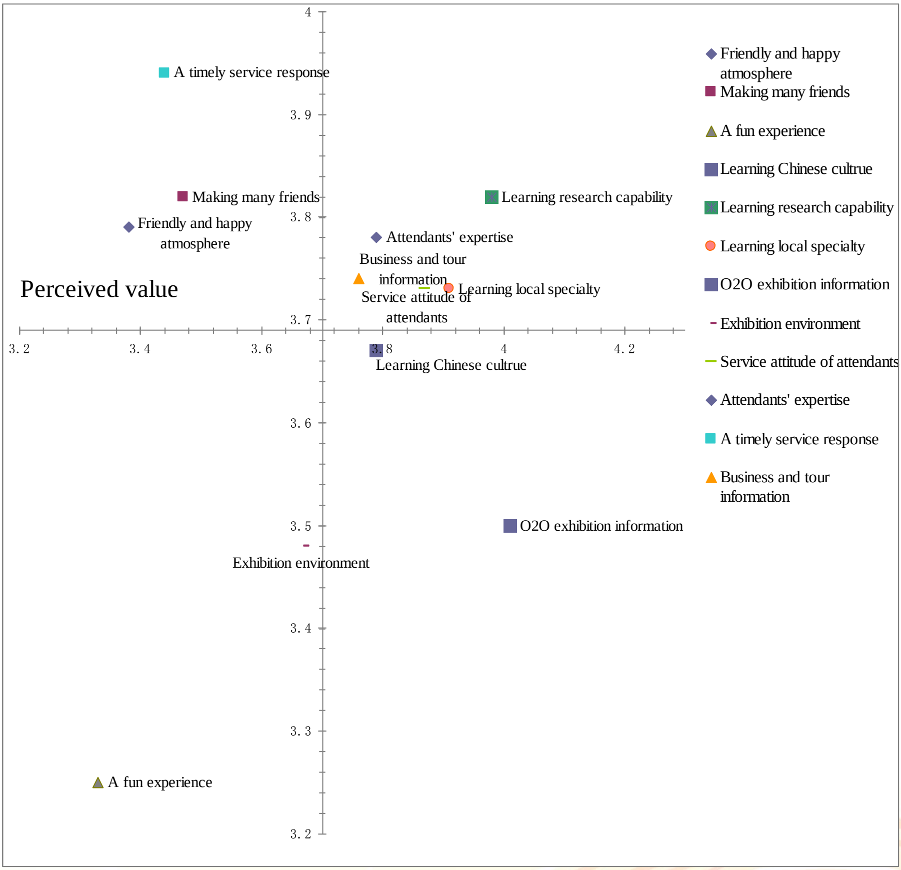
In order to improve tourists' satisfaction and build service brand, importance and perception of emotional value, epistemic value, and quality value are analyzed by IPA with a purpose of building service brand. A boundary is perception for X-axis with a mean (M=3.70) and importance for Y-axis with a mean (M=3.69). 12 indexes for the mean of importance and perception are divided by a high and low region, which forms four quadrants in a matrix. 12 importance and perception indexes include friendly and happy atmosphere, making many friends, a fun experience, learning Chinese culture, learning local specialty, O2O exhibition information, exhibition environment, service attitude of attendants, business and tour information, a timely service response and attendants' expertise.

Table 2
DESCRIPTIVE STATISTICAL ANALYSIS OF PERCEIVED VALUE AND IMPORTANCE

Factor	Perceived value		Importance	
	Mean	Std. Deviation	Mean	Std. Deviation
Friendly and happy atmosphere	3.38	0.836	3.79	0.692
Making many friends	3.47	0.945	3.82	0.700
A fun experience	3.33	0.945	3.25	0.920
Learning Chinese culture	3.79	0.774	3.67	0.801
Learning research capability	3.98	0.758	3.82	0.836
Learning local specialty	3.91	0.815	3.73	0.874
O2O exhibition information	4.01	0.718	3.50	0.827
Exhibition environment	3.68	0.769	3.48	0.809
Service attitude of attendants	3.87	0.731	3.73	0.737
Attendants' expertise	3.79	0.659	3.78	0.719
A timely response	3.44	0.895	3.94	0.689
Business and tour information	3.76	0.842	3.74	0.669

As is shown by the figure, service attitude of attendants, attendants' expertise, learning business and tour information, learning Chinese local specialty as well as learning research capability from exposition is in the first quadrant, which indicates that tourists pay attention to these services and have great perceived value for China-ASEAN Expo. Several factors lead to advantage of these services in first quadrant. Firstly, for attendants' expertise and service attitude, the reason why exposition meets tourists' expectation is that Guangxi International Expo Affairs Bureau recruits attendants who must obtain undergraduate or have exhibition experience with an examination before recruitment. Thus attendants are able to provide polite expression, spoken English and good manner for tourists. Secondly, for learning research capability, tourists of southeast countries learn Chinese creative level from China-ASEAN Forum on Beidou Satellite Navigation system, China-ASEAN agricultural machinery development forum and agricultural circular economy forum 2014. By exposition, more and more tourists learn that Chinese people are able to produce premium products to expand export of sophisticated manufacturing product or make cooperation of technology between China and Association of Southeast Asia Nations in the future. Thirdly, commitment of exposition makes brochures in which introduce special view and special tour product with wonderful photograph to tourists abroad and brochures send tourists freely. What is more, for learning local specialty, tourists learn Chinese local product and brand value form the 4th China-ASEAN quality fruits promotion during exposition to make an order of buying and do word of mouth advertising abroad. Overall, although exposition has met tourists' expectation, attendants of the exposition strengthen communication with tourists to improve customers' loyalty and deliver exposition value for customers.

Figure 3
PERCEIVED VALUE AND IMPORTANCE OF IPA



Friendly and happy exhibition atmosphere, making friends and a timely service response are in the second quadrant which shows that tourists won a good appraisement and suppressed tourists' expectation. For example, a business talking between Vietnamese buyers and Chinese suppliers in exposition makes tourists find new cooperation partners or new friends in same interest. In spite of service advantage of China-ASEAN Expo, tourists seldom attached great importance to these services. So input of some resources reduce gradually and then these resources are input into urgent service projects.

Exhibition environment and a fun of experience are in third quadrant. The quadrant shows that tourists pay less attention to these services with a lower perceived value. The China-ASEAN Expo Secretariat held 8th China-ASEAN art creation match, opening ceremony of China (Guangxi)-Singapore film weekend, photograph exposition, international golf tournament for China-ASEAN, and rally match for China-ASEA, to enrich tourists' entertainment experience and improve their emotional value.

Exhibition intelligence and learning Chinese culture is in fourth quadrant shows that in despite of lower perceived value, tourists pay great attention to these projects. Although China-ASEAN Expo send visitor a manual of culture exposition and China-Singapore-Thailand cultural exchange forum, the effects of cultural promotion is not good. So exposition should make more and more tourists concern Chinese culture by multi-spread channel. Deliver of channel, including animated advertising, vivid image, and wonderful video, arouse tourists' interest make tourists enjoy Chinese cultural value. In addition, online to offline exhibition provides one-step exhibition service to bring purchaser, exhibitor and visitor convenience. O2O not only makes tourist quickly search exhibitor who provide product or service for those people who expected to buy , but also quickly search exhibitors' position and direction in exhibition hall and other activities in exposition. So a region in fourth quadrant means the manager should be inclined to these services and put the majority of resource into these services to find out source of problem by investigation and make measures. Once service quality makes a great improvement, tourists will be only satisfied with exposition, but also won loyal tourists.

SUMMARY

The result indicates that IPA is applied into exposition is feasible with benefit segmentation. IPA proves which service are important and how well the exposition does to meet tourists' need. The important services which are regarded as need to improve. Keeping the competitive advantage to satisfy tourists' need better.
By factor analysis, the dimension of perceived value is composed by emotional value, epistemic value, and quality value in that the perceived value can be explained by emotional value, epistemic value, and quality value significantly.

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A STUDY ON THE BENEFITS AND IMPACTS INFLUENCING THE SUPPORT OF ROAD RACE EVENTS IN TAIWAN

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The purpose of this study is to investigate road race events participants' cognition of the benefits and impacts influencing support for the events in Taiwan. In this study, relevant literature regarding the benefit and impacts of sporting events were analyzed to explore the impact as well as the social, environmental, and economic benefits influencing the support of road race events. A questionnaire was developed for this quantitative research to examine the relationship between the benefits and impacts which affect support for the events. A total of 2200 questionnaires were distributed to respondents who had participated in a road race event within the past year in Taiwan; a total of 1615 valid questionnaires were collected. All data were analyzed using SPSS 17. The results revealed the following: 1) Road race event participants' cognition of social benefits, environmental benefits, economic benefits, environment impacts, and economic impacts were positively related to support of road race events; 2) 69.2% of the variation in support of road race events was explained by their cognition of social benefits, economic benefits, social impacts, and environmental impacts. Among them, social benefits was the most significant factor in explaining variance (67.7%), followed by economic benefits (1.2%), environmental impacts (0.2%), and social impacts (0.1%). In conclusion, these results will help us to better understand the relationship between the cognition of social benefits, economic benefits, social impacts, and environmental impacts with regards to support for road race events. The results show that social benefits play a key role in the support of road race events, while environmental benefits and economic impacts were less obvious. The results also showed that road race participants' enthusiastic support of events was due to the events' contribution to promoting sports, improving the social atmosphere, developing a new sports culture, and enhancing quality of life.

INTRODUCTION

Background

Sport tourism includes travel away from one's primary residence to participate in a sport activity for recreation or competition, travel to observe sport at the grassroots or elite level, and travel to visit a sport attraction such as a sports hall of fame or water park (Gibson, Attle, & Yiannakis, 1998). Sport tourism is a multi-billion dollar business, one of the fastest growing areas of the $4.5 trillion global travel and tourism industry (Travel Wire News, 2004). By 2011, travel and tourism is expected to be more than 10 percent of the global gross domestic product. Sporting events provide an opportunity to profile and promote different countries to this lucrative niche market (Agrusa, Agrusa, Tanner & Lema, 2006). By way of illustration, Sports Travel Magazine has estimated that the sports-related travel and tourism market is worth over US$118 billion. Today, major sporting events are becoming tourism attractions as well (Ford-Warner, 2004).

In recent years, the marathon or road race events have gradually grown to be the niche sports events, attracting tourists from all over the world (Research and Markets, 2011-2012). According to the US Travel Association (USTA, 2012) statistics, every year more than eight million runners participated in and completed these races. Many tourist activities occurred due to these events with participants bringing their family members or friends for the tourism activities. The impact of show marathon or road race events on tourism activities has gone beyond as simply the major sporting events. The explosive growth of the road race events in recent years is evident as the number of road races, the registration "spike" phenomenon began to show in the marathon enrollment (Lin, 2012). Taiwan has been among the world's four major marathon countries, with the other three being United States, Germany and Japan. The rapid development of Taiwan's road race is represented by a sum of 42.195 km marathon and ultra-marathon with 346 games in 2014 or 501 games if including all road race events (Ko, 2015). Taiwan is "the highest number density country marathon" (Zeng, 2013) in the world if the area and population is the determining basis.

The majority of studies pertaining the impacts of locally-sponsored sporting events have focused on the economic impacts in the past, only a few studies explored the social impacts on the local residents (Ohmann, Jones & Wilkes, 2006). Their suggested that most residents were convinced of many positive benefits, especially in the urban renaissance, increased sense of security in town, as well as the enhanced positive surrounding, the behavior of race fans, and the overall atmosphere. However there were also certain negative impacts perceived by the residents. A few residents believed that the increased crime rate and prostitution brought about by the event would result in lower property rents, property prices and hotel room rates. Marathon or road race events, though 1-2 days of generally short-term and small-scale sports events, bring in a large number of runners and tourists in a short amount of time. It certainly has great social, environmental and economic impacts. What are the benefits and impacts of road race events? What is participants' cognition about the support of road race events? Faced with a wave of Taiwan road race phenomenon these issues definitely are worth of being further analyzed and discussed.

The theory of residents support toward sports events, generally explained by social exchange theory (Chen, 2001; Harrill, 2004; Vogt & Jun, 2004), this theory to describe the communication and consultation process between their personal or groups from social psychology and sociology. It shows that people engaged in interactive who expect in benefit or reward from others (Blau, 1964), or create relationship obligations from each other (Emerson, 1976). Therefore, human relations are subjective cost-benefit analysis formed the binding by common responsibility, reciprocity or reward (Cropanzano & Mitchell, 2005). Social exchange theory applied in the benefits and impacts study of tourism or event destinations, is based on the assumption of development tourism or event effectiveness exceed the costs of visitors shared environmental and social resources, so the residents will support the development of tourism or event (Fredline & Faulkner, 2000; Harrill, 2004).

This study focuses on to explore the benefits and impacts influencing the support of road race events in Taiwan. The findings may provide useful insight for the government to establish road race sports tourism policy, as well as for the operators and organizers of road race events to develop strategies on product planning, services and marketing and to improve service quality.

Research Objectives

1. To investigate the relationship between participants' cognition of the benefits, impacts and the support of events in Taiwan.

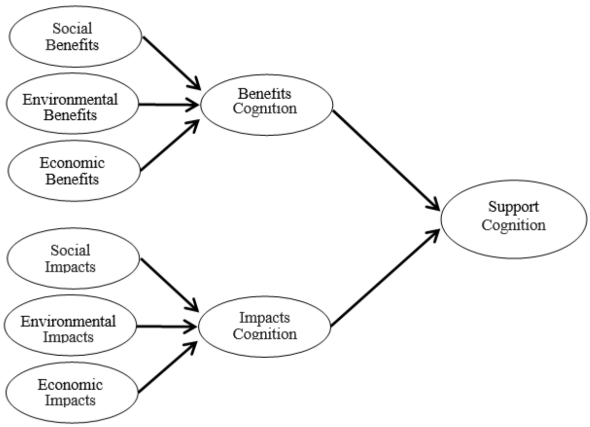
2. To predict road race event participants' support cognition by their cognition of the benefits and impacts.

METHOD

Research Framework

Comprehensive aforementioned theories and literature form the basis of this research framework (Figure 1):

Figure 1
FRAMEWORK OF STUDY



Data collection

This study targeted road race event participants who had participated in road race events in the past year in Taiwan. A purposive convenience sampling and convenient method was adopted to collect data from those aged 20 or more. A total of 2,200 questionnaires were distributed to respondents who had participated in road race events in the past year in Taiwan, of which, 1615 valid questionnaires were collected. The participants' demographics analysis comprised of 952 male responses (58.9%) and 663 female responses (41.1%). The age group and participate times in the past year was shown in Table 1.

Table 1
PARTICIPANTS' DEMOGRAPHICS AND PARTICIPATE BEHAVIORS ANALYSIS. N=1615

Variable	Category	Frequency	Percentage
Gender	Male	952	58.9%
	Female	663	41.1%
Age Group	20 years old & below	226	14.0%
M=31.53	21-30 years old	564	34.9%
SD=10.50	31-40 years old	320	32.2%
	41-50 years old	214	13.3%
	51 years old & over	91	5.6%
Participate times	1 time /year	457	28.3%
in the past year	2-4 times /year	686	42.5%
M=4.34	5-9 times /year	271	16.8%
SD=5.28	10 times & over	201	12.4%

Instrumentation

A questionnaire was developed for this quantitative research to examine the relationship between the benefits and impacts which influencing the support of road race events in Taiwan. The development of the questionnaire was based on relevant literature regarding the benefits and impacts of sporting events (Hritz & Ross, 2010; Moore, 2007; Hardiman & Burgin, 2010; Monterrubio, Ramírez, & Ortiz, 2011; Ohmann, Jones & Wilkes, 2006), as well as other relevant literature (Harrill, 2004; Vogt & Jun, 2004; Chen, 2001; Gursoy, Jurowski, & Uysal, 2002; Ko & Stewart, 2002).

The questionnaire consists of three sections: Scale of Road Race Events Participants' Benefits Cognition, Scale of Road Race Events Participants' Impacts Cognition, and Scale of Support of Road Race Events. The three scales analysis revealed that: (1) the critical ratio values and total correlation coefficients for each item reached a significant level, showing construction of the scale has discrimination; (2) Factor analysis showed that the total cumulative reading of the three scales explained 77.69 - 90.69% of the variance, and the above showed all research instruments had construct validity; (3) Reliability analysis showed that each scale's Cronbach's alpha coefficients was above .90, suggesting that the internal consistency was acceptable (Chiou, 2010). The above three scales demonstrated sound discrimination, validity, and reliability, it is suited to measure participants' opinions regarding the benefits, impact, and support of road race events in Taiwan.

Data Analysis

SPSS version 17.0 was used, which provides a descriptive statistics analysis of participants' demographics and participate behaviors. The Pearson's correlation coefficient was used to analyze the relationship between road race event participants' cognition of the benefits, impacts and support of events in Taiwan. The

Stepwise Regression Analysis was chosen to predict road race event participants' support cognition by their cognition of the benefits and impacts.

RESULTS AND DISCUSSIONS

The analysis on the types of road race participants

As is listed in Table 1, the average participate times in the past year is 4.34 (SD=5.28). Regarding the type of road race item (Table 2), the one with the highest percentage is half marathon (47.86%), followed by 6-10 km (39.26%), 11-20 km (29.04%), marathon (23.22%), 5 km or less (17.83%), ultra marathon (4.15%), and triathlon (2.60%). The analysis of road race participants' types shows that their favorite road race items are half marathon, 6-10 km, 11-20 km and marathon.

Table 2
SUMMARY OF TYPES OF ROAD RACE PARTICIPANTS IN THE STUDY. N=1615

Types of road race	n	%	M	SD
Ultra Marathon	67	4.15	1.07	1.89
Marathon	375	23.22	3.47	5.79
Half Marathon	773	47.86	3.04	3.79
11-20 km	469	29.04	1.94	2.33
6-10 Km	634	39.26	2.28	2.69
5 km or less	288	17.83	1.39	1.64
Triathlon	42	2.60	.31	.52

The relationship between road race event participants' cognition of the benefits, impacts and support of events

Analysis based on the correlation coefficient matrix (Table 3) shows that the road race participants' cognition of social benefits, environmental benefits, economic benefits, environmental impact and economic impacts have significantly positive correlation ($p < .05$) to the support of road race events, with correlation coefficients ranging between .087 and .823. The results are similar to those of the relevant literature, the support of road race events is significantly correlated with social benefits, environmental benefits, and economic benefits. (Fredline & Faulkner, 2000; Harrill, 2004; Hritz & Ross, 2010; Monterrubio, Ramírez, & Ortiz, 2011), but also residents are willing to accept a reasonable range of impact (Moore, 2007; Hardiman & Burgin, 2010; Daniels, Norman, & Henry, 2004; Blake, 2005; Chalip, 2004; Dwyer, Forsyth, & Spurr, 2005; Horne, & Manzenreiter, 2004).

Table 3
SUMMARY OF PEARSON CORRELATION COEFFICIENT FOR THE RELATIONSHIP BETWEEN ROAD RACE EVENT PARTICIPANTS' COGNITION OF THE BENEFITS, IMPACTS AND SUPPORT OF EVENTS.

Variables	M	SD	SE	SB	EnB	EcB	SI	EnI	EcI
Support Event (SE)	5.93	1.11	1.000						
Social Benefits (SB)	6.06	1.13	.823*	1.000					
Environmental Benefits (EnB)	5.48	1.28	.610*	.688*	1.000				
Economic Benefits (EcB)	5.66	1.15	.699*	.763*	.773*	1.000			
Social Impacts (SI)	4.38	1.35	.028	.063*	.013*	.108*	1.000		
Environmental Impacts (EnI)	4.66	1.33	.087*	.106*	-.036	.083*	.780*	1.000	
Economic Impacts (EcI)	4.09	1.30	.044*	.065*	.121*	.148*	.620*	.610*	1.000

* P <. 0.05 (two-tailed).

Stepwise regression analysis of road race event participants' support cognition by their cognition of the benefits and impacts.

The relevant factors for road race event participants' support cognition are chosen according to the stepwise regression analysis results. The chosen variables include social benefits (SB), environmental benefits (EnB), economic benefits (EcB), environmental impacts (EnI), economic impacts (EcI) and social impacts (SI). Before undertaking the stepwise regression analysis, tests were conducted on the hypothesis which includes support cognition' normal distribution, independency of independent variables autocorrelation, and linear modeling's goodness of fit. From the road race event participants' support cognition fixed standard, residual figures in frequency histogram, normal probability distribution, the collinearity between normal distribution and independent variable matched the variance inflation factor. VIF=2.61 and the max. CI was 24.41 (Kleinbaum, Kupper, & Muller, 1988). Thus, no significant collinearity exists among independent variables in this research, and the test for residual autocorrelation (Durbin-Watson D=1.901) revealed no autocorrelation. An equation was generated from all influencing factors of road race event participants' support cognition analyzed by stepwise regression (Table 4):

Table 4
THE REGRESSION COEFFICIENT OF ROAD RACE EVENT PARTICIPANTS' SUPPORT COGNITION. N=1615

Model	R^2	F	Unstandardized. coefficients	Stand. coefficients	t	Collinearity		Durbin-Watson
						Toler	VIF	
Intercept			.929		9.484			1.901
Social Benefits (SB)	.677	3374.01*	.669	.681	31.472	.409	2.444	
Economic Benefits (EcB)	.689	63.81*	.177	.184	8.493	.409	2.442	
Environmental Impacts (EnI)	.690	8.89*	.055	.067	2.981	.384	2.604	
Social Impacts (SI)	.692	6.02*	-.071	-.086	-3.865	.384	2.607	

Dependent variable = Participants' support cognition; *p<.05.

Participants' support cognition = .929 + .669 (SB) + .177 (EcB) - .071 (SI) + .055 (EnI)

The above equation reveals that road race event participants' support cognition can be explained by their social benefits (SB), economic benefits (EcB), social impacts (SI) and environmental impacts (EnI). The total explained variance is 69.2%, with social benefits being the most significant factor in explaining variance (67.7%), followed by economic benefits (1.2%), environmental impacts (0.2%) and social impacts (0.1%). Foregoing results show that road race event participants' social benefits is the most salient factor impacting on the support cognition of road race event participants, while the impact cognition of road race event participants is less obvious. The results of this study are similar to those of previous studies (Sharpley, 1999; Brunt & Courtney, 1999; Fredline & Faulkner, 2000; Twynam & Johnston, 2004; Monterrubio, Ramírez, & Ortiz, 2011; Chalip & McGuirty, 2004; Daniels, Norman, & Henry, 2004; Gratton, Shibli, &Coleman, 2005; Kotze, 2006; Hardiman & Burgin, 2010) which argued that sports events benefits include education and health service improvement, sports promotion, proud community, destination image building, enhanced overall life quality, improved infrastructure, improved recreational facilities, emphasis on environmental protection, created new jobs, business opportunities, tourism promotion and local economy contribution. The results of this study show that social benefits and economic benefits are particularly evident for the road race events in Taiwan.

Apart from what have been discussed so far on the positive benefits and impacts that sports events can bring there are different views from some scholars (Fredline & Faulkner, 1998; Hall, 1992; Sharpley, 1999; Brunt & Courtney, 1999; Twynam & Johnston, 2004), who argued that there are also negative impacts of events or sports events such as traffic congestion, noise, lifestyle changes, refuse increase, environment deterioration, and so on. Furthermore, these road race events usually only provide single-day or short-term jobs for local employment, so its economic effect is not obvious (Burgan & Mules, 1992; Daniels et al, 2004). The results of this study show that the impact of road race event of Taiwan is not obvious.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The main findings of this study reveal that the road race participants' social benefits, economic benefits, social impacts and Environmental impacts were significantly related to the support of road race events. Furthermore, 69.2% of the variation in road race event participants' support cognition was explained by their social benefits, economic benefits, environmental impacts and social impacts. Among them, social benefits was the most significant factor in explaining variance (67.7%), followed by economic benefits (1.2%), environmental impacts (0.2%) and social impacts (0.1%). In conclusion, these results can help understand the relationship between social benefits, environmental benefits, economic benefits, environmental impacts, economic impacts, social impacts, and the participants' support cognition in road race events. The results show that social benefits and economic benefits play a key role in the support cognition of road race events. While the impact on the support cognition of road race events is less obvious, perhaps the majority of the participants of road race events believe that the negative impact of the events not serious.

Recommendations

The results of this research can help the operators and organizers to better understand the important factors of support for road race events. The emphasis should be placed on enhancing positive benefits and minimizing the negative impacts of road race events. In particular, the road race event operators and organizers should be more emphasize social benefits for road race events, and get the community's identity. At the same time to educate road race participants in cultivating good attitudes, reducing negative behaviors. With proper cooperation, the organizers, the participants and the communities can all obtain what they need.

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THE ROLE OF CHAMPIONS AS ORGANIZATIONAL CATALYSTS FOR GREEN EVENTS

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The role of individual actors functioning as champions in galvanizing organizational change around sustainability has been an important area of research across business sectors. Less research focus has been given to the business events sector. Given the need to shed more light on the influence of champions on adoption of sustainable event management practices, this paper will explore the process of integrating environmentally and socially responsible practices into business events. To examine championing, the authors conducted semi-structured interviews with event leaders at three high-profile global corporations, utilizing the Andersson and Bateman (2000) model, while adding specific behaviors, business and managerial mechanisms, and external stimuli related to the championing process. The authors found support for the Andersson and Bateman (2000) model and identified similar champion-related success factors prevalent in the literature. Interview results indicated that enthusiastic and intrinsically motivated champions can act as catalysts for sustainable event initiatives, but the alignment of moderating factors such as supplier cooperation, geographic location, organizational structure, environmental/CSR paradigm, and other external forces may determine long-term success. The interviews suggest that the presence of champions who have the ability to develop horizontal and vertical coalitions, effectively package and sell ideas, tell positive stories about what has been accomplished, and remain persistent over extended periods of time in the face shifting priorities are a critical ingredient for achieving business event sustainability.

INTRODUCTION

The role of individual actors in galvanizing organizations around sustainability has been an important area of research across business sectors. Less research focus has been given to the business events sector (Merrilees & Marles, 2011). Andersson and Bateman (2000, p. 54) define “champions” as individuals who, through formal organizational roles and/or personal activism, attempt to introduce or create change in a product, process, or method within an organization. In developing their model for green events, Mair and Jago (2010) identified “eco-champions” as catalysts, along with the media and culture.

This paper explores the process of integrating environmentally and socially responsible practices in business events. Andersson and Bateman (2000) model championing as a three-step process: 1) identifying/generating an issue or idea, 2) packaging it as attractive, and 3) selling it to organizational decision makers. This research adds to the specific behaviors (Roome, Doove & Postema, 2006), business and managerial mechanisms (Jenkins, 2009), and external stimuli (Jamali, Zanhour & Keshishian, 2009) related to the championing process based on semi-structured interviews with event leaders at three high-profile global corporations. The interviews add to the role of individual actors within the organizational context, using business events as a model for integrating sustainable activities into the planning process. This research seeks to validate and extend the discussion of champions in Andersson and Bateman (2000) to practices in business events. In adding industry specificity to the championing process, the research offers practitioners insight to the complexity of their roles. Further, this paper seeks to extend the meeting management discipline, change management, and sustainable leadership literature related to sustainable business events for future consideration.

LITERATURE REVIEW

The authors examined three streams of literature: champions/championing, leadership in sustainability, and change management.

Championing

Andersson and Bateman (2000, p. 549) broadly define "champions" as individuals who, through formal organizational roles and/or personal activism, attempt to introduce or create change in a product, process, or method within an organization. This definition was based on previous research on personal activism (Ginsberg & Abrahamson, 1991; Maidique, 1980; Schon, 1963), along with studies on intrapreneurship (Pinchot, 1985), issue sponsorship (Dutton, 1993), and innovation (Howell & Higgins, 1990). Frost and Egri (1991) noted champions are a critical factor in whether innovations proceed beyond the initial idea stage. Champions typically share personality characteristics such as confidence, enthusiasm, and persistence and demonstrate high levels of personal power and excel at exercising influence. (Howell & Shea, 2001). Behaviors such as expressing confidence, involving and motivating others, and persisting under adversity were identified as success factors (Howell, Shea, & Higgins, 2005). Howell and Boies (2004) examined the methods champions use to generate and promote innovative ideas in organizations. Comparing champions to non-champions, they found champions demonstrated more enthusiastic support for innovative ideas, focused on positive organizational outcomes, and made greater use of informal selling processes.

Applying the champion construct specifically to environmental sustainability, Andersson and Bateman (2000) developed an operational framework consisting of three core championing processes: 1) identifying/generating an issue or idea, 2) packaging it as attractive, and 3) selling it to organizational decision makers. Their research indicated individuals who successfully championed environmental issues engaged in more environmental scanning; framed issues in a positive and urgent manner; utilized drama, emotion and metaphors when presenting their case; and employed multiple influence tactics, including rational persuasion, consultation, coalition building, and inspirational appeals, to gain the support of organizational decision-makers. Additional moderating factors, such as the organization's environmental paradigm, were also identified (Andersson & Bateman, 2000). Gattiker and Carter (2010) confirmed champions' use of influence tactics, such as inspirational appeals, consultation, and rational persuasion as critical for gaining commitment for environmental projects from organizational stakeholders. These authors also found stakeholder commitment was positively associated with project payback and with top management support for the environment. Conversely, invoking regulatory pressure and using personal ingratiation were negatively correlated with attaining organizational commitment for champions' goals (Gattiker & Carter, 2010).

Leadership in Sustainability

Champions are generally recognized as emergent leaders (Taylor, Cocklin, Brown, & Wilson-Evered, 2011). Lynes and Anrachuk (2008) identified eco-champions as "internal leaders" who acted as catalysts or "a medium for encouraging/discouraging corporate environmental responsibility" (p. 82), arguing that catalysts are distinct from drivers, which consist of forces in the macro- and micro-environment. Literature has recently reflected a growing interest in the type of leadership needed to effect changes in sustainable business practices and maintain them long-term. An exploratory study by Quinn and Dalton (2009) attempted to expand the field of research into sustainability and Corporate Social Responsibility (CSR) to include leadership by examining how leaders set direction, create alignment, and maintain commitment within the context of sustainability. Visser and Courtice (2011) argued that leadership in sustainability is not a separate theory, but a blend of individual traits, leadership styles, skills, and knowledge applied in unique situational contexts.

Like champions, the influence of sustainable leaders is often independent of formal position. Ferdig (2007) tested common assumptions about leadership in sustainability and concluded that acting upon sustainability qualifies someone as a leader, and not a formal title. Another study showed multi-level employee engagement is critical for implementation of a comprehensive sustainability strategy (Galpin & Whittington, 2012). Pearce, Manz, and Akanno (2013) proposed a shared leadership model focusing on employee engagement, empowerment, and active involvement combined with robust systems to support change.

Change Management

Change management has been identified as an essential skill for leaders directing sustainability initiatives (Leuneburger & Goleman, 2010). Burke and Litwin (1992) modelled the external environment, mission and strategy, leadership, and organization culture as transformational variables and the primary and significant levers for lasting change. Among these, the leadership by individual champions or change agents was the most important ingredient: "Without leadership, planned organization change will never be realized" (Burke, 2008, p. 226).

Lueneburger and Goleman (2010) asserted that change related to sustainability unfolds in three phases, each of which requires different leadership skills. Phase one involves making the case for change and overcoming resistance. In phase two, leaders project appealing future visions, and translate them into action through a series of discrete initiatives or "small wins" (Weick, 1984), which reduce the resistance to change. In phase three, initiatives are viewed as long-term strategic opportunities and become embedded into the organization's "DNA" by becoming a corporate value (Lueneburger & Goleman, 2010).

Research into the contextual factors related to change highlight three important factors: 1) the urgency of the change situation, 2) the power and credibility of the change agent, and 3) the change target's receptivity to change (Armenakis, Harris, & Mossholder, 1993). Other contextual influences can include historical experiences with change, leadership pipeline, organizational culture, diversity, geography, and others (Balogun & Hailey, 2008). Another key variable is the organization's capacity for change. Peter Senge (1997) identified system thinking as the "fifth discipline" that enables organizations to adapt to change. Systems thinking integrates and fuses all of the components into a coherent body of theory and practice and allows the whole to exceed the sum of the parts (Senge, 1990). It also presupposes a two-way flow of influences and learning.

METHODOLOGY

For this study, three interviews were conducted with planners working at well-known global corporations in the high-tech, food service and pharmaceutical sectors. Sampling was based on convenience due to their affiliation with a sustainable events professional association. The authors were aware of two of the champions' successes; the third champion was interviewed because of this champion's self-perceived limited success, serving as a negative case for the research. These semi-structured interviews allowed the interviewees to explain their role in creating more sustainable events within their organizations. The interviews were transcribed and coded within Atlas.ti, then analyzed to examine themes and patterns. The analysis and coding were performed in accordance with Corbin and Strauss (2008), including both authors coding interviews to avoid bias. Each interview was coded using a pre-determined set of codes (Creswell, 2007) and open coding. Open coding is executed to break data apart and delineate concepts (Corbin & Strauss, 2008) allowing emergent categories. Using a phenomenological approach, the authors coded the judgments and perceptions utilizing categories reflected in the literature and emergent categories found in the data.

This research is exploratory and qualitative in nature. Corbin and Strauss (2008,) recognize qualitative research assumes that "all of the concepts pertaining to a given phenomenon have not been identified, or aren't fully developed, or are poorly understood and further exploration on a topic is necessary to increase understanding" (p. 25). Creswell (2007) supports this, noting qualitative research should be conducted when an issue needs to be explored, when the issue requires a complex, detailed understanding, and/or when understanding of the contexts or settings in which participants in the study address the issue is sought.

FINDINGS

Before reporting specific findings, the authors will briefly describe each of the champions. This section will then identify findings associated with each step of the champion process.

Champion A is an event leader for a large high-tech company. Champion A received organizational support to integrate environmentally-friendly practices in one event from the bottom-up. Champion A started with a small initiative on this one large US-based meeting, but the effort grew over an eight year time span to include multiple events across many countries.

Champion B began the effort in 2008 in a food service organization and experienced organizational support for sustainable events due to endorsement by the champion's manager's manager. Champion B's efforts focused on global events held in the US. Initiatives were primarily environmental with an emphasis on changing event supplier practices and influencing the sustainability efforts of each attendee when returning to their business unit.

Champion C manages events for a global pharmaceutical company and experienced less organizational support for efforts to introduce sustainability within the company's smaller regional events held in Europe. Despite a lack of support, Champion C was able to reduce carbon and waste generated by divisional events.

In conducting this research, the authors utilized the Andersson and Bateman (2000) model to discover whether these champions revealed similar behaviors: environmental scanning, framing issues as positive and urgent, utilizing drama, emotion and metaphors, employing influence tactics, and other behaviors not included in the model. The findings are organized by the three steps in the championing process.

Step 1: Identifying/generating an issue or idea

The interviewees identified similar issues as important to planning sustainable events: waste diversion, water conservation, energy and carbon reduction, and better resource utilization. Environmental issues were the initial focus for each of the champions' events. Scanning occurred through multiple channels. Consistent with Andersson and Bateman (2007, p 600), Champion A was influenced by general discourse in the popular media: "You read the newspaper every day and you see what is happening; you see that resources are getting scarcer, wars are being fought over resources, climate is changing things and if we care about events we should be caring about this stuff." Champion B reported being affected by viewing the movie, "An Inconvenient Truth." Champion C attended an industry conference and was also influenced by a major international environmental policy event taking place locally, which brought the champion into contact with well-known sustainable event thought leaders.

Step 2: Packaging it as attractive

Andersson and Bateman (2000, p. 551) viewed packaging of environmental issues as involving two processes: framing and presenting. They hypothesized that environmental issues are framed in three ways: 1) as an opportunity or threat; 2) as urgent; or 3) as having a geographical impact. Consistent with Andersson and Bateman (2007, p. 560), the interviewees initially framed issues as opportunities rather than threats. Champion B was motivated to position the company positively, "I wanted to be able to put a positive light on things that [company name] was doing. Because of the size and scope of our events, I thought we had opportunity to make a difference, make a difference in communities we were going into, and continue the stewardship of [company name] being a responsible member of this planet." Champion A saw the opportunity for their events to serve as an exemplar in the industry. This champion saw the creation of sustainable events as an opportunity to influence the industry: "We could create some best practices and legacy that other companies and others coming in behind us could take advantage of." Additionally, Champion A described the benefit for the company as an "Indication that [company name] is not a big monstrous company; that we actually care about sustainability."

Andersson and Bateman's qualitative results (2000, p. 560) revealed that champions framed the environmental issues as financial opportunities. Similarly, the interviewed champions spoke about framing issues in terms of cost savings. Champion A stated, "By the virtue of ...showing significant cost and showing significant operational efficiency, it allowed us to build the business case from the bottoms up. By the time we had saved a couple of millions of dollars, it made the discussions with other internal stakeholders and our executive management easy to have."

Andersson and Bateman (2000, p. 561) also indicated champions simplify issues. Champion B attributed some of the success in these terms: "But because sustainability is a language unto itself, we had to make it easy to understand...we chose four easy to understand/recognize monikers." After receiving initial pushback from colleagues about the difficulties of implementing a full-scale initiative, Champion C refocused efforts on establishing a few simple practices, such as choosing green-certified hotels.

Differing from Andersson and Bateman (2000), the interviews revealed the champions framed sustainable events as natural extensions of the company's value or culture. Champion C saw sustainability efforts as "...the most obvious thing that I could do to support doing business ...This is how we brand our company." Champion B found senior management support when the Vice President stated, "Whatever we can do to tell a positive story, let's do it"

Unlike Andersson and Bateman's results for Hypothesis 2b (2000, p. 560), urgency did not consistently surface as a parameter influencing success or failure. For Champion B, adoption of the sustainable event strategy was driven by the urgent need for a positive story to offset other controversies facing the organization. On the other hand, issues of greater urgency, e.g., extensive ethics regulations and reporting requirements facing the pharmaceutical industry, helped sidelined in Champion C's efforts.

Issue presentation is a linguistic effort relying on tools such as drama, jargon, and passion to position the issue effectively to organizational decision (Andersson and Bateman (2000). Champion B utilized dramatic feel-good stories to fuel on-going support and increased commitment. Andersson and Bateman (2000) also predicted metaphors would provide common understanding to drive coordinated and integrated activities, but found metaphors did not predict success in their regression model. However, they did see that powerful, meaningful metaphors were used by successful champions. None of our interviewees reported using metaphors to package their goals and ideas.

Step 3: Selling it to organizational decision makers

Andersson and Bateman (2000, p. 559) hypothesized about the use of rational persuasion, consultation, coalition building, and inspirational appeal as part of the selling process. In their results, rational persuasion, although the most frequently used influence tactic, did not significantly predict championing success. Likewise, consultation did not contribute significantly in their predictive model. Coalition building and inspirational appeal, in contrast, increased the likelihood of championing success. Andersson and Bateman (2000, p. 552) also identified exchange, pressure, and timing as critical success factors.

Coalition building did occur among our champions. Champion A related, "One of the things we did immediately in the second year…after we defined objectives and vision was to form a Green Team that not only included internal people, [the city], [convention center name], hotels in the city, transportation companies, lots of our major suppliers. We wanted it be a very collaborative effort." Champion B stated, "I think the most important thing is developing relationships with the right players in the system, with the US and global sustainability teams, with the community engagement leader, with our menu management lead onsite." Champion B remarked that planners have a unique opportunity to excel at coalition-building because their work "runs through many disciplines and the roots in a lot of silos. We connect groups that may not have interaction. Through the event world they are forced to work together and we create the connections between them."

Inspirational appeals, exchange, and pressure were not mentioned by the interviewed champions. Timing was, however, critical. Champion C noted that success has been limited by organization focus on other urgent priorities related to compliance and business ethics in events. However, optimistically, Champion C acknowledged that opportunities could arise in the future: "Look for a window of opportunity, when the wind is in right directions. Now is not the time." Champion A used the word "crossroads" when setting the stage about the company's journey. Champion B gained quick support by offering the potential for a positive story at a time when the organization was the object of public criticism regarding possible health impacts of its product.

Internal and external context

Andersson and Bateman (2000) recounted internal and external contextual factors that affect championing. These factors include corporate environmental paradigm, regulatory requirements, competitive pressure and presence of an antagonist. None of the interviewees mentioned negative competitive pressures or an antagonist as mediating their behavior or the champion process. Some of the external and internal contextual factors mentioned by the interviewed champions include:

Corporate paradigms: Corporate-wide support for sustainability or CSR did not propel two of the three organizations forward. For organizations A and C, corporate sustainability policy evolved after business event initiatives was focused primarily on sustainable procurement and supply chain initiatives. In the third case, the corporate paradigm emerged as a result of the events initiative. Once there was a clear corporate sustainability roadmap, Champion B reported that it added credibility and enabled events to be an incubator for sustainability strategies that could be introduced into local business units later.

Regulatory requirements: Regulation was not a current motivator for the interviewees. However, Champion A explicitly mentioned future regulatory issues as a potential threat. Champion B, working in food service, saw health concerns about its product as a tangential threat that helped propel the organization's sustainability efforts.

In addition, the interviews suggested four additional contextual factors:

Company differentiation: Champion A noted that "To be perfectly honest, we were trying to create a new story for the event... create new buzz. It felt like at the time that not too many people were doing this green [event] thing. Not too many people were going down this road, certainly not at the scale of the conference like [conference name] which at the time involved 30,000 people." Champion A also said "Benefit for [company name] is that it has given us a real presence in industry in terms of thought leadership around the topic."

Supplier availability and consistency: Champion C remarked that adding sustainable criteria to hoteliers is challenging because "Now it's a seller's market [for hotels]. We have a hard time finding a hotel that will take us. We are pharma and we have cost caps. They are not really making margins they used to." Champion C also noted hotels promoted recycling policy but often do not have sufficient recycling bins to support active recycling behavior. Champion A stated that "New suppliers are challenging. Even within existing preferred suppliers, you are at the mercy of suppliers. Sometimes you have a company like [hotel chain name] that does not have consistency across the whole chain." Champion B identified the need for "educating suppliers about [sustainability's] importance, understanding where they are on the spectrum... [identifying] their internal champions. Some have really embraced it and are leaders in their own industries."

Organizational size and structure: An organization's size and structure, as well as the geographic locations of the organization's assets and people may affect how a sustainability paradigm is interpreted for business events. Organization size may dictate internal resources and expertise allocated to business event sustainability strategy. Geographic location has significant implications for a business events sustainability culture. The scale of events at the organizations for Champion A and B allowed them to move forward with their sustainability initiatives. This is in sharp contrast to Champion C who worked on smaller clinical events and found limited hotelier support for European events (geography). A structural challenge for Champion C was the limited event planning function within the organization and the need to increase skills and "professionalism of [event] content and interactivity."

Leadership: Champion B attributed the journey to "Leadership on my part." Champion A, while not downplaying the role of the team, also stated, "I realized that somebody needed to lead the effort, do press interviews, someone needed to create vision." Champion C was able to achieve small wins at the divisional level and extend some of the best practices by collaborating with leaders of a broader system-wide sustainable procurement initiative.

DISCUSSION

Within the broader framework of sustainability and focusing on events as the end product, the championing process is worth reconsideration. Andersson and Bateman (2000) exclusively address environmental issues. The current nature of sustainable practices in business events typically focus on the triple bottom line. Planning and carrying out events is also substantially different from dealing with environmental issues at a corporate level. Events occur in situ where the engagement of suppliers and event attendees are integral to the outcome. Events possess unique temporal and place issues; every event has elements (i.e., new suppliers, new location, and different audience) that are recreated each time. Given these unique characteristics, the authors will re-examine the championing process:

Step 1: Identifying/generating an issue or idea

Generating ideas for sustainable events is less about innovation and more about change management. Eco-labels and certifications already identify the most salient practices for hotels and conventions centers. Standards for sustainable events, e.g., APEX/ASTM and ISO 20121, provide a roadmap for implementation. The challenge for organizations is recognizing the value of extending sustainable practices to business event, and motivating stakeholders to abdicate traditional practices. In all three cases, the champions relied on consultants to legitimize the idea and provide leverage for change. Champion A relied extensively and continuously on an external consultant to help operationalize and expand the scope of events affected. Champion A viewed the consultant as an extension of the team, which allowed the organization to make greater strides. Similarly, Champion C attempted to engage recognized green event leaders to impress the importance of sustainability upon peers. Champion B relied on consultants to help validate metrics and benchmark the organization's activities against others.

Step 2: Packaging it as attractive

The champions drew upon three forms of motivation: ethical, competitive and relational. Ethical motives are responses to feelings related to environmental responsibility, competitive motives arise from the search for comparative advantage, and relational motives emerge from the desire on the part of companies to become legitimized and to improve relations between different stakeholders (Heras-Saizarbitoria, Landin, & Molina-Azorin, 2011, p.194). In business events, organizations are attracted to sustainability initiatives because of opportunities for reputation enhancement, as natural extensions of the company's values or culture, and as a way of enhancing and/or protecting reputation. Sustainable initiatives offer a preferable method for resource utilization, operational efficiency, and relationship enhancement with stakeholders. Cost savings achieved through resource utilization and operational efficiency is the foundation upon which social or economic initiatives can be layered.

Step 3: Selling it to organizational decision makers

While Andersson and Bateman (2000) viewed packaging the issue as a linguistic process, "selling" by these champions was primarily about managing change within the organization and outside formal organizational boundaries. Ongoing selling and influence tactics were observed as especially important for developing partnerships with suppliers. Champion B noted the organization breaks down barriers to new practices by opening a dialogue with venues rather than imposing a checklist of demands. That way, the organization and its suppliers are engaged "in this journey together." Champion A also highlighted the need for "constant conversation and constant collaboration between the various groups."

Selling often involves educating stakeholders. Planners' ability to implement sustainable practices in their events is likely to be hindered by a lack organizational

learning. Knowledge barriers include managerial and technical knowledge. Fichman and Kemerer (1999, p.11) typify this knowledge as being "usually acquired over time and with considerable difficulty." Champion C experienced this when presenting to a larger group of peers to gain division-wide support for sustainable initiatives. The champion revealed that "When I presented the project and basic ideas, it really showed itself very apparent at the meeting that they were in a very different place. They got railroaded. I had been through many months with experts and we didn't have the same info base."
Selling is an ongoing process. Champion A referred to "taking a step back" in order to reflect, revise and recalibrate to allow all the stakeholders to understand event sustainability goals and methods. For example, Champion A stated, "We had a designer on staff who insisted that they use a material that created problems for us with our zero waste goal…We had to sit down and make sure everyone is on the same page."

Internal and external context

Consistent with Andersson and Bateman (2000), the interviewed champions found contextual support from corporate environmental/CSR paradigms. None of the interviewees mentioned competitive pressures or an antagonist as mediating their behavior or the championing process. In addition, our research indicates the presence of additional contextual factors for sustainable events:

Company differentiation: Porter and Kramer (2006) link corporate strategy to CSR activities when they position "Strategic CSR" as a way to "mount a small number of initiatives whose social and business benefits are large and distinctive… [creating] many opportunities to pioneer innovations to benefit both society and a company's own competitiveness" by creating shared value (p.10). The three champions all attempted to use sustainable events to differentiate their organizations as leaders in their business sectors, thereby contributing to company value.

Supplier availability and consistency: In systems thinking, a system is a dynamic and a complex whole situated within an environment. Truly sustainable events only take place when planners influence stakeholder groups such as hotels and convention centers which exist beyond formal organizational boundaries. Planners are able to influence the system by virtue of their substantial buying power. Champions A and B demonstrated this fact in their ability to bring suppliers to the table around sustainable events, while Champion C was hampered by the pharmaceutical industry's cost caps, small number of attendees and large space needs, which gave the organization less clout with suppliers.

Organizational size and structure: All three organizations are large and well-resourced. However, the respective positions of the champions within their organizations influenced success. Champion A had a central position in the organization, conferring the power to make decisions and access necessary resources. Champion B was anointed as the organization's sustainable event leader by senior management and given free rein to allocate necessary time and money to the program. Due to a decentralized organizational structure and less developed planning functions, Champion C had limited authority and influence over the planning domain, could not access necessary resources, and was expected to pursue sustainable events on top of other responsibilities.

Leadership: All three interviewees exhibited personal traits characteristic of champions, including enthusiasm and intrinsic motivation to engage in leadership beyond the scope of their formal role descriptions. They also were able to exert personal influence across management levels and boundaries (Taylor, et al., 2011). In all three cases, their influence was independent of formal position. They attempted to develop a shared leadership model with peers, outside experts and supplier partners (Pearce, Manz & Akanno, 2013). All exhibited strong personal commitment (expressed as "passion" or "a fire" for the issue) and the persistence to continue their efforts over a long period of time under varying conditions. Champion B attributed success to "not checking out… always being plugged into this…"

CONCLUSIONS AND RESEARCH LIMITATIONS

The experiences of these interviewees support Andersson and Bateman (2000) and other literature on champions and championing (Ginsberg & Abrahamson, 1991; Maidique, 1980; Schon, 1963; Howell & Higgins, 1990; Howell & Shea, 2001; Howell and Boies 2004; Howell, Higgins & Shea, 2005; Gattiker & Carter, 2010; Taylor, et al., 2011; Ferdig 2007; Burke, 2008). Championing appears to be generalizable from environmental sustainability to sustainable business events. Interviews with three champions indicated that enthusiastic and intrinsically motivated champions are a critical factor in sustainable business events, but are not alone sufficient to drive change. Although champions are important catalysts, the alignment of moderating factors such as supplier cooperation, geographic location, organizational structure, environmental/CSR paradigm, and other external forces may determine long-term success. Interviews also indicated that champions need the ability to develop horizontal and vertical coalitions, effectively package and sell ideas, tell positive stories about what has been accomplished, and remain persistent over extended periods of time in the face shifting priorities and other challenges in order to succeed. This phenomenological research was primarily exploratory and descriptive, and was limited to three cases. As the research was limited to three cases studies, we suggest caution when attempting to generalize the findings until further research can be conducted

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FAMILY, FUN OR HIGH CULTURE? A MOTIVATIONAL ANALYSIS OF AUDIENCE MEMBERS AT THE 28TH MACAO INTERNATIONAL MUSIC FESTIVAL

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Festivals play an increasingly important role in many tourism destinations. They are viewed as a means to attract more tourists, increase revenues, enhance the destination image, and at the same time, make a positive contribution to residents by broadening the cultural and entertainment offerings available. Academic studies of these events have increased correspondingly, with many focusing on festival attendance motivation. This is because motivation has been identified as a precursor to decision making and a means to understanding the decision making behavior of visitors. Music festivals are an especially attractive festival sub-genre, yet studies of audience motivation to these events remain scarce. This paper helps address the current gap in the literature by analyzing the motivations of audience members at the 28th Macao International Music Festival in 2014 based on an a priori segmentation into visitors and non-visitors. The findings show audience members to be primarily motivated by the core festival offering, the music, and less motivated by the desire to socialize with family and friends. This contrasts to the results of some other similar studies where socialization was found to be equally if not more important than the music. The study therefore contributes to the research and to the work of festival organizers by demonstrating that, at least in some instances, the primary focus should be the central theme of the program.

INTRODUCTION

Festivals and events are viewed as an important component of tourism offerings in an increasingly competitive destination environment. They are credited, for instance, with attracting more visitors, increasing revenues, improving place image, differentiating a destination, and contributing to the host community (Báez & Devesa 2014; Pegg & Patterson, 2010). In consequence, an expanding body of literature has developed aimed largely at assisting event organizers maximize event potential (Duran & Hamarat, 2014). Prominent amongst these are studies analyzing the motives of attendees largely because motivation has been identified as a precursor to decision making, an important factor in influencing satisfaction and consequent return visits, and a means to understanding the decision making processes of visitors (Crompton & McKay, 1997).

This study provides a comparative analysis of the motivations of residents and visitor audience members attending the 28th Macao International Music Festival (MIMF) in 2014. Macao is one of two Special Administrative Regions (SAR) of the People's Republic of China. It is also a popular and highly successful gaming tourism destination. However, the city's administration hopes to broaden the range of tourism offerings to included cultural offerings such as the performing arts (Macao Yearbook, 2013). The findings of this research can assist both the MIMF festival organizers and the city's tourism authorities in better understanding and therefore planning programs suited to both resident and visitor festival goers. At the same time, the research adds an additional case study to the small number of existing articles examining music festival attendance motivations. Music festivals have been described as "unique special events" being culturally bound as music is an integral part of culture (Bowen & Daniels, 2005). Studies of motivations for attending music festivals and cultural festivals more broadly nevertheless remains scarce (McMorland & Mactaggart, 2007). Moreover, only one known previous study has segmented music festival audience goers into residents and tourist on an a priori basis in order to compare motivations between the two groups (Formica & Uysal, 1996). This is despite much of the current analysis occurring in the broader tourism research context and many festivals being held with the aim of attracting tourism revenues or enhancing the image of a tourism destination (Krugman & Saayman, 2012). This study addresses that gap in the existing literature by segmenting residents and visitors to the MIMF. The location of this festival is also of interest being held in a city, which, until very recently (1999) was still a Portuguese colony and is today characterized by a multi ethnic population of Chinese, Portuguese as well as more recent immigrants from around the world.

The remainder of this paper will be organized as follows: firstly, a review of the literature precedes further elaboration of the MIMF. The methodology and findings will then be outlined, and finally the paper will end with a discussion, concluding comments and recommendation for future research.

LITERATURE REVIEW

Motivation is regarded as a key factor in the decision to attend a festival or event, and studies of attendance motivations have increased in line with the increasing number of festival events held around the world each year (Pegg & Patterson, 2010). The literature on festival attendee motivation reviewed for this paper is limited to that specific to music festivals. Although small in number, the findings from existing studies are sufficient to show some similarities and differences in attendance motivation across these events. In particular, despite the music itself being seen as the core attraction of a music festival, and audience members frequently seen as attending to fulfill a cultural need (Blešić, Pivac, Stamenković & Besermenji, S., 2014), the literature points to a broader range of motivations such as socialization, family togetherness, fun, novelty and escape as being equally important (Crompton & McKay, 1997; Faulkner, Fredline, Larson & Tomljenovic, 999; Bowen & Daniels, 2005).

Almost all the current research is based on case studies of particular festivals. Only a small number of articles have attempted to compare festivals in order to identify generic motivations. These include a study by Nicholson and Pearce (2001) where the authors examined four events across New Zealand, including a music festival. More recently, Gelder and Robinson (2009) analyzed two different music festivals in the United Kingdom. Both studies found a small number of common motivations and a larger number of event specific reasons for attendance.

In general, most of the relevant studies follow a similar methodological pattern in that audience survey data is typically used to identify the motivations most important to audience goers at the festival being studied. A questionnaire instrument which includes a list of pre-selected motivation items as well as socio-demographic and other information is distributed at the event. Respondents are asked to rank motivation items on a Likert like scale according to their importance.

These items are normally developed from the literature, although researchers often undertake some preliminary research to identify event specific items or to adjust generic items to the case study context. For example, McMorland and Mactaggart (2007) used a focus group to "unearth the motivations of people that attend traditional Scottish music events" for their exploration of this genre of music festivals.

Sample data is typically subjected to a range of statistical analyses. For instance, a test of the means of the motivation items may be implemented enabling a ranking of the items in order of importance to the festival goers (for example, Pegg & Patterson, 2010). Many studies also use factor analysis to reduce a larger number of motivation items to a smaller number of underlying dimensions which can then be examined according to their relative importance (for example, Formica & Uysal, 1996; Crompton & McKay, 1997). Some studies attempt to identify homogenous sub-groups within their heterogeneous sample of festival goers. These sub-groups may show similarities in terms of motivational items and other characteristics such as socio-demographic or cultural consumption variables (for example, Bowen & Daniels, 2005; Blešić, et al. 2014). Table 1 provides a summary of the most prominent music festival motivation studies.

Table 1
SUMMARY OF THE MUSIC FESTIVAL MOTIVATION LITERATURE

Authors	Delineated motivation items/factors	Festival/event	Comments
Formica & Uysal, (1996)	Excitement & thrills; socialization; entertainment; event novelty;* family togetherness	Umbria Jazz Festival Italy	Factor analysis reduced 23 motivation items to 5 factors. Compared residents and visitors based on *a-priori* segmentation finding significant differences between groups.
Crompton & McKay, (1997)	Cultural exploration*; novelty/regression*; recover equilibrium; known group socialization; external interaction socialization; gregariousness	Fiesta Festival, San Antonio, Texas	Factor analysis reduced 31 motivation items to 6 factors. Range of events including musical performances.
Faulkner, et al., (1999)	Local culture/identity; excitement/novelty seeking; party; local attractions; socialization; known group socialization; ancillary activities; enjoyment of artists	Storsjöyran Music Festival, Sweden (rock music festival)	Factor analysis reduced 25 motivation items to 8 factors. Cluster analysis identified 3 homogenous groups differing on place of origin.
Nicholson & Pearce, (2001)	Specifics/entertainment; escape; variety; event novelty/uniqueness; family;	4 events in New Zealand including 1	Motivation items derived by analyzing respondent

	socialization.*	music festival	statements
Thrane, (2002)	Jazz music	Kongsberg Jazz Festival, Norway	Linked degree of interest in jazz music to expenditure.
Bowen & Daniels, (2005)	Discovery; the music; enjoyment.	Celebrate Fairfax, Virginia, USA	Factor analysis reduced 9 motivation items to 3 factors. Cluster analysis identified 4 homogenous groups with no significant differences between residents & non-residents
McMorland & Mactaggart, (2007)	Enjoyment*; entertainment;* social interaction;* support Scottish music; relaxation	Surveyed experienced traditional Scottish music festival attenders from two traditional Scottish music groups	Ranked 15 motivation items, with top 5 shown. Cluster analysis to identify homogenous sub-groups
Gelder & Robinson, (2009)	Socialization; music*, novelty, general entertainment; escape everyday life; cultural exploration*	Glastonbury Festival; V Festival, UK	Comparative analysis motivation items common to music festivals.
Pegg & Patterson, (2010)	Love country music*; friends/family*; always wanted to come*; professional reasons; country music awards; meet the stars; annual holiday; line dancing	Tamworth Country Music Festival, Australia	Ranked means of 9 motivation items.
Blešić, et al., (2014)	Socialization; exploration of festival program and atmosphere*; perception of the festival & learning.	EXIT Festival, Novi Sad, Serbia	Factor analysis reduced 11 motivation items to 3 factors. No significant differences based on country of origin.

Although identifying similarities in the most important motivation items is complicated by methodological differences, some common factors can be found. Table 2 summarizes four clear items/dimensions listed as important audience attendance motivators in at least two of the studies listed in Table 1. As expected, the music itself and/or culture is important to audiences attending a number of the festivals studied. However, socializing with family, friends and colleagues, having fun, and enjoyment of a novel experience appear to be equally salient. This suggests it is critical for festival organizers to understand the relative importance of audience motivators in planning their specific festival program.

Table 2
COMMON MOTIVATION ITEMS/DIMENSIONS

Motivation item/dimension	Event novelty	Cultural exploration	Socializing, family, fun	The music
Formica & Uysal (1996)	X	X		
Crompton & McKay (1997)	X			
Nicholson & Pearce (2001)			X	
Bowen & Daniels (2005)			X	X
McMorland & Mctaggart (2007)			X	X
Gelder & Robinson (2009)		X		X
Pegg & Patterson (2010)			X	X
Blešić, et al. (2014)				X

Amongst all the studies included in Table 1, only the initial paper by Formica and Uysal is based on an a priori segmentation of audience members into residents and visitors from outside the region. Significant differences between the two groups were found on two motivational dimensions, socialization and entertainment. Residents rated the former more highly than out of region visitors, while the later was more important to non-residents. The two groups also differed on a small number of socio-demographic variables. Other studies found no significant differences between residents and visitors (Bowen & Daniels, 2005) or based on country of origin (Blešić, et al., 2014). Their findings are not based on an a priori segmentation, and although there is no reason to suggest this has any bearing on the results, given that many music festivals are aimed at least partly at attracting tourists, the a priori segmentation approach is worthy of replication. The current study therefore seeks to answer the following two research questions based on an initial segmentation of a sample of audience members at the MIMF into residents and visitors:

Research Question 1: Do residents and visitors to the MIMF exhibit differences in attendance motivation?

Research Question 2: Are the two groups characterized by differences in socio-demographic and/or cultural consumption variables?

METHODOLOGY

Macau International Music Festival (MIMF)

Research was conducted at the 28th MIMF in 2014. The MIMF is Macao's largest and oldest music festival, held each year during October with a program covering a range of genres from opera to Cantopop, but with an emphasis on traditional western classical music. Artists and ensembles of international standing are a regular feature. The event is heavily subsidized allowing for deep discounting on ticket prices and a broad outreach program encompassing workshops, lectures and backstage tours. The 2014 MIMF included 25 different productions, with a number of repeat performances bringing the total number of shows to 34. Bigger events, such as the opera, the musical and the St Petersburg Philharmonic Orchestra were held in the Grand Auditorium of Macau's Cultural Centre, a modern building with seating for over approximately 1,400 people (Macao Cultural Affairs Bureau, 2014). Other concerts were held in some of the city's heritage listed venues, including the Mandarin House, a traditional Chinese residence, the Dom Pedro V Theatre, the oldest western style theatre in greater China, and Mount Fortress, the city's historic hilltop defense site, dating back to the early 1600s. The Macao Cultural Affairs Bureau (2014) reported that 97 percent of tickets to free and priced events were issued, and 1700 people attended the outreach program.

Measurement Instrument

In common with similar studies a survey instrument consisting of motivation items, as well as socio-demographic and cultural consumption variables was developed. The twelve motivation items included in the final version were selected in a number of steps. Firstly a list of items was assembled based on a review of the literature, and the authors then deleted all items determined to be irrelevant in the MIMF context, for example "to party". This list was then examined by a representative from the cultural sector resulting in some modifications and further deletions, so that the final list comprised twelve motivation items. The items were posited as statements allowing interviewees to rate their importance on a 7 point Likert like scale, with 1 = "strongly disagree" and 7 = "strongly agree". Two versions of the questionnaire were prepared, one in English and one in Chinese. Both versions were trialed on final year Heritage Management students with experience in surveying at cultural events and appropriate language skills. Some minor adjustments to the wording were subsequently made in order to clarify some of the questions.

Data Collection

Audience members were surveyed at ten of the twenty five performances at the MIMF, covering four of the six venues. Concerts surveyed included the opening production of Bellini's opera Norma, and the closing performance of the musical Hairspray, both held at the Cultural Centre. Other productions and venues included the Aaron Goldberg jazz trio at Mount Fortress, the Jiangsu Performing Arts Group at the Mandarin House and the Cantopop Star George Lam. A team of six research assistants and the authors conducted the surveys and assisted respondents in completing the questionnaire. A total of 410 valid questionnaires were obtained.

Residents and Non-Residents Motivation Items

The sample was comprised of exactly 300 residents and 106 visitors. Residents include permanent residents born in the city of both Chinese and Portuguese descent, permanent residents born outside Macau who have been granted resident status due to their skills or financial contribution to the economy, and foreign workers living in the city on "Blue Card" work permits. As a first step, means tests were performed on the motivation items for the two groups and the items were then ranked accordingly, as shown in Table 3. Some differences and similarities are evident.

For both groups, the motivation item "specific performance type" is rated most highly, and the items "enjoy high quality performance" and "see international artists" are in the second or third positions. "Be with family and friends", on the other hand, is ranked last for Macao residents, and second last for visitors. This contrasts to the findings of other research, for instance, Bowen and Daniels, (2005) and Pegg and Page, (2010), where socialization is identified as a much more important motivation for festival goers. There is more similarity to the findings of Blešić, et al. (2014) where the music itself and cultural exploration were found to be the most important motivations, and similar to the MIMF socialization was of less consequence. Blešić, et al. examined visitors to a contemporary electronic music festival, and while the MIMF covers a range of genres its emphasis tends to be on classical performances. Future research could compare audience motivations across the different genres to test for differences between contemporary and classical productions. Both groups also rank "Enjoy good value performance" at number four, suggesting the low priced tickets resulting from substantial government subsidization are appreciated and this should be continued.

Table 3
RANKED MOTIVATION ITEMS

	Residents		Visitors	
Motivation items	**Mean**	**Ranking**	**Mean**	**Ranking**
Specific performance type	5.73	1	5.68	1
Enjoy high quality performances	5.72	2	6.18	3
See international artists	5.65	3	5.61	2
Enjoy good value performance	5.62	4	5.62	4
Inter-cultural contact	5.44	5	5.53	9
Increase cultural capital/knowledge	5.4	6	5.58	7
Atmosphere of the performance	5.38	7	5.66	5
Learn about music/culture	5.23	8	5.68	8
Enjoy a new experience	5.22	9	5.69	12
Escape from normal life	4.77	10	5.01	6
Learn about the unique culture of Macao	4.71	11	5.32	10
Be with family & friends	4.21	12	4.63	11

Tests of statistical significance between motivations of residents and visitors.

The second step in the analysis was to test for differences between the mean motivation scores of residents and visitors. Using the paired t-test, differences were found at statistically significant levels for four motivation items as shown in Table 4. The most significant difference pertained to the motivation item "learn about the unique culture of Macao". Visitors rated this item more highly than residents. While suggesting visitors have some interest in knowing more about Macao's culture, this item was also rated number 10 by visitors in terms of their motivation for attending the festival, so caution should be exercised in attaching too much weight to this finding. In addition, Macao residents would normally be better informed about their own culture and therefore less likely to need to learn more about it. Similarly, the second item rated significantly more highly by visitors "enjoy high quality performances" was also ranked highly in the mean ranking by residents. Likewise the fourth item "learn about music/culture" was ranked number 8 in importance by both groups. Only the third item, "enjoy a new experience" was ranked substantially differently by the two groups, 9 for residents and 12 for visitors. Overall, therefore, the t-tests do not provide much more insight for festival organizers than the mean rankings. They do suggest, however, that visitors tend to rate all motivation items more highly than residents. Given that visitors must make more effort to travel to the festival performances, it is not surprising that they are more enthusiastic attendees. The implications of this possibility for attracting tourists could be examined further in future research.

Table 5
SIGNIFICANT DIFFERENCES IN MOTIVATIONS BETWEEN RESIDENTS &

	Residents (n=300)		Visitors (n=106)			
Motivation items	Mean	SD	Mean	SD	t-value	p (α=0.05)
Learn about the unique culture of Macao	4.71	1.513	5.32	1.606	-3.5	0.0000
Enjoy high quality performances	5.72	1.113	6.18	1.177	-3.61	0.0004
Enjoy a new experience	5.22	1.311	5.69	1.443	-3.09	0.0021
Learn about music/culture	5.23	1.332	5.68	1.607	-2.83	0.0049

Socio-demographic and cultural consumption variables

Given the similarities in the motivations of residents and visitors attending the MIMF, it is interesting to see if the two groups are also similar in terms of socio-demographic and cultural consumption. The Chi Square test was used to compare the audience goers based on four socio-demographic variables, gender, age, education and marital status. Significant differences were found only with respect to age, with a higher proportion of visitors being in the 16-25 age group relative to residents, and a lower proportion of visitors in the 26-35 age group. If these two groups are combined, however, approximately 60 percent of residents are 35 or under, and approximately 55 percent of visitors are 55 or under. This is quite different to the age profile of audience members at some other music festivals. For instance, approximately 50 percent of audience members at the Tamworth Country Music Festival were 55 or over, and approximately 70 percent were 45 or older (Pegg & Patterson, 2010). The Umbria Jazz Festival shows a similar pattern of higher numbers in older age groups (Formica and Uysal, 1996). Once again, the MIMF shows similarities to the EXIT electronic music festival in Serbia, where nearly 90 percent of the audience are under thirty. These results suggest there may be some differences in musical tastes between young people in Asia and Europe, however, given Macao's multi-cultural population, especially large numbers of Portuguese residents, future research could seek to clearly identify the ethnicity of audience members across age ranges. In terms of education, gender and marital status, some differences can be seen between the residents and non-residents, but they are not statistically significant. Most respondents from both groups have a Bachelor degree or higher, indicating festival attendees are generally well educated. This accords with other studies of cultural event attendees where education levels tend to be high (Báez & Devasa, 2014).

In a culturally grounded festival context it is also useful to examine so called "cultural consumption" variables. These are variables relating to audience members typical consumption of the cultural good being examined, and give an indication of the extent to which audience members may be considered aficionados of art, culture or genre being offered. They are examined infrequently in the literature (Bowen & Daniels, 2005), despite being potentially useful to festival organizers in assessing the likely expectations of the audience with respect to performance quality. The cultural consumption variables covered here include first time or repeat visit to the festival, number of live performances seen per year, and number of performances attended at the 28th MIMF.

Table 6
SOCIO-DEMOGRAPHIC CHARACTERISTICS OF RESIDENTS & VISITORS

Characteristics	Residents		Visitors			
	No.	%	Number	%	X^2	p(α=0.05)
Gender					2.9735	0.0847
Male	117	39.00	47	44.34		
Female	183	61.00	59	55.66		
Total	300	100.00	106	100.00		
Age					22.0628	0.0002*
16-25	77	25.67	44	41.51		
26-35	104	34.67	14	13.21		
36-45	47	15.67	13	12.26		
46-55	38	12.67	19	17.93		
≥56	34	11.32	16	15.09		
Total	300	100.00	106	100.00		
Education					7.8147	0.3356
High school or less	43	14.33	11	10.38		
Vocational degree	10	3.33	1	0.94		
Bachelor degree	167	55.67	67	63.21		
Postgraduate degree	80	26.67	27	25.47		
Total	300	100.00	106	100.00		
Marital Status					3.8415	0.5065
Married	108	36.00	42	39.62		
Single	192	64.00	64	60.38		
Total	300	100.00	106	100.00		

Table 7
CULTURAL CONSUMPTION VARIABLES OF RESIDENTS AND NON-RESIDENTS

	Residents		Visitors		X^2	p(α=0.05)
	No.	%	No.	%		
Previous Attendance					49.9086	0.000
1st visit	38	12.67	48	45.28		
Repeat visit	262	87.33	58	54.72		
Total	300	100.00	106	100.00		
No of performances MIMF 2014					5.9147	0.0520
1-5	252	84.00	99	93.40		
6-10	42	14.00	6	5.66		
>10	6	2.00	1	0.94		
	300	100.00		100.00		
No of live performance each year					7.6217	0.0221*
< 10	240	80.00	96	90.57		
10-20	53	17.67	7	6.60		
>10	7	2.33	3	2.83		
Total	300	100.00	106	100.00		

The results of Chi Square tests show previous attendance to be significantly higher amongst residents, which is not surprising given their greater ease of access to the festival. The number of live performances attended per year is also significantly higher for residents, but only just. This may be attributable to residents having better access to low price live performances year round resulting from the Macao government's substantial subsidization of the cultural sector.

DISCUSSION, CONCLUDING COMMENTS AND SUGGESTIONS FOR FUTURE RESEARCH

Ranked means of the motivation items showed more similarities than differences between residents and visitors to the MIMF. For both groups, the highest ranked item was "festival performance type" with "see international artist" ranked in second place for residents and third for visitors. This ranking was reversed for the motivation item "enjoy high quality performance". At the other end of the scale "be with family and friends" ranked lowest for residents and second lowest for visitors. This contrasts to the findings of other music festival motivation studies, such as Bowen and Daniel's 2005 investigation of the Celebrate Fairfax event, and Formica and Uysal's 1996 examination of a jazz festival in Italy. The findings are not dissimilar, however, to those of Blešić, et al.'s 2014 study of the EXIT electronic music festival in Serbia.

To paraphrase Bowen & Daniel's 2005 article title, these results suggest that for audience members at the MIMF, "the music matters". Given that "enjoy high quality performances" rates highly and many audience members are repeat attenders, it would appear that the festival organizers are delivering a first rate program well suited to audience preferences. An examination of information sources used by attendees might show some gaps in the number of people who know about the festival, especially those outside Macao. The researchers observed during their surveying that many people indicated they always came to the festival and gave the impression that they used no information sources outside the festival website, which they accessed at the same time each year.
The high rating given to "performance type" suggests future research should more closely examine motivations across the different music genres. Although the current survey covered a range of genres on offer, the samples at some performances, for example the Jiangnan Sizhu Orchestra at the Mandarin House, were too small for meaningful comparisons to be made.

Also of interest is the high proportion of young audience goers, again, in contrast to the results of other studies, such as Pegg & Patterson (2010). In general, a larger proportion of older festival goers is more common, although, once again, the demographics of the MIMF are similar to those found at the EXIT electronic music festival in Serbia which attracts young people from all over Europe (Blešić, et al., 2014). Because the MIMF is focused mainly on western classical music, this result could suggest a difference in musical tastes between young people in Europe and China. Further research could more clearly delineate the age and corresponding ethnicity of MIMF audience members, as the Macao resident population is comprised of Chinese, Portuguese and nationals from other places of origin. In addition, the finding with respect to age may have more to do with Macao's younger demographic profile relative to many European countries.

Overall, this paper contributes to the research by showing that, at least in the case of the MIMF, the core festival offering, the music, is the primary motivator of audience attendance with much less emphasis on socialization than found at other music festivals. In practical terms, the festival organizers appear to have a well thought out program, which is attractive to both residents and visitors. Further insights into information sources may help attract more of the latter.

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THE ANALYSIS OF DOMESTIC TRAVEL BY TAIWANESE PEOPLE IN 2003-2013

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The objectives of this study are to analyze the data collected from the Tourism Bureau, M.O.T.C. Republic of China (Taiwan), and to compare Taiwanese people's domestic traveling information from 2003 to 2013, including traveling frequency, traveling length, traveling spots, traveling expenditure, and so forth. The domestic tourism data was collected by a survey conducted by Tourism Bureau, R.O.C. The survey interviews were conducted by telephone, using a computer-assisted telephone interviewing system (CATI). A stratified random sampling was used to select the sample. The population of this survey included Taiwanese people who were 12 years or older. The survey period covered from January1st, 2003 through December 31st, 2013. The analytical results of the study were as the following. Taiwanese people's willingness to take domestic trips may be influenced by important events or epidemic situations. Most Taiwanese people took one-day trips for sightseeing. There was a close relation between travelers' dwelling areas and traveling regions. Tamsui & Bali, National Museum of Marine Biology & Aquarium, Love River, Cijin & Sizihwan Resort, and Sun-Moon Lake usually ranked the top three tourist attractions for most Taiwanese people. Most Taiwanese people spent about NT$2000 on travel every time; transportation fee and food expense accounted for about half of the traveling expenditure. Most Taiwanese people felt satisfactory with the domestic travel. According to the above findings, many factors would have great influence on Taiwanese people's traveling motivation, and the researchers provided some suggestions to promote domestic tourism.

INTRODUCTION

Research Background

When people work or study for a period of time, it is necessary for them to relax to obtain energy again. Going travel is a good way to relax. In fact, taking a trip is good for not only relaxation but also economic promotion. The travel and tourism industry has become an essential factor in the development of many cities, regions, and countries (Weber & Telišman-Košuta, 1991); there is no exception to Taiwan because Taiwan is a beautiful island with various landforms.

World Travel and Tourism Council (2014) indicated that Travel and Tourism was an important economic activity in most countries around the world. According to the report of World Travel & Tourism Council in 2014, the total contribution of Travel & Tourism to GDP was USD6,990.3 (9.5% of GDP) in 2013, and would rise by 4.3% in 2014, and rise by 4.2% to USD10,965.1 (10.3% of GDP) in 2024. Obviously, the travel and tourism industry is widely recognized as a major economic and social contributor to many countries, including Taiwan. Without doubt, it is helpful to promote domestic tourism by exploring Taiwanese people's domestic traveling conditions.

Research Purpose

The purposes of this study were to understand Taiwanese people's domestic traveling conditions from 2003 to 2013, and to explore the factors related to Taiwanese people's domestic travel.

According to the purposes of this study, two research questions were presented. What were Taiwanese people's domestic traveling conditions from 2003 to 2013? What were the factors related to Taiwanese people's domestic travel?

Based on the data from the Tourism Bureau, Taiwan, R.O.C., Taiwanese people's domestic travel almost yearly increased in 2003-2013 except 2006. That implied traveling plays an important role in Taiwanese people's life. Therefore, the researchers would like to understand Taiwanese people's domestic traveling conditions, including motivation, expenditure, destination, and so forth from 2003 to 2013.

LITERATURE REVIEW

Traveling consists of many factors, including traveling motivation, destination, expenditure, and so forth. Therefore, exploring traveling factors could be useful for understanding travel. Beerli and Martin (2004) also showed that a tourist's travel decision is usually a complex process including many factors, such as visitors' perceptions, motivations, destination image, past experience, and intentions. That is to say, it is necessary to explore traveling factors if you want to understand a city's or a country's tourism.

Traveling Motivation

Motivation is eagerness and willingness to do something without needing to be told or forced to do it. Many studies found that different traveling motivations drive tourists to take a trip, including family togetherness, knowledge, socialization,relaxation, novelty, sightseeing, nature,culture, health, adventure, excitement, achievement, convenience, escape, safety & fun, shopping, night life & local cuisine, sports, entertainment, self-esteem, events, good food, and so forth (Andreu, Kozak, Avci, & Cifter, 2005; Bieger & Laesser, 2002; Cha, McCleary & Uysal,1995; Hanqin & Lam,1999; Jang & Wu, 2006; Kim, Lee, & Klenosky, 2003; Li, Huang, & Cai, 2009; Pesonen, 2012; Sarigollu, & Huang, 2005; Shoemaker, 1994; Yoon & Uysal, 2005).

Moreover, Newman et al. (2014) indicated that some of travelers' motivation may be influenced by their needs (Jang & Wu, 2006; Kim, Lee, & Klenosky, 2003, Sangpikul, 2008), and many studies have focused on traveling motivation (Alebaki & Iakovidou, 2010; Boksberger & Laesser, 2009; Kim & Ritchie, 2012; Özel & Kozak, 2012; Sangpikul, 2008). In other words, traveling motivation is a hot research topic in tourism.

Tourist Satisfaction and Intention to Revisit

After travel, some people felt satisfactory, but some did not. That kind of feeling would have influence on their motivation for the next trip. Therefore, some scholars focused on tourists' satisfaction. For example, Chi and Qu (2008) examined the relationship between tourist satisfaction and destination loyalty; Bigne, Sanchez, and Sanchez (2001) confirmed that satisfaction determined the willingness to recommend the destination; Oom do Valle, Silva, Mendes, and Guerreiro (2006) concluded that tourist satisfaction was the key contributing factor to destination loyalty intention; Jang and Feng (2007) showed that satisfaction was a direct indication of short-term revisit intention, and Bosque and Martin (2008) indicated that tourist satisfaction had a significant influence on behavioral intentions.

Moreover, in many previous tourism studies, support for the influence of satisfaction on future behavior (i.e. intention to revisit or repurchase) were apparent (Bigne et al., 2001; Lee, 2009; Petrick, 2004; Petrick et al., 2001); in addition, Wicker, Hallmann, and Zhang (2012) showed that consumer intention to revisit a city represents an important aspect of event tourism, particularly from an economic perspective; whereas, some exceptions do exist, where studies found no impact of satisfaction on behavioral intentions (Lee et al., 2007). That is to say, although most studies support for the influence of satisfaction on intention to revisit, it is still worth exploring the role of tourist satisfaction during a trip.

If tourists feel satisfactory after visiting a place, it is more likely for them to have intention to revisit the place. Some studies indicated that the images of events and destination determined the intention to revisit (Hallmann, 2010; Kaplanidou, 2007; Kaplanidou & Vogt, 2007). In addition, it was shown in previous research that the destination's image had a positive impact on intention to revisit (Bigne et al., 2001; Gibson et al., 2008; Kaplanidou & Gibson, 2010; Kaplanidou & Vogt, 2007).

In addition, Wicker, Hallmann, and Zhang (2012) indicated that tourist satisfaction plays a key role for future visits to the city, and findings derived from the regression analyses showed that female gender, income, and foreign nationality were significant drivers of expenditure. In other words, it is important to understand tourist satisfaction in the process of travel.

Traveling Expenditure

According to the report of World Travel & Tourism Council in 2014, leisure travel spending (inbound and domestic) generated 75.6% of direct Travel & Tourism GDP in 2013 (USD3,412.8) compared with 24.4% for business travel spending (USD1,103.7). And leisure travel spending is expected to grow by 4.3% in 2014 to USD3,558.1, and rise by 4.4% to USD5,451.2 in 2024. Business travel spending is expected to grow by 4.7% in 2014 to USD1,155.5, and rise by 3.7% to USD1,661.1 in 2024. Moreover, domestic travel spending generated 71.3% of direct Travel & Tourism GDP in 2013 compared with 28.7% for visitor exports (i.e. foreign visitor spending or international tourism receipts). And domestic travel spending is expected to grow by 4.2% in 2014 to USD3,354.5, and rise by 4.2% to USD5,057.1 in 2024. Obviously, travel spending plays an important role to promote economy.

As a usual, a city or a nation can attract tourists to spend by holding big or special events. Previous research findings indicated that participants and spectators usually spent a large amount of money in the host cities (Daniels & Norman, 2003; Gratton, 2004). In other words, events will attract tourists to stimulate consumption and promote economy. Other studies on some events such as cycling events (Kaplanidou & Vogt, 2007) or Senior Games (Kaplanidou & Gibson, 2010) have also focused on event images and consumption behaviors. That is to say, events would play an essential role in stimulating tourist consumption.

In fact, there are other various factors having some effects on traveling expenditure, like age, transportation, income, lifestyle, and so forth. For example, age was found to have a positive effect on traveling expenses in previous research (Daniels & Norman, 2003; Wicker, Hallmann, & Zhang, 2012), indicating that older people tended to spend more money than younger people.

Moreover, Sorupia (2005) showed that transportation is an integral part of the tourism industry, and the improvement of transportation contributes to the tourism industry. And Mammadov (2012) indicated that transportation was the main mean to carry passengers.Westlake and Robbins (2005) also showed that the effective factors in choosing the transportation mode in tourism included time limit, distance, status, comfort, security, benefit, price, geographical position, and competition. Without doubt, convenient transportation plays a significant role in tourism.

Furthermore, income was also found to be positively correlated with traveling expenditure, meaning that consumers with higher income tended to spend more money than consumers of lower economic status (Cannon & Ford, 2002; Chhabra et al., 2002; Daniels & Norman, 2003; Wicker, Hallmann, & Zhang, 2012). Besides, numerous researchers indicated that lifestyle could be an important determinant of consumer behavior (Assael, 1998; Mullin et al., 2007; Wells, 1975; Zhang et al., 2003). In other words, traveling consumption would be varied by some factors. Therefore, it is worth exploring tourists' traveling expenditure.

METHOD

Data collection

The Taiwanese people's domestic tourism data was collected by a survey conducted by Tourism Bureau, Taiwan, R.O.C. The information system indicated that the survey interviews were conducted by telephone, using a computer-assisted telephone interviewing system (CATI), and a stratified random sampling was used to select the sample. The population of the survey included Taiwanese people who were 12 years or older. The survey period covered from January1st, 2003 through December 31st, 2013.

Data analyses

The researchers applied descriptive statistics to analyze the data about Taiwanese people's traveling motivation, traveling length, traveling expenditure, traveling destination, and so forth.

RESULTS AND DISCUSSION

Based on the data about Taiwanese people's domestic travel in 2003-2013, the researchers compared and analyzed the data and got some results as the following.
Regarding the yearly proportion of Taiwanese people taking domestic trips in 2003-2013 shown as in Table 1. The traveling proportion means the proportion of a

person's taking a trip at least one time in a period of time. From Table 1, the yearly proportion of 2011was the highest (95.4%), and 2006 the lowest (87.6%). The reason would be that in 2006 the economic growth only reached 3.67%, and the GDP was USD 12,549; Taiwanese people would not have enough money to spend on leisure activities. On the other hand, in 2011 the economic growth reached 4.19%, and the GDP was USD17,812; therefore, Taiwanese people would have more money to spend on leisure activities. Besides, the 100th National Day of R.O.C. was in 2011, and Taipei International Floral Exposition opened in 2010 and ended in 2011. Many Taiwanese people were attracted to join those two special events.The finding was consistent with previous research findings indicating that participants and spectators usually spent a large amount of money in the host cities (Daniels & Norman, 2003; Gratton, 2004).

Table 1
THE SUMMARY OF TAIWANESE PEOPLE'S DOMESTIC TRAVELING PROPORTION IN 2003-2013

Year	Traveling proportion (%)					
	Major issue	Q1	Q2	Q3	Q4	yearly
2003	SARS	68.2	51.7	61.6	60.1	90.1
2004	Bird flu/72 floods	66.5	61.1	61.9	57.0	90.0
2005	612 floods/ seven typhoons/ H5N1	68.9	73.6	57.8	56.8	91.3
2006	H5N1	66.3	59.6	61.0	62.5	87.6
2007	financial tsunami	69.4	63.4	62.6	63.5	90.7
2008	financial tsunami/718 floods	71.4	64.8	64.5	64.0	92.5
2009	financial tsunami/H1N1 highest unemployment/ Typhoon Morakot	70.8	66.7	65.0	65.9	93.4
2010	Taipei International Floral Exposition	72.9	66.8	65.2	67.3	93.9
2011	Taipei International Floral Exposition Closing/100th National Day	74.9	68.1	69.2	68.8	95.4
2012	Typhoon Tembin	72.6	66.4	64.8	65.8	92.2
2013		70.1	64.3	65.4	64.4	90.8

Note: Q1: the first quarter; Q2: the second quarter; Q3: the third quarter; Q4: the fourth quarter

On the other hand, there were fewest Taiwanese people traveling in 2006. The reason would be that the global spread of H5N1 in birds in 2005 was considered a significant pandemic threat. A lot of Taiwanese people did not want to travel in 2005-2006 to avoid being infected. Moreover, the traveling proportion of the second quarter in 2003 was the lowest in 2003-2013 according to Table 1. Perhaps the reason was that many Taiwanese people did not take a trip due to the outbreak of SARS (severe acute respiratory syndrome).

In addition, traveling proportion of certain period was lower than that of any other periods in 2003-2013 or some period was the lowest in the whole year. For example, the outbreak of bird flu appeared in 2004; financial tsunami happened in 2007-2009; the highest unemployment and H1N1 influenza appeared in 2009, and

Typhoon Tembin inflicted severe damage on southern Taiwan in August, 2012. Obviously, epidemics, economic situation, and natural disaster have great influence on people's traveling willingness based on the data.

With regard to the traveling frequency, the three least ones were 4.78, 4.81, 4.85 in 2005, 2008, and 2009, respectively, as shown in Table 2. Perhaps the reason would be that H5N1 in birds was widespread suddenly and caused global panic in 2005, and seven typhoons hit Taiwan and caused severe damage in 2005; financial tsunami was at its peak in 2008, and the highest unemployment, H1N1 influenza, and the terrible Typhoon Morakot hit Southern Taiwan in 2009. Therefore, most Taiwanese people would not like to take a trip because of epidemic, economic contraction, and natural disaster.

On the other hand, the highest traveling frequency (7.42) was in 2011; perhaps that was because of the effects of 100th National Day and Taipei International Floral Exposition. National Day has significant meanings for many Taiwanese people, especially 100th anniversary. In addition, Taipei International Floral Exposition was a garden festival recognized by the International Association of Horticultural Producers (AIPH / IAHP) and was categorized as an A2/B1 horticulture exposition. It was the first such internationally recognized exposition in Taiwan; therefore, the event had special significance for Taiwan, and many Taiwanese people felt proud of the event and had high motivation to join.

Table 2
THE SUMMARY OF TAIWANESE PEOPLE'S DOMESTIC TRAVELING FREQUENCY IN 2003-2013

Year	Traveling frequency					
	Major issue	Q1	Q2	Q3	Q4	yearly
2003	SARS	1.51	1.15	1.34	1.39	5.39
2004	Bird flu/72 floods	1.41	1.43	1.49	1.37	5.70
2005	612 floods/ seven typhoons/ H5N1	1.25	1.35	0.95	1.23	4.78
2006	H5N1	1.47	1.22	1.39	1.41	5.49
2007	financial tsunami	1.43	1.41	1.42	1.31	5.57
2008	financial tsunami/718 floods	1.42	1.11	1.21	1.07	4.81
2009	financial tsunami/H1N1 highest unemployment/ Typhoon Morakot	1.42	1.10	1.21	1.12	4.85
2010	Taipei International Floral Exposition	1.62	1.51	1.50	1.45	6.08
2011	Taipei International Floral Exposition Closing/100th National Day	2.07	1.87	1.73	1.75	7.42
2012	Typhoon Tembin	1.74	1.63	1.75	1.75	6.87
2013		1.80	1.62	1.76	1.67	6.85

From Table 2, it was obvious that special events could attract tourists and promote tourism, but natural disasters would have negative impact on tourism. The finding was consistent with some previous studies. For example, some studies on certain events such as cycling events (Kaplanidou & Vogt, 2007) or Senior Games (Kaplanidou & Gibson, 2010) found that thematic evens could attract tourists and participants, and Miller (2008) also showed the negative impact of natural disaster on tourism.

Regarding the traveling motivation, the summary of Taiwanese people's domestic traveling motivation in 2003-2013 as shown in Table 3.

Table 3
THE SUMMARY OF TAIWANESE PEOPLE'S DOMESTIC TRAVELING MOTIVATION IN 2003-2013 (%)

Motivation \ Year	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Sightseeing	61.4	60.3	55.5	60.6	60.8	63.3	65.9	64.5	66.3	64.4	65.9
Exercise trip	7.5	12.1	9.3	7.0	7.2	7.1	5.4	4.7	5.4	6.2	5.0
Eco-trip	2.9	3.9	2.4	2.9	2.7	2.9	2.6	4.3	4.3	4.5	3.6
Meeting /learning	1.0	1.8	0.5	0.6	0.8	0.7	1.0	1.4	1.8	1.3	0.9
Religious trip	5.3	3.4	3.5	5.2	6.8	4.8	4.6	4.5	4.7	4.8	5.3
On business	1.0	1.1	1.4	1.1	1.1	1.0	0.9	0.9	1.0	0.9	1.0
Visit relatives & friends	19.3	11.7	23.0	22.0	19.7	19.9	19.2	19.6	16.4	17.7	18.2
Others	1.7	5.7	4.4	0.6	0.9	0.4	0.4	0.1	0.1	0.2	0.1

From Table 3, sightseeing was the major domestic traveling motivation for Taiwanese people in 2003-2013. Visiting relatives or friends was the next. The findings were consistent with previous studies (Bieger & Laesser, 2002; Cha, McCleary, & Uysal, 1995; Hanqin & Lam, 1999; Jang, & Wu, 2006; Kim, Lee, & Klenosky, 2003; Li, Huang, & Cai, 2009; Shoemaker, 1994; Yoon & Uysal, 2005). The reason would be that sightseeing could ease our stress and make us relax and get energy again. Through sightseeing, we could get rid of vexation and our spirit could be refreshed. On the other hand, visiting relatives and friends could promote interpersonal relationship and bring us the senses of security and belonging.

With regard to the trip length, most Taiwanese people took one-day trips in 2003-2013 as shown in Table 4. That means short-distance trips were most Taiwanese people's domestic traveling choice. That could be because of busy work and saving expenditure. Most Taiwanese people work hard five days a week. On the weekends, most of them prefer to take a rest. Staying at home would be a good choice; however, short-distance trip could make them feel relaxed and refreshed.

Table 4
THE SUMMARY OF TAIWANESE PEOPLE'S DOMESTIC TRIP LENGTH IN 2003-2013 (%)

Trip length \ Year	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
One day	63.8	61.1	64.0	60.9	69.9	68.9	70.5	70.0	69.7	71.9	71.6
Two days	22.4	23.8	21.9	24.3	18.9	20.2	18.8	19.4	18.9	18.4	18.0
Three days	9.4	11.2	10.2	10.7	7.7	8.0	7.6	7.6	8.2	6.9	17.4
Over four days	4.5	3.9	3.9	4.1	3.4	2.8	3.1	3.0	3.2	2.8	3.0

From Table 4, the percentage of one-day traveling increased obviously in 2007. The reason could be that Taiwan High Speed Rail began to operate in 2007. The one-day living circle was not a dream anymore for most Taiwanese people. It only takes one and half hours from Taipei to Kaohsiung; therefore, it is very convenient for people take a trip within a day from the north to the south. Though Daniels and Norman (2003) found that consumers stayed between two or three nights in the host city on average, Taiwan is a very small island comparing to other countries. By convenient transportation, most Taiwanese people like to choose one-day trips. The finding was consistent with Westlake and Robbins (2005) indicating that distance and time limit were the effective factors in choosing the transportation mode in tourism.

Regarding traveling region, many Taiwanese people chose northern Taiwan as their traveling region in 2003-2013 as shown in Table 5, and there was a close relation between travelers' resident areas and traveling regions in 2003-2013 as shown in Tables 5.1-5.11. That means it is convenient for most Taiwanese people to take a trip around the town. In this way, it is unnecessary for them to spend too much time or money on transportation or accommodation. However, many Taiwanese people from off-shore islands, like Kinmen, Penghu, and Matsu, also chose northern regions as their traveling destinations except their resident areas. That could be because it is convenient for them to go and return by plane from off-shore islands to Taipei. The finding was consistent with Westlake and Robbins (2005) indicating that distance and time limit were the effective factors in choosing the transportation mode in tourism.

Table 5
THE SUMMARY OF TAIWANESE PEOPLE'S DOMESTIC TRAVELING REGION IN 2003-2013 (%)

Year / Traveling region	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Northern	40.0	37.0	38.1	39.4	40.0	41.0	40.1	39.7	43.2	40.3	39.3
Central	34.0	31.0	29.6	32.4	30.9	31.3	30.9	31.0	29.6	32.0	30.4
Southern	32.0	29.0	35.7	34.9	35.4	34.1	29.6	27.4	25.8	26.8	27.8
Eastern	9.0	9.0	7.5	7.7	6.3	6.6	5.6	4.8	4.7	4.3	4.8
Off-shore	0.5	1.0	0.4	0.4	0.3	0.4	0.4	0.4	0.5	0.5	1.0

Table 5.1
THE COMPARISON OF TAIWANESE PEOPLE'S RESIDENT AREA AND TRAVELING REGION IN 2003 (%)

Traveling region / Resident area	Northern	Central	Southern	Eastern	Off-shore
Northern	67.4	23.4	16.1	8.7	0.5
Central	22.0	65.0	22.8	5.7	0.3
Southern	14.4	18.0	73.7	8.6	0.4
Eastern	29.2	13.5	24.9	57.8	0.0
Off-shore	58.2	15.5	4.2	6.9	39.5

Table 5.2
THE COMPARISON OF TAIWANESE PEOPLE'S RESIDENT AREA AND TRAVELING REGION IN 2004 (%)

Traveling region / Resident area	Northern	Central	Southern	Eastern	Off-shore
Northern	60.6	20.2	16.1	8.3	0.8
Central	19.3	56.6	24.0	6.3	0.4
Southern	14.1	18.5	63.9	9.4	0.5
Eastern	24.8	12.8	21.1	48.4	0.3
Off-shore	39.5	7.8	8.4	3.1	62.9

Table 5.3
THE COMPARISON OF TAIWANESE PEOPLE'S RESIDENT AREA AND TRAVELING REGION IN 2005 (%)

Traveling region / Resident area	Northern	Central	Southern	Eastern	Off-shore
Northern	64.2	22.8	18.3	6.6	0.3
Central	22.2	60.4	22.3	5.2	0.3
Southern	14.5	17.7	70.7	7.2	0.2
Eastern	30.1	10.4	26.3	50.1	—
Off-shore	74.1	4.2	11.2	2.3	35.5

Table 5.4
THE COMPARISON OF TAIWANESE PEOPLE'S RESIDENT AREA AND TRAVELING REGION IN 2006 (%)

Traveling region / Resident area	Northern	Central	Southern	Eastern	Off-shore
Northern	61.5	26.9	19.7	7.2	0.3
Central	24.6	58.0	26.0	5.6	0.2
Southern	16.8	21.9	67.4	7.5	0.2
Eastern	36.3	11.5	27.6	44.2	0.3
Off-shore	51.6	9.0	7.0	—	57.9

Table 5.5
THE COMPARISON OF TAIWANESE PEOPLE'S RESIDENT AREA AND TRAVELING REGION IN 2007 (%)

Traveling region / Resident area	Northern	Central	Southern	Eastern	Off-shore
Northern	67.5	22.5	16.8	5.6	0.4
Central	24.4	61.2	23.4	3.9	0.2
Southern	14.4	18.8	73.4	5.6	0.1
Eastern	27.5	13.4	19.8	58.1	0.4
Off-shore	77.8	15.0	29.0	—	29.1

Table 5.6
THE COMPARISON OF TAIWANESE PEOPLE'S RESIDENT AREA AND TRAVELING REGION IN 2008 (%)

Traveling region / Resident area	Northern	Central	Southern	Eastern	Off-shore
Northern	65.0	24.5	17.5	6.5	0.3
Central	26.1	58.2	24.0	4.5	0.3
Southern	15.9	19.0	73.0	5.6	0.2
Eastern	34.6	14.6	18.7	52.5	0.2
Off-shore	41.3	12.0	13.5	7.6	50.0

Table 5.7
THE COMPARISON OF TAIWANESE PEOPLE'S RESIDENT AREA AND TRAVELING REGION IN 2009 (%)

Traveling region / Resident area	Northern	Central	Southern	Eastern	Off-shore
Northern	65.2	22.4	14.0	5.6	0.3
Central	21.4	60.9	20.0	3.1	0.3
Southern	12.2	19.6	68.9	4.7	0.2
Eastern	28.9	11.8	16.5	54.0	0.6
Off-shore	30.9	15.5	7.7	1.4	53.7

Table 5.8
THE COMPARISON OF TAIWANESE PEOPLE'S RESIDENT AREA AND TRAVELING REGION IN 2010 (%)

Traveling region / Resident area	Northern	Central	Southern	Eastern	Off-shore
Northern	65.4	21.8	12.1	4.2	0.1
Central	21.0	59.7	18.6	3.2	0.2
Southern	13.3	20.7	64.0	4.4	0.1
Eastern	26.3	17.8	20.7	45.2	0.5
Off-shore	31.6	3.4	7.5	3.4	56.8

Table 5.9
THE COMPARISON OF TAIWANESE PEOPLE'S RESIDENT AREA AND TRAVELING REGION IN 2011 (%)

Traveling region / Resident area	Northern	Central	Southern	Eastern	Off-shore
Northern	67.3	20.2	11.7	4.1	0.4
Central	22.4	58.7	19.0	2.6	0.1
Southern	14.1	22.7	62.2	4.8	0.2
Eastern	27.7	14.9	20.2	45.3	0.5
Off-shore	31.1	17.6	12.1	2.9	47.4

Table 5.10
THE COMPARISON OF TAIWANESE PEOPLE'S RESIDENT AREA AND TRAVELING REGION IN 2012 (%)

Traveling region / Resident area	Northern	Central	Southern	Eastern	Off-shore
Northern	65.4	22.9	11.6	3.3	0.5
Central	19.9	60.0	20.6	2.8	0.2
Southern	11.6	24.4	63.5	4.4	0.3
Eastern	26.4	12.2	16.7	50.0	0.3
Off-shore	25.6	18.1	13.8	0.2	45.4

Table 5.11
THE COMPARISON OF TAIWANESE PEOPLE'S RESIDENT AREA AND TRAVELING REGION IN 2013 (%)

Traveling region / Resident area	Northern	Central	Southern	Eastern	Off-shore
Northern	66.3	20.9	11.5	3.8	0.7
Central	20.4	57.7	21.1	3.2	0.8
Southern	11.3	22.6	63.8	5.2	0.9
Eastern	25.4	12.3	19.3	51.2	0.3
Off-shore	25.2	10.4	22.4	1.6	45.2

Regarding traveling spots, Tamsui & Bali, National Museum of Marine Biology & Aquarium, Love River, Cijin & Sizihwan Resort, and Sun-Moon Lake usually ranked the top three tourist attractions in 2003-2013 as shown in Table 6. Tamsui & Bali almost ranked the top one in 2003-2012. Tamsui & Bali is a diverse and convenient tourist spot where you can go cycling, fishing, and shopping, take a ferry, visit historic sites, watch the sunset, and so forth. Therefore, it always attracts a lot of tourists.

However, Taipei International Floral Exposition ranked the top one in 2011; that implies unique and special events could stimulate tourism and attract tourists. On the other hand, Love River, Cijin & Sizihwan Resort ranked the top two traveling spot in 2007, 2008, 2011 and 2012, and ranked the top one in 2010 and 2013. Love River is quite famous in Southern Taiwan because it has significance in Kaohsiung. Cultural events such as concerts and the Lantern Festival are often held by the river. Moreover, the Pier-2 Art Center which is also near Love River was taken over by Kaohsiung City Government in 2006 and a series of exhibitions started and attracted many tourists. In 2008, Kaohsiung MRT began to operate and tourists felt more convenient to visit Love River. In 2013, Rubber Duck designed by Florentijn Hofman was displayed in Kaohsiung Glory Pier for one month and attracted more than 1.4 million people.

Since the Hsuehshan Tunnel opened in 2006, it is more convenient from Taipei to Yilan. Therefore, Jiaoxi Hot Spring, located in Yilan, ranked the top three traveling spot in 2008 and 2013. Moreover, Sun-Moon Lake Ropeway began to operate in the end of 2009, and attracted many tourists. Therefore, Sun-Moon Lake ranked the top three traveling spot in 2010 and 2012. Besides, National Museum of Marine Biology & Aquarium, which is near Kenting National Park, opened in 2000, and ranked the top three traveling spot from 2003 to 2006. In other words, convenient transportation, special events, and new equipment would play a significant role in tourism. The finding was consistent with Sorupia (2005) indicating that the improvement of transportation contributes to the tourism industry.

Table 6
THE SUMMARY OF TAIWANESE PEOPLE'S DOMESTIC POPULAR TRAVELING SPOTS IN 2003-2013

Year / Popular spots	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
No. 1	☆	☆	☆	☆	☆	☆		◆	✻	☆	◆
No. 2	★	Ω	▲	★	◆	◆		☆	◆	◆	☆
No. 3	△	★	★	◆	◇	●		◎	☆	◎	●

Note 1: There was no data about domestic traveling spots in 2009 from the website of Tourism Bureau.

Note2: ☆: Tamsui & Bali; ★: National Museum of Marine Biology & Aquarium; ◆: Love River, Cijin & Sizihwan Resort; ◎: Sun-Moon Lake; ●: Jiaoxi Hot Spring; △: Jhihben Hot Spring; ✻: Taipei International Floral Exposition; ▲: Kenting; ◇: Dream Mall ; Ω: Dong Shan River Park

Regarding the average traveling expenditure, most Taiwanese people spent about NT$ 2,000 on traveling every time in 2003-2013 as shown in Tables 7& 8. In 2004, the traveling expense (NT$ 2,266) was the highest because of high economic growth (6.19%); in 2009, the traveling expense (NT$ 1,866) was the lowest because of the global financial crisis, H1N1, high unemployment, and negative economic growth (-1.8%). Based on Table 7, transportation fee, food expense, and shopping expense took up about seventy percent of the traveling expenses. In addition, based on Table 4, most Taiwanese people took one-day trip; therefore, accommodation fee was naturally decreased.

Table 7
THE SUMMARY OF TAIWANESE PEOPLE'S DOMESTIC TRAVELING EXPENDITURE PER TIME IN 2003-2007

Item / Year	2003		2004		2005		2006		2007	
Transportation	472	22%	502	22%	482	23%	494	24%	495	25%
Accommodation	369	17%	363	16%	320	15%	382	18%	316	16%
Eating & drinking	506	24%	618	27%	505	24%	504	24%	471	24%
Entertainment	150	7%	224	10%	140	7%	151	7%	141	7%
Shopping	466	22%	493	22%	447	22%	426	20%	421	21%
Others	166	8%	66	3%	186	9%	129	7%	145	7%
Average NT$	2,130		2,266		2,080		2,086		1,989	

Compared to 2010 and 2012, the traveling expense in 2011 (NT$ 2,038) was obviously higher than that in 2010 (NT$ 1,921) and that in 2012 (NT$ 1,900). The reason may be that Taipei International Floral Exposition was held in 2011. The special event attracted tourists and stimulated consumption. That was consistent with some studies indicating the participants and spectators usually spent a large amount of money in the host cities (Daniels & Norman, 2003; Gratton, 2004). In other words, events will be a benefit to the economic development in a city. Moreover, it was shown in previous research that the destination's image had a positive impact on intention to revisit (Bigne et al., 2001; Gibson et al., 2008; Hallmann, 2010; Kaplanidou, 2007; Kaplanidou & Gibson, 2010; Kaplanidou & Vogt, 2007). Therefore, a successful event could also promote tourists' traveling motivation.

Table 8
THE SUMMARY OF TAIWANESE PEOPLE'S DOMESTIC TRAVELING EXPENDITURE PER TIME IN 2008-2013

Year / Item	2008		2009		2010		2011		2012		2013	
Transportation	511	27%	492	26%	490	26%	519	25%	516	27%	521	27%
Accommodation	330	17%	318	17%	332	17%	359	18%	315	17%	314	17%
Eating & drinking	454	24%	432	23%	457	24%	501	25%	459	24%	470	25%
Entertainment	104	5%	102	6%	111	6%	124	6%	114	6%	113	6%
Shopping	413	22%	429	23%	450	23%	460	23%	429	23%	418	22%
Others	103	5%	93	5%	81	4%	75	4%	67	4%	72	4%
Average NT$	1,915		1,866		1,921		2,038		1,900		1,908	

Regarding the traveling satisfaction, most Taiwanese people felt quite satisfactory about domestic traveling in 2003-2013 as shown in Table 9. Many previous studies indicated that tourist satisfaction is positively related to the revisit intention (Bigne et al., 2001; Bosque & Martin, 2008; Chi & Qu, 2008; Jang & Feng, 2007; Lee, 2009; Oom do Valle et al., 2006; Petrick, 2004; Petrick et al., 2001; Wicker et al., 2012). Therefore, the finding implied that it is very likely for Taiwanese people to revisit the tourist spots in the future. In other words, tourists' high satisfaction is beneficial for tourism development.

Table 9
THE SUMMARY OF TAIWANESE PEOPLE'S DOMESTIC TRAVELING SATISFACTION IN 2003-2013 (%)

year	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Satisfaction (%)	95.7	94.1	95.7	96.0	96.3	97.2	98.1	98.0	98.1	98.1	98.2

CONCLUSIONS

Based on the above findings, the researchers drew the following conclusions. First, Taiwanese people usually take a trip regularly to relax and have high traveling satisfaction. Second, sightseeing or visiting relatives/friends is the major traveling motivation for most Taiwanese people. Third, short-distance trips are most Taiwanese people's domestic traveling choice because of saving time and money or convenience. Fourth, there is a close relation between Taiwanese people's resident areas and traveling regions. Fifth, convenient transportation, new equipment, and multiple activities contribute to the popularity of traveling spots. Sixth, transportation fee, food expense, and shopping expense are the major traveling expenses for Taiwanese people.

IMPLICATIONS

According to the above findings, many factors would have great influence on Taiwanese people's domestic traveling motivation, including economic growth, special events, unemployment, epidemics, natural disaster, and so forth. Therefore, the researchers provide the following suggestions to promote domestic tourism.
The government and non-governmental businesses could hold unique and special events to attract people to travel.

The government should cooperate with non-governmental businesses to promote economic development, to decrease unemployment and to increase people's willingness to take a trip.

The government should cooperate with non-government businesses and the public to prevent epidemics, and to build a safe traveling environment.

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EXPLORING GREEN EVENT INVOLVEMENT IN FESTIVALS

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Academic research is beginning to understand the impacts of green initiatives on the event industry. Despite a large body of the literature investigating the linkage between green initiatives and consumer outcomes, consumer involvement in green events has not received equal attention. This study explores the dimensionality of event attendees' green involvement in a festival setting. It further examines the criterion effect of green involvement on green value and change in event spending. The findings suggest green involvement can be operationalized into three dimensions: green food, green design and waste management, and green environment and activity. A structural equation model shows that green value fully mediates the relationship between green involvement and change in spending, while the effect of green design and waste management on green value is the most important.

INTRODUCTION

Existing studies often point to the relationships among eco-friendly services, perceptions, intentions, or choices (Han, Hsu, & Sheu, 2010; Park & Boo, 2010). However, little research focuses on consumers' involvement with green initiatives. The theory of involvement commonly acknowledges that involvement is a state of motivation which compels people to engage and to acquire a certain product or service (Gursoy & Gavcar, 2003; Zaichkowsky, 1985). The objective of this research is to fill the gaps in the literature by: (1) developing a scale that assesses green festival involvement from an event attendee's perspective, (2) exploring the effect of green festival involvement on attendees' perceived green value, and (3) examining the direct and indirect effects of such events on financial outcomes (i.e., changes of spending in an event). In summary, this research aims to contribute to the literature by understanding the dimensionality of green festival involvement and its role in value perception and changes in spending. Multiple studies are conducted to systematically develop the green festival involvement scale and to test its criterion effects on event attendees' value perceptions and change in spending.

LITERATURE REVIEW

Personal involvement has also gained attention in the leisure and tourism literature. For example, Havitz and Dimache (1997) define leisure involvement as a motivational state that compels people to think about their leisure and recreation activities, which in turn affect their actual participation and behavior. In his hedonic tourism motivational model, Goossens (2000) states that involvement in travel is evoked by push and pull motives which compel tourists to search for relevant information about a destination or trip and to pursue their travel needs. In turn, involvement would lead to a favorable response toward a trip or destination. We define green festival involvement as event attendees' personal involvement with green attributes and activities offered by a festival. Our conceptual definition is also consistent with Bloch and Richins' (1983) conceptual model of importance which posits the pivotal role of product/service importance and relevancy on personal involvement. Our definition also suggests that the concept should contain multiple facets to represent the multitudes of green attributes and activities.

The literature is beginning to delineate the linkage between consumer involvement and perceived value in the tourism and hospitality settings. For example, empirical evidence from Hightower, Brady, and Baker's (2002) study shows that personal involvement in a sports event leads to a higher level of perceived event value through better service quality and positive affection. Chen and Tsai (2008) examine the effects of involvement on consumers' perceived value and loyalty regarding TV travel product shopping in Taiwan; they show that the greater the involvement of a consumer, the greater the perceived value of the product, which in turn results in higher consumer loyalty. Prayag and Ryan (2012) also note that tourists' perceived hedonic and symbolic values of a trip is attributed to their involvement with a product/service. Although studies on the relationship between festival attendees' involvement and perceived value do not exist, based on the aforementioned literature, it can be reasonably assumed that attendees who perceive that a green event is important to them would be more interested in it and hence perceive higher value in it. It follows that people who are more involved in (i.e., realize the importance of) green initiatives would perceive an event to have better value if it contains some green components. Accordingly, hypothesis 1 (H1) proposes that attendees' green involvement in a festival (green festival involvement) is positively related to their perceived value of the event (green value).

Personal involvement does not only affect consumers' perceived value, it also affects their purchase decisions and behaviors (Chen & Tsai, 2008; Tarkiainen & Sundqvist, 2009; Zaichkowsky, 1985). Consumers with high-involvement purchases are likely to display attitudinal loyalty and to spend more on merchandise that they view as important and relevant to them (Hu & Yu, 2007). Due to the global trend in green consumption and green events (Green Festival, 2012; Laing & Frost, 2010; Park & Boo, 2010), as well as the extant literature on the relationship between consumer involvement and spending (Rosenbaum & Wong, 2015), it is reasonable to assume that attendees' green festival involvement is positively related to their event spending. In particular, this study examines the perceived change in spending if attendees are offered green attributes in an event. Hence, hypothesis 2 proposes that attendees' green festival involvement is positively related to their change in spending if green attributes are employed (Δspending).

Value is commonly acknowledged as an antecedent to consumer behaviors such as satisfaction and loyalty (Chen & Tsai, 2008; Zeithaml, 1988). It often acts as a signal to consumers that influences their purchase intentions, since their judgment is primarily based on incomplete information (Kardes, Posavac, & Cronley, 2004). In respect to the financial outcomes of green events, the literature has commonly acknowledged a positive effect of green initiatives on people's willingness to pay more. Accordingly, we postulate hypothesis 3 in that attendees' perceived green value of an event is positively related to their change in spending if green attributes are employed (Δspending).

METHODS

This research follows the scale development process recommended by Churchill (1979) through two survey studies. In the first stage (Study 1) of the development process, the authors searched the extant literature (e.g., Chancey, 2009; Hu, Parsa, & Self, 2010; Mealey, 2012; Wallace, 2005) and compiled a list of items that were appropriate for the current research context. In particular, the authors generated 23 items pertaining to green involvement in festivals.

To further refine the scale and examine the reliability and validity of it, we collected data by means of self-administered survey. Respondents were recruited by referral sampling, as the authors distributed the questionnaire to residents in Macau. Respondents were asked to fill out the questionnaire. A total of 181 respondents completed the survey. Nine of them were removed due to lack of experience in festivals. The remaining 172 respondents had attended at least one festival in the past year; and on average attended more than four such events. Next, we performed exploratory factor analysis (EFA) to refine and validate the 23-item scale. We used principal component analysis with promax rotation for EFA. Promax rotation was used because we assumed that the underlying factors were correlated. The results suggest that nine items should be removed from the scale due to low primary factor loading or high cross-loading. The remaining 14 items loaded on four factors: green food, green design and waste management, green activity and energy use, and green environment. Although the results generally show that the green involvement scale is valid and reliable, external cross-validation is needed to confirm the findings.

To cross-validate the green involvement scale developed in Study 1, we collected an additional set of data by means of a person-administered face-to-face survey in Study 2. Respondents were recruited from attendees of the Macau Food Festival held in Macau. In order to generalize the findings to both residents and tourists, a quota sampling method was used, with half of the sample as tourists and another half as residents. The interviews were conducted by a group of trained field investigators who were Chinese-English bilinguals. Respondents were approached at the exit of the venue as they were leaving the event. The investigators explained the purpose of the study and asked if they were tourists or residents.

The sample includes a total of 406 complete responses, which corresponds to a response rate of 70.4%. We followed Hair et al. (2006) and randomly split the dataset into two sub-samples. We performed EFA using the first sub-sample (sub-sample 1) and conducted confirmatory factor analysis (CFA) using the second sub-sample (sub-sample 2). We first performed EFA. Only items with primary loading ≥ .50 and secondary loading ≤ .30 were retained. The results suggest that the 14-item scale can be reduced to a three-factor solution: green food, green environment and activity (items were combined for green environment and green activity and energy use from Study 1), and green design and waste management. We examined the three-factor solution through CFA using the sub-sample 2 in LISREL 8.80. Results suggest that the scale is reasonably valid and reliable.

In summary, this study followed the steps of scale development process recommended by Churchill (1979). First we specified the domain of the construct of green involvement by undertaking an extensive search in the literature. Second, based on the literature and inputs from three experts in the field, we generated a sample of 23 initial items. Third, we purified the scale using EFA based on data collected from Study 1. The results suggest a four-factor solution with 14 items. To cross-validate the scale to access scale reliability and validity, we collected an additional set of data in Study 2. The findings reveal that the 14-item scale could further be organized parsimoniously in three factors, and the dimensionality was further confirmed through parallel analysis. Findings from CFA also indicate that the measurement model fits the data fairly well, and that a three-factor model possesses better fit than other competitive models.

We used an internal cross-validation procedure suggested by Hair et al. (2006) to cross-validate the proposed scale in two steps (cf. Wong & Wan, 2013). First we tested full metric invariance (i.e., factor loading equivalence) based on the two randomly split sub-samples. This was achieved by comparing the $\Delta\chi 2$ of Model 1, when the factor loadings were freely estimated for both sub-samples, and Model 2, when the factor loadings for both sub-samples were constrained to be invariant. Results show that the two sub-samples are invariant ($\Delta\chi 2(10) = 3.61$, n.s.). In the next step, we split the dataset into two groups by gender. We then repeated the aforementioned procedure in group invariance. The results also indicate that the two groups are not different ($\Delta\chi 2(10) = 10.94$, n.s.). The combined results support full metric invariance, providing evidence of internal cross-validation.

Next, we examined the proposed relationships using structural equation modeling (SEM). Model 1 postulates effects of the three green festival involvement factors on perceived green value. The results indicate that green food ($\beta = .32$, $p < .001$) and green design and waste management ($\beta = .48$, $p < .001$) are significant predictors of green value. Model 2 postulates an effect of green festival involvement, as a second-order factor with 3 first-order factors, on perceived green value. The results show that the relationship is significant ($\beta = .70$, $p < .001$). However, none of the control variables are significant. Furthermore, Model 2 is more desirable, as it better explains the criterion variable with $R2 = .49$. In summary, both models show adequate model fit with CFI ≥ .96, GFI = .91, RMSEA = .06, and SRMR = .06.

Next, we examine the financial outcomes of offering green initiatives in festivals. On average, respondents spent about USD 30 at the festival. They were willing to spend about 28% and 29% more if the event were held at an environmentally friendly venue and offered green food, respectively (see Table 7). That is on average, people are willing to spend about USD 9 more if a festival includes some kind of green attributes.

We then explored the financial outcomes of green involvement through the mediating role of perceived green value in SEM. We also controlled for respondents' gender, age, and education. Model 3 examines Δspending on both green venue and on green food. That is, we examined the effect of green festival involvement and perceived green value on the two criterion variables: Δspending on green venue (i.e., if the festival were held in a green environment) and Δspending on green food (i.e., if the festival were to offer green food). We followed Baron and Kenny (1986) and tested the mediating effect of perceived green value. The results suggest that perceived green value fully mediates the effect of green festival involvement on Δspending on green venue ($\beta = .23$, $p < .001$) and Δspending on green food ($\beta = .27$, $p < .001$).

The fit indexes, however, indicate a lack of fit between the proposed model and the data. We addressed this issue by reducing the two criterion variables into a latent factor: Δspending on green festival. EFA shows that the factor loadings for the two items are .96 and Cronbach's alpha is .90. We performed another SEM; the results in Model 4 show that perceived green value significantly related to Δspending on green festival ($\beta = .21$, $p < .001$). The fit indexes indicate adequate fit between Model 4 and the data: CFI = .97, GFI = .92, RMSEA = .05, SRMR = .05. The results also suggest that attendee's education level is related to Δspending on green festival ($\beta = .15$, $p < .01$) indicating patrons with higher education are likely to spend more on green festivals.

DISCUSSION

This research contributes to the literature in several ways. Based on two empirical studies and a rigorous scale development process by validating and cross-validating the measurement model using multiple analytical techniques, our findings show a three factor-solution of green festival involvement which is germane to the domain of green food, waste management, and environment and activity. As such, this study offers new insights to the literature by demonstrating how people's green involvement can be assessed in an event setting. Because green involvement represents a person's state of arousal, motivation, and interest toward green activities or events, it follows that the construct developed in this study could help scholars to better explain people's perceptions and behaviors toward eco-friendly initiatives. Second, we tested the effect of green festival involvement on perceived green value and change in spending. Based on results of four different structural models, we show that green festival involvement, as a second-order construct, significantly influences attendees' perceived value of green events. In particular, most respondents agree that if a festival features green initiatives, the value of the event increases. Furthermore, our findings also show a positive linkage between green festival involvement and perceived value, suggesting that as consumers become more involved in an environmentally friendly event, they are more inclined to realize the value of it. Third, our findings show that green festival involvement does exercise an indirect effect on change in consumer spending through the full mediating role of perceived green value. That is, consumers are willing to spend more on a green event if they perceive that the event offers them better value than events that do not include some sort of green components. Hence, this research sheds new light on the extant literature by presenting a framework with empirical evidence delineating how personal involvement in green events may affect their value perceptions and ultimately trigger change in their spending at such events.

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