

Conference Proceedings ICE 2021

THE 5TH INTERNATIONAL CONFERENCE ON EVENTS



Making New Waves in Africa

Exploring New Frontiers in
Festivals and Events

Conference proceedings of The 5th International Conference on Events (ICE2021) –
Making New Waves in Africa: Exploring Frontiers in Festivals and Events

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Exploring Frontiers in Festivals and Events

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Cape Town 8001
South Africa

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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.

This conference also reaffirms the international collaborations and years of friendship built across borders, oceans and cultures.

We count on you to uphold the tradition and to create a memorable experience together.

Previous ICE conferences:

- Making Waves, Bournemouth, United Kingdom, 3-5 July 2013
- Making Waves in Macao, Macao SAR, China, 7-9 September 2015
- Beyond the Waves, Orlando, Florida, United States of America, 12-14 December 2017

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Welcome from the Conference Chair

On behalf of the Organising Committee, welcome to "Making New Waves in Africa" - the 5th International Conference on Events (ICE2021) and to Cape Town - the 'World's Leading Festival and Events Destination' (2018 World Travel Award).

Originally planned as a physical conference for April 2020, the conference was rescheduled and re-imagined as a hybrid event as a result of the Covid-19 pandemic. Although the pandemic period brought new challenges to hosting conferences for a global audience, the organising committee felt it was important to continue to host the event, making use of technology as well as health protocols in order to deliver a relevant and impactful global conference. We believed it was important to continue to provide a platform for support, learning and innovation for our academic colleagues in the event sector, as well as supporting the local events industry, during this challenging period globally.

Within the context of exploring new frontiers in festivals and events, this conference examines a variety of contemporary global issues in events and festivals, combining academic discipline with professional practice. The conference also includes a specific track on broader tourism and hospitality topics related to events as we partner with the Tourism Educators of South Africa (TESA) association. Besides the academic aims, the conference was designed to uphold sustainability and inclusivity principles (e.g. supporting local tourism suppliers; empowering student and early academic development; limiting printing and transportation), while also showcasing our proudly African context of event management.

For ICE 2021, we have over 140 delegates, representing 20 nationalities! We were delighted with the number of high-quality abstract and full paper submissions. I would like to thank our Scientific Committee members for their services in the paper reviewing process. We also thank our journal partners (International Journal of Event and Festival Management; and the International Journal of Contemporary Hospitality Management and Journal of Hospitality and Tourism Insights) for their continued support.

(continued on next page)

I would also like to thank the ICE partner institutions (Bournemouth University; Macao Institute for Tourism Studies; and Rosen College of Hospitality Management) for the privilege of hosting this conference. The support of our local partner institutions was invaluable. I wish to specifically thank: the South African National Conventions Bureau, the Cape Town and Western Cape Conventions Bureau (WESGRO); and the Western Cape Department for Culture, Arts and Sport. We also appreciate the status of the conference as an ICCA-recognised event.

We trust that you will enjoy your participation in the conference and appreciate the hospitality of Cape Town, whether virtually or in-person.



Brendon Knott, PhD
Associate Professor
Cape Peninsula University of Technology
Chair of the Local Organising Committee

Welcome from Cape Peninsula University of Technology

On behalf of the management and staff of host university CPUT I wish you every success as you embark on the 5th International Conference of Events: Making New Waves in Africa.

Hearty congratulations to the ICE 2021 organising committee, who have worked harder and smarter to deliver this conference during an international pandemic. Whether you are joining via live-streaming or in person here in Cape Town I hope you grow your academic research expertise and network. It is certainly a diverse and exciting time to do so, as the world re-opens and the opportunities for festivals, events and sporting activities become more frequent. The theme of Exploring New Frontiers in Festivals and Events seems particularly pertinent and ICE could not be happening at a more opportune time.

A special thanks to the academic partners Rosen College of Hospitality Management, Macao Institute for Tourism Studies and Bournemouth University. Your continued commitment to the aims and ambitions of ICE is commendable.

Have a great conference!



Prof Chris Nhlapo
Vice-Chancellor, Cape Peninsula University of Technology

Welcome from Macao Institute for Tourism Studies

On behalf of the Macao Institute for Tourism Studies (IFTM), it is my pleasure to welcome all delegates to the 5th International Conference on Events – Making Waves in Africa: Exploring New Frontiers in Festivals and Events. We are very proud to have been co-organising the conference since its inception eight years ago. We have strengthened friendship and as importantly, we have extended our network and made new friends. It has been truly a remarkable experience that brought us all closer together, rekindling and forming new partnerships. None of this would be possible without the exceptional dedication by the organising committee. Although met with many challenges and numerous setbacks, the events sector is one of the fastest growing and increasingly important industries worldwide. It is therefore imperative that a dedicated conference on events is held periodically, bringing in world experts and specialists together to exchange ideas and latest research findings. I hope delegates will also find this conference opportune in sharing with each other best practices and lessons in responding to and recovering from the pandemic.

I'd like to offer my sincerest appreciation and gratitude to Cape Peninsula University of Technology for taking the helm in organising this conference which will take place both physically in Cape Town and virtually online. I am confident that, like the previous editions in Bournemouth, Macao and Orlando, ICE2021 will be another success. I wish all delegates a very fruitful time and enjoy all the thought-provoking discussions as well as the fabulous programme prepared for you.



Dr Fanny Vong
President, Macao Institute for Tourism Studies

Welcome from Bournemouth University

Welcome from Bournemouth University

On behalf of Bournemouth University, I would like to wish Cape Peninsula University of Technology, in Cape Town, South Africa every success in organising the 5th International Conference on Events (ICE2021), Making New Waves in Africa: Exploring New Frontiers in Festivals and Events. Following the success of the first International Conference on Events in Bournemouth and the second in Sheffield, the third in IFT Macau, the fourth in Rosen College of Hospitality Management, UCF, Florida 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.

Special thanks must go to the organiser of this conference, Professor Brendon Knott and co-organisers Dr Julie Whitfield, Ubaldino Couto and Jeanne Hahm. We all know that without their effort and commitment as the Organising Committee ICE2021 would not have happened.

Have a great experience at ICE2021



Dr Lois Farquharson
Executive Dean, The Business School, Bournemouth University

Welcome from University of Central Florida

As host of the 4th International Conference on Events (ICE2017), we at the UCF Rosen College of Hospitality Management are delighted to see the conference continue to develop and positively impact the study of events. This is especially so under such a challenging and difficult environment we live in.

Although the pandemic has caused major disruption globally to the event industry, everyone now realizes the power and significant impact events have on daily life, be it for residents, employers and employees, and tourists. Events are such an integral part of modern life that never again will anyone take events for granted, with their power to enrich and enhance our lives as the world begins to recover from the pandemic. As such, the potential for event-related research to grow and impact other fields of study is immense.

Out of darkness cometh light! This really is the case for event research where new avenues, new questions, new methods and new interdisciplinary opportunities abound. It is thus so befitting that the 5th International Conference on Events (ICE2022) is due to take place in the wonderful city of Cape Town, South Africa, one of the truly great destinations for the hosting of events as witnessed first-hand with the 2010 FIFA Soccer World Cup.

The energy, passion and warmth of welcome left a lasting legacy for so many with it being no surprise that ever since Cape Town has been one of the most successful tourist destinations globally over the past decade. This success is built on world-class event organization with world-class event research the ultimate outcome of what we hope will be an inspirational, thought-provoking and enjoyable conference.

Wishing you every success for your conference from your friends in Orlando!



Professor Youcheng Wang
Dean



Professor Alan Fyall
Associate Dean

Rosen College of Hospitality Management, University of Central Florida

About us

ICE COMMITTEE

Dr Julie Whitfield
Bournemouth University, UK

Dr Ubaldino Couto
Macao Institute for Tourism Studies, Macao

Dr Jeannie Hahm
University of Central Florida, USA

Prof Brendon Knott
Cape Peninsula University of Technology, South Africa

ORGANISING COMMITTEE

Prof Brendon Knott
Conference Chair, Cape Peninsula University of Technology, South Africa

Esti Venske
Cape Peninsula University of Technology, South Africa

Lara van Zyl
Cape Peninsula University of Technology, South Africa

Dr Ubaldino Couto
Macao Institute for Tourism Studies, Macao

Dr Julie Whitfield
Bournemouth University, UK

Dr Jeannie Hahm
University of Central Florida, USA

SCIENTIFIC COMMITTEE

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Dr Brendon Knott, Cape Peninsula University of Technology, South Africa
Dr Daniel Turner, University of the West of Scotland, UK
Dr Daryl May, Sheffield Hallam University, UK
Dr Debbie Sadd, Bournemouth University, UK
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Prof Nellie Swart, University of South Africa, South Africa
Dr Sherry Tan, Macao Institute for Tourism Studies, Macao SAR, China
Prof Simeon Davies, Cape Peninsula University of Technology, South Africa
Dr Sunny Lee, University of South Australia, Australia
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Dr Ubaldino Couto, Macao Institute for Tourism Studies, Macao SAR, China
Dr Willy Engelbrecht, The Independent Institute of Education, South Africa
Dr Yanning Li, University of Surrey, UK

About ICE2021 Cape Town

Originally scheduled for 2020, this conference was redesigned as a hybrid conference experience due to travel restrictions related to COVID-19 pandemic. Authors presented either physically in Cape Town or virtually online.

This conference encompassed presentations and workshops where participants brought their expertise to create new waves of support for reimagining of events post COVID-19. Within the context of exploring new frontiers in festivals and events, this conference examined a variety of contemporary global issues in events and festivals, combining academic discipline with professional practice.

THEMES

- Africa – an emerging events destination
- African festivals and events
- New event spaces and places
- Policies and politics of events
- Social sustainability
- Environmental sustainability
- Events and economic development
- Crisis and risk management
- Health and safety
- Co-creation and event experiences
- Design and production of events
- Business events (MICE)
- Events and emerging technologies
- Sport events
- Cultural heritage events
- Creating authenticity in events
- Tourism, hospitality and events education
- Impacts and legacies (the future of the industry)
- Events and equality – LGBTQ+ rights, gender, universal access
- Third sector events – not-for-profit, charities, special-cause events
- Resilience and events

TESA THEMES

The conference included a specific track on events education, as the conference partnered with the Tourism Educators of South Africa (TESA) association.

- Conservation
- COVID-19
- Cultural Tourism
- Education in Tourism and Hospitality
- Economics in Tourism
- Equality, Diversity and Ethnicity in Tourism
- Hospitality and sustainable food systems including indigenous foods, food environments and environmental factors
- Technology in Tourism
- Wellness hospitality and tourism

CONFERENCE PROGRAMME



DAY 2 Wednesday, 17 November		DAY 3 Thursday, 18 November	
09:00	WELCOME: Chair: Prof Simeon Davies - Prof Chris Nhlapo, CPUT Vice-Chancellor - Prof Renitha Rampersad, Deputy Dean FBMS, CPUT - Hon Anroux Marais, Western Cape Minister of Cultural Affairs & Sport - Adv Lyndon Bouah, Western Cape Department of Cultural Affairs and Sport	09:00-10:20	PARALLEL PRESENTATIONS
09:35	PANEL 1: Event Sector Revival Chair: Esti Venske Panellists: Amanda Kotze-Nhlapo (SA National Convention Bureau), Esmare Steinhöfel (ICCA), Corne Koch (CT & WC Convention Bureau)		
10:20	TEA BREAK	10:20	TEA BREAK
10:40-12:00	PARALLEL PRESENTATIONS	10:40-12:00	PARALLEL PRESENTATIONS
12:00	LUNCH BREAK * Online networking on Whova	12:00	LUNCH BREAK * Online networking on Whova
13:00	KEYNOTE: (online) Events & urban public space post COVID-19 Dr Bernadette Quinn Chair: Dr Ubaldino Couto	13:00	KEYNOTE: (online) Spontaneous Events and Event Spontaneity Prof Leonardo Dioko Chair: Dr Julie Whitfield



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 1
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Rooms 1-3 are streamed online with mixed presentations and Virtual Room 4 is online only.

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DAY 1 Tuesday, 16 November		DAY 2 Wednesday, 17 November		DAY 3 Thursday, 18 November	
		13:45	PANEL 2: FIFA 2022 Qatar - legacy, human rights & welfare Chair: Dr Kamilla Swart Panellists: Prof Ray Jureidini & Prof Zachary R Calo DREAM TEAM ACTIVATION	13:45	PANEL 3: (online) Olympic Games - sustainability, recovery & the future Chair: Prof Brendon Knott Panellists: Dr Daichi Oshimi, Dr Billy Graeff & Prof Marie Delaplace TEA BREAK
		14:30	PARALLEL PRESENTATIONS	14:30	PARALLEL PRESENTATIONS
		15:00-16:20	TEA BREAK	15:00-17:00	
16:00	ONLINE MEET & GREET - SPEED NETWORKING (WHOVA) (online only)	16:20	PARALLEL PRESENTATIONS		
17:00-18:30	IN-PERSON DELEGATES ONLY: Welcome from Conference Chair, Prof Brendon Knott & TESA Chair Venue: Radisson Red Rooftop	16:40-18:00	IN-PERSONAL DELEGATES ONLY: Conference dinner & drumming workshop Venue: Gold Restaurant	17:00	ICE AGM (online) Chairs: Dr Julie Whitfield and Dr Ubaldino Couto
		18:30		17:30	PANEL 4: (online) The future of Event Research & Publishing Chair: Dr Jeannie Hahm Panellists: Prof Fevzi Okumus, Prof Amanda Cecil & Dr Michael Duignan
				18:15	CLOSING Hosted by ICE Committee Special Awards, Legacy Initiatives, ICE2023 handover
				18:30	IN-PERSONAL DELEGATES ONLY: Social gathering Venue: Radisson Red Hotel



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PARALLEL PRESENTATION SESSIONS

DAY 2 WEDNESDAY 10:40-12:00	Room 1 Co-creation and Event Experience	Room 2 Cultural Heritage	Room 3 Environmental Sustainability	Virtual Room 4 Sport Events
10:40	Chair: Elmarie Slabbert Berni Valentin, Leane Grobbelaar, Sam Bouwer, Xolile Mhisi and Joseph William Hood <i>Visitor experiences of the Kishugu Lowveld Air Show in South Africa: An application of the four realms of the Experience Economy</i>	Chair: Nellie Swart Zimkitha Bavuma <i>eKasi wine tasting and music festival: A motivational-based typology</i>	Chair: Risto Rasku Fernando Lourenço, Weng Si Lei and Weng I Lei (online) <i>Government interventions making greener events: Macau Food Festival</i>	Chair: Ubaldino Couto Hazel Xu and Jasmine Cheang (online) <i>Effectiveness of event sponsorship: Evidence from a regional sport event</i>
11:00	Leonardo Dioko and Ubaldino Couto (online) <i>Event fanaticism and fanaticism at events: A scoping study</i>	Mashudhu Mabibi, Kaitano Dube and Konani Twala <i>The role of South African National Parks in cultural conservation under sustainable development goals banner</i>	David Maralack <i>The environmental sustainability of sport and culture events in the Western Cape</i>	Yueying Xu, Weng Si Lei and Yen Nee Ng (online) <i>Subjective well-being of marathon runners: A factor/cluster analysis</i>
11:20	Joe Yong Zhou (online) <i>Understanding tourists' performing arts event spectating motivations, experience, and their role in affecting event loyalty</i>	Martine Kruger, Adam Viljoen and Oghenetiji Digun-Aweto <i>A 3E-Typology of visitors to a literary festival in Nigeria</i>	Krzysztof Celuch (online) <i>Event technology for potential sustainable practices: A bibliometric review and research agenda</i>	Jeeyeon Jeannie Hahm and Asil Tasci (online) <i>Change in country image, destination image, and Olympic Games image during a pandemic</i>
11:40	Ilanza Perold, Chris Hattingh and Juan-Pierre Bruwer <i>The theoretical connection between event visitations, event visitor experience and event visitor satisfaction</i>	Karen Davies, Mary Beth Gouthro and Nic Matthews (online) <i>Festival Participation and Poverty - An Exploratory Investigation</i>	Chao Mulenga <i>The Cape of great events: Promoting sustainable events management in the Western Cape</i>	



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DAY 2 WEDNESDAY 15:00-16:20	Room 1 Impacts and Legacy	Room 2 TESA: Hospitality and Sustainable Food Systems	Room 3 Social Sustainability	Virtual Room 4 Cultural Heritage
15:00	Chair: Simeon Davies Robert Kaspar and Risto Rasku (online) <i>The polycentric hosting model as a key to a sustainable African bid for the 2030/2034 FIFA World Cup</i>	Chair: Kaitano Dube Edinah Tendani, Magdalena Petronella Swart and Van Zyl Cina (online) <i>The proof is in the pudding! A culinary tourist value scorecard</i>	Chair: Elmarie Slabbert Brendon Knott, Janice Hemmonsbey and Talent Moyo <i>Measuring the contribution of events and festivals to social sustainability</i>	Chair: Miguel Moital Rachel Luna Peraita and Ubaldino Couto (online) <i>Sense of community and diaspora festivals: the case of two festivals in Macao</i>
15:20	Janice Hemmonsbey and Tembi Tichaawa <i>A holistic approach to event portfolios towards achieving strategic leveraging objectives: The case Cape Town in South Africa</i>	Zimkitha Bavuma <i>Restaurant owners' perceptions of restaurant industry development in townships</i>	Maarit Kinnunen, Antti Honkanen and Mervi Luonila (online) <i>Social dimensions of music festival fandom</i>	Kangmin Kim, Ubaldino Couto, Sharif Shams Imon and Suh-Hee Choi (online) <i>Exploring new frontiers of a traditional cultural festival by understanding the residents: The case of the Drunken Dragon Festival</i>
15:40	Cem Tinaz and Tim Ströbel <i>Examining outcomes of Turkish biddings for the UEFA EURO on national football development</i>	Tshinakaho Nyathela and Mandisa Silo <i>South African restaurants employment profile</i>	Andres Artal-Tur, Marina Villena-Navarro, Doaa Salman and Antonia Correia <i>How can repeat cultural events contribute to the social sustainability of festivals at destinations?</i>	Zoe Leonard and Julie Whitfield (online) <i>Keeping history alive: Authenticity in 1940s Events</i>
16:00	Niki Koutrou (online) <i>The volunteering legacy of Athens 2004 Games</i>	Athi Nhwakumba and Tshinakaho Nyathela (online) <i>The causes of high staff turnover within kitchen department of restaurants in Cape Town CBD</i>	Mervi Luonila, Ari Kurlin, Sari Karttunen and Marjo Mäenpää (online) <i>Social sustainability in the context of Finnish arts and cultural festivals</i>	Kelly Semrad, Manuel Rivera, Valeriya Shapoval and Marcos Medeiros (online) <i>African American Cultural Festival: Attendees' familiarity, involvement & behavioral intentions</i>



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DAY 2 WEDNESDAY 16:40-18:00	Room 1 Impacts and Legacy (cont'd)	Room 2 Tourism, Hospitality and Events Education	Room 3 Health and Safety	Virtual Room 4 Design and Production
16:40	<p>Chair: Kamilla Swart Debbie Sudd (online) <i>How longitudinal is a repeated study with different respondents? A long-term study of the perceived impacts from the hosting of a mega event (London 2012, sailing events)</i></p>	<p>Chair: Tshinakaho Nyathela Esiti Venske <i>The changing world of work: Implications for vocational business event management curriculum</i></p>	<p>Chair: Martinette Kruger Claire Eason-Bassett and Tim Brown (online) <i>Safety in numbers</i></p>	<p>Chair: Julie Whitfield Rutendo Musikavanihu, Adele Ladkin and Debbie Sudd (online) <i>The Lasting Social Value of Mega Events: Experiences from Green Point community in Cape Town, South Africa</i></p>
17:00	<p>Gustavo Lopes dos Santos, Ana Morais de Sá and Beatriz Condessa (online) <i>Social and spatial injustices in the context of Olympic projects: Using land value capture as mediator</i></p>		<p>Andres Artal-Tur, Pilar Jimenez-Medina, Clara Cubillas-Para, Jose Miguel Navarro-Azorin, Noelia Sanchez-Casado and Macarena Bastida <i>Choosing the right technology for coping with safety and security issues in a post-Covid scenario for establishments of the hospitality sector</i></p>	<p>Erica Shonkwiler and Amanda Cecil (online) <i>Post-pandemic reflection: The changing role of the event designer/planner</i></p>
17:20	<p>TESA: Economics in Tourism Fiona Yang, Gongyan Yang, Yize Liu and Jia Yuan (online) <i>Does Chinese foreign aid bring tourism opportunities to developing countries?</i></p>	<p>Han Nee Chong <i>Students' perceptions of virtual classes and events during COVID-19 pandemic</i></p>	<p>Eliriza Esterhuyzen <i>Occupational health and safety in tourism SMEs: A strategic management tool</i></p>	<p>Amy M Johnson and Michael Sprinkle (online) <i>Here, there and everywhere: Direction of event and meeting spaces and places theme-review of where these new places are and what these new spaces look like</i></p>
17:40	<p>Mkateko Nkuna <i>The socio-economic effects of tourism on the surrounding villages at Lake Fundudzi</i></p>	<p>Tracy Daniels, Tembi Tichaawa and Diane Abrahams <i>Building the pathway from higher education to employability: Student perceptions of industry engagement</i></p>	<p>Cheryl Rielander <i>Safety-sensitive roles and the implications of intoxication at festivals and events in South Africa: A literature review</i></p>	<p>Un Teng Zoe Tam, Yim King Penny Wan and Wai Hung Wilco Chan (online) <i>A preliminary investigation of experiencescape of integrated resort</i></p>



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DAY 3 THURSDAY 09:00-10:20	Room 1 Business Events (MICE)	Room 2 Third Sector Events/Not-for-Profit	Room 3 TESA: Technology in Tourism	Virtual Room 4 Policies and Politics of Events
9:00	<p>Chair: Julie Whitfield Lisa Welthagen, Eimarie Slabbert and Lindie Du Plessis <i>Determining conference competitiveness attributes: A South African industry perspective</i></p>	<p>Chair: Janice Hemmonsbey Simeon Davies <i>Volunteer impact on key event metrics: An analysis of Western Cape government event organiser surveys</i></p>	<p>Chair: Hilary Bama Zea Tomlinson, Esti Venske and Phithhelelo Mokoena <i>Online reputation management: Exploring how hotels in Cape Town's central business district manage online reviews</i></p>	<p>Chair: Thea Vinnicombe Insun Sunny Son and Chris Krolkowski (online) <i>Sense of place through event attendance</i></p>
9:20	<p>Alexandra Strauch and Susanne Gellweiler (online) <i>The effect of digitalization on event design and experience of online conferences: The perspective of German meeting planners</i></p>	<p>Liandi Van den Berg <i>De-motivating factors influencing sport students' volunteer discontinuation at university sporting events</i></p>	<p>David Heuvel, Desré Draper and Ilhaam Banoobhai-Anwar (online) <i>Cape Town Hotels' Attempt to win back direct booking guests</i></p>	<p>Don Wu and Kit Sam Fong (online) <i>Perceived impact on holding serial mega events: Do perceived government corruption matter? A case study on for Macao young residents</i></p>
9:40	<p>Magdalena Swart and Tes Proos <i>Incentive travel recovery: The way forward</i></p>	<p>Tim Brown (online) <i>Recontextualising the events management process from a charity fundraising perspective</i></p>	<p>Crisis and Disaster Management Maojun Liu, Yanning Li and Ubaldino Couto (online) <i>Technology adoption & crisis management in events during COVID-19: perspective from event organisations</i></p>	<p>Luna Đurić, James Kennell, Miroslav Vujčić, Igor Stamenković and Jelena Farkić (online) <i>From 'Ten years of madness' to 'Twenty years in unity': Stakeholder perceptions of the changing role of the EXIT festival</i></p>
10:00	<p>James Cassar, Julie Whitfield and Anya Chapman (online) <i>Identifying contemporary factors influencing conference site selection</i></p>	<p>Olesya Nadvetskaya and Gareth Power (online) <i>An empirical exploration of the theory and practice of volunteer management: Considerations for sport events in a post COVID-19 world</i></p>	<p>Leonie Louw, Elirza Esterhuyzen and Nellie Swart <i>Towards the development of a sustainable events risk management framework for the South African events industry</i></p>	



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DAY 3 THURSDAY 10:40-12:00	Room 1 Business Events (MICE)	Room 2 Sport Events	Room 3 TESA: Impact on Covid	Virtual Room 4 Events Economic Development
10:40	Chair: Hugh Bartis Magdalena Petronella Swart and Esti Venske <i>A chain of events: Mapping the business events value Chain – A South African supplier perspective</i>	Chair: Cem Tinaz Esmarie Myburgh and Martinette Kruger <i>Profiling the sport participation behaviour of trail runners</i>	Chair: Chris Hattingh Yim King Wan, Meng Chan Lau, Xiangping Li and Leonardo Anthony Najaro Dioko (online) <i>Macao's tourism recovery from COVID-19: A public-private partnership governance approach</i>	Chair: Leonardo Dioko Judith Mair, Leonie Lockstone-Binney and Kirsten Holmes (online) <i>Eventful cities</i>
11:00	Mathilda du Preez and Elizabeth Ann du Preez <i>Sustainable exhibitions: exploratory study on the use of wood for stand building</i>	Dohan Swanepoel and Esmarie Myburgh <i>The influence of the Covid-19 pandemic on trail running events: A supply-side perspective</i>	Washington Makuzva and Nolwazi Mabalaka (online) <i>An analysis of the tourism recovery strategies during the Covid-19 pandemic in South Africa</i>	William O'Toole (online) <i>Developing the event sector maturity model using action research methodology</i>
11:20	Nosi Mahlangu <i>Are DMOs the key to developing business tourism in South Africa and Africa?</i>	Zizipho Ndlwana, Simeon Davies and Etienne Joubert <i>Extreme sport participants and their perception of risk: A case study of Mount Kilimanjaro climbers.</i>	Peet van der Merwe, Andrea Saayman and Chiree Jacobs <i>Assessing the economic impact of COVID-19 on the private wildlife industry of South Africa</i>	Thea Vinnicombe (online) <i>The economic impact of the 66th Macau Grand Prix</i>
11:40	Nonhanhla Seoe and Nellie Swart <i>Exploring how Stokvels can enable business tourism SMME development: a Limpopo Province case study</i>	Risto Rasku <i>Finnish top league ice hockey clubs and sport tourism</i>	Hilary Kennedy Nji Bama, Zimasa Felicia Ndaba and Parveen Ebrahim <i>Covid-19 pandemic and the cancellation of the uMkhosi Womhlanga cultural festival in KwaNongoma, KwaZulu-Natal. South Africa</i>	Huilin Bao and Bingjie Liu-Lastres (online) <i>Exploring the impacts of COVID-19 on Generation Z's Motivation in Attending Traditional Exhibitions</i>



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DAY 3 THURSDAY 15:00-17:00	Room 1 Business Events (cont'd)	Room 2 Sport Events (cont'd)	Room 3 TESA: Equality, Diversity and Ethnicity in Tourism	Virtual Room 4 TESA: Experience in Hospitality and Tourism
15:00	Chair: Nellie Swart Nasreen Tisaker and Nellie Swart <i>Investigating barriers to career advancement for women in the Western Cape business tourism industry</i>	Chair: Liandi van den Berg Mihloti Innocentia Modiba and Elizabeth Ann Du Preez <i>Factors driving social media sharing of younger sports spectators' experiences</i>	Chair: Esti Venske Liangwei Qiu and Xiangping Li <i>A Netnographic Examination of Chinese Gay People's Travel Motivations</i>	Chair: Jeeyeon Hahm Chao-Chin Liu and Flora Chang (online) <i>The influence of tourism experience and sports experience on tourism satisfaction and revisiting behavior</i>
15:20	Events and Equality Eric Olson and Xingyi Zhang (online) <i>Motivational factors for joining a LGBT professional association</i>	Bianca Lizelle Frost and Elizabeth Ann du Preez <i>A social listening study exploring sports event brand love amidst the Covid-19 crisis: Was it really love?</i>	TESA: Conservation Aphelele Mgadle, Kaitano Dube and Limpho Lekaota <i>Conservation and sustainability of coastal city tourism in the advent of climate change in Durban, South Africa.</i>	Asanda Mtukushe and Tshinakaho Nyathela (online) <i>Customer perception of service quality on the student-operated restaurant (SOR) in South Africa</i>
15:40	Jessica Wickey, Alan Fyall, Gaurav Panse and Giulio Ronzoni (online) <i>Human trafficking at major events: The need for effective mitigation strategies</i>	Talent Moyo and Janice Hemmonsbeey (online) <i>Leveraging major sport events using socially responsible marketing approaches to enhance South Africa's destination brand messages</i>	Zinzi Sibitane, Kaitano Dube and Limpo Lekaota <i>Conservation challenges presented by climate change to nature tourism in private game reserves</i>	Virtual Room 4 Co-creation and Event Experience Kuan Mei Lo (online) <i>The influence of place attachment to festival satisfaction and loyalty to hosting destination: The case of Macao Food Festival</i>
16:00	Becky Liu-Lastres and Amanda Cecil (online) <i>Examining female event travelers' changing risk perceptions during COVID-19</i>	TESA: Education in Tourism & Hospitality Celiwe Menze, Desre Draper and Tshinakaho Nyathela (online) <i>Hospitality industry knowledge amongst high school learners in Cape Town townships</i>	Malehloa Mosia, Kaitano Dube and Veronica Labuschagne <i>Climate change and conservation challenges at botanical gardens in Gauteng</i>	Kelly Semrad, Sean Bliznik, Manuel Rivera and Robertico Croes (online) <i>The impact of the COVID-19 pandemic on theme park employees: The case of Orlando, FL</i>



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16:20	Chris Hattingh <i>Eleganza extravaganza: investigating the appeal of drag theatre in South Africa</i>	Carmen Els, Tshinakaho Nyathela and Tembisi Molose <i>First-year hospitality management students' expectations in Cape Town</i>	Nluthuzelo Headman Sayedwa and Dorothy Queiros <i>Towards Blue Flag status: Current conservation-related plans and recommendations for Eastern Beach in East London, South Africa, by public and private stakeholders</i>	Eric Olson, Euhna Jeong, Xingyi Zhang and Yang Xu <i>The role of skepticism in attitude and intention of event attendees' evaluation of message framing of event marketing</i>
16:40	Nompumelelo Nzama and Ikechukwu O. Ezeuduji <i>Gender nuances in tourism-related business operations: Formal education and business networks in Kwazulu-Natal, South Africa</i>		Mukondeleli Manuga, Gift Datuleya, Tom Okello and Benson Delwin <i>The impact of green practices in tourism amenities: The case of Mpumalanga Panorama Route, South Africa</i>	



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Digital Engagement at ICE2021

It was decided that the 5th ICE would be a hybrid event, after the original date in 2020 was postponed due to the COVID-19 pandemic. The organising committee was still committed to providing an engaging experience for all delegates and aimed to encourage networking and interaction between in-person and online delegates.

In order to do so, the conference made use of the digital platform 'Whova'. Both in-person and online delegates were encouraged to register on the website or download the app to engage in the digital platform. The platform provides one place that facilitates networking, academic debate, social activities as well as the full conference programme with links to the sessions for online delegates. It also provides a place for the recordings of all conference sessions (for a period of 6 months).

Feedback from delegates relating to the use of this platform was excellent. Surprisingly, in-person delegates also made use of the platform significantly, especially for posting event photos and sharing comments in the discussion topics. The platform facilitated the engagement between in-person and online delegates especially well, allowing direct and private chats between delegates directly through the app.

The following are some interesting stats relating to the usage of the platform:

- ◆ 111 delegates made use of the platform
- ◆ 80% of delegates downloading the Whova app
- ◆ 90% of users "loved" the app
- ◆ 246 private messages were shared; and 74 photos were uploaded
- ◆ 24 discussion topics were posted and engaged in
- ◆ 84% of users created their own personal event agenda
- ◆ In total, 87 conference sessions were streamed through the platform

Keynote 1

Events & Urban Public Space Post COVID-19

Chair: Dr Ubaldino Couto, Macao Institute for Tourism Studies, Macao SAR, China



Dr Bernadette Quinn
Technological University of Dublin, Ireland

Dr Quinn has a number of research interests and has published extensively about arts festivals, being interested in the roles that they play in transforming places and in shaping community and place identities. She studies heritage studies, particularly in understanding how memories are constructed and represented in heritage settings; and how children experience heritage.

Public spaces matter for human health, well-being and the liveability of towns and cities. This is acknowledged in sustainability debates, with the UN explicitly recognising public space as being key in achieving sustainable development goal 11. Public space is produced through use and social practice. Events energise and animate urban spaces, attracting different cohorts of people and offering opportunities to experience and consume the city in extraordinary ways. The social interactions generated through the staging of events in public space are an important 'building block of urban social order and cohesion' (Mehta (2019: 296).

The onset of COVID-19 in March 2020 severely disrupted event activity and engagement with public space and the implications of the pandemic will undoubtedly shape events into the future. Focusing on events staged in public space, and drawing insights from data gathering during the pandemic, this paper discusses what the future might hold. It frames its discussions in terms of Florida, Rodriguez-Pose and Storpor's (2021) suggestion that changes to cities post COVID-19 may materialize in four key ways: social scarring, a transition to digital space, a move to secure public space against health threats, and changes to urban built form and design.

The paper concludes that the relationship between events and physical public space is vital but changing. New urban imaginaries will emerge as events populate digital space. However, the clear rise in digitally enabled events does not mean that digital space will replace physical public space. Indeed, the shift to digital space is likely to be uneven across cities. As events return, the reconfiguration of physical space to accommodate hybrid developments and the need to manage intensified and competing usage of public space will be key issues. In the future there will be a need for cities to support event offerings that engage diverse cohorts of citizens and tourists alike, although there is a concern that to redress pandemic related public deficits, urban strategies may now more forcefully conceive of events as tools for reviving tourism and the economy. Thus, while a future relationship between events and public space is not in doubt, its socially sustaining function will be characterised by ongoing tensions and conflicts.

Keynote 2

Spontaneous Events and Event Spontaneity

Chair: Dr Julie Whitfield, Bournemouth University, United Kingdom



Prof Leonardo Dioko
Macao Institute for Tourism Studies, Macao SAR,
China

Prof Dioko lectures principally in the areas of marketing and management especially in the subjects of consumer behaviour, research methods, tourism and hospitality marketing, service quality and strategic management. He has conducted a considerable number of policy research studies commissioned by the Macao government. Prof Dioko's scholarly investigations cover destination branding and tourism marketing, assessing and managing the impacts of rapid tourism growth, sustainable issues for cultural and heritage resources, and examining unique aspects of travel behaviour and psychology.

This presentation examines the genesis and nature of spontaneous events, its occurrence in the context of tourism event management, and seeks to conceptualize its role and influence in the overall planning, design, organization, and management of events. The presentation also proffers a research agenda for theory-building and practice focusing on incorporating spontaneity in events. The presentation addresses the challenge posed by Getz (2004, pp. 410-411) who advocated that "while event management concentrates on planned, professionally produced events, event studies can also consider unplanned and news events (such as spontaneous political protests) ..."

Despite their frequent, though unpredictable occurrence, the phenomenon of spontaneous events has not been formalized or systematically investigated. Building therefore on several case studies and literature, this presentation outlines a rudimentary model relating spontaneous vis-à-vis planned events and the major differences underlying their emergence. It also suggests several dimensions complicit in spontaneous events. Finally, the presentation also examines event spontaneity as a relevant feature of events management and practice.

Panel 1

Event Sector Revival

In line with the theme of the conference industry insights are shared in terms of emerging opportunities that may drive event sector recovery and revival in South Africa and Africa at large. The panel unpacks evolving trends in tourist and visitor behaviour as the event sector navigates recovery and the implications of these trends across the events value chain. With a futuristic perspective, engaging dialogue explores where the value of events is going to be post-COVID19 and beyond. The panel concludes with a discussion on mapping the way forward to get the event sector on the road to recovery and event success.



Chair: Esti Venske
Cape Peninsula University of Technology, South Africa

Esti Venske is a senior lecturer and programme coordinator for the Advanced Diploma in Event Management in the Department of Tourism and Event Management at CPUT. As curriculum project leader, she works closely with industry partners to develop responsive Tourism and Event Management programmes. Esti serves on a number of academic and industry committees and as national board member, she leads the learning portfolio of South Africa's official umbrella body for the business events sector, the Southern African Association for the Conference industry (SAACI). She also serves on the executive committee of Tourism Educators South Africa (TESA). Apart from lecturing and supervising postgraduate students, Esti has standing experience in organising local and international conferences and events whilst mentoring students and communities in practice. She has authored and co-authored accredited international academic journal articles, conference proceedings and book chapters in the field of event management and is regularly invited to share her academic perspectives across industry platforms. Her research interests in the field include business event tourism, industry collaboration in education, sustainability and wellness events.



Amanda Kotze-Nhlapo
Chief Convention Bureau Officer South African National
Convention Bureau (SANCB)

Amanda will be sharing with us some strategic-level insights
of the business events sector in South Africa!



Esmaré Steinhöfel
Regional Director (Africa) International Congress and
Convention Association (ICCA)

Esmaré will share her work and experience at ICCA, as well
as its role in developing South Africa's conference sector.



Corne Koch
Head of Cape Town Convention Bureau

Corne will share the journey of making Cape Town the
premier event destination of South Africa.

Panel 2

FIFA 2022 Qatar – legacy, human rights and welfare

We were honoured to have a panel of experts who talked about the FIFA World Cup Qatar 2022, with the focus on legacy, human rights. There was a specific focus on workers' welfare, given the global contestation and public scrutiny Qatar has faced in relation to its failure to uphold the internationally recognised labour rights of its sizable migrant worker population.

Dr Kamilla Swart chaired the session, introducing the topic and set the context for the panel in relation to providing an overview of how legacy research has evolved from the 2010 FIFA World Cup™ to date, drawing upon the lessons learned from implementing the 2010 FIFA World Cup™ Research Agenda (Bob & Swart, 2012). Current initiatives undertaken by Qatar Foundation and other key stakeholders to develop a 2022 FIFA World Cup™ Legacy Research Agenda were highlighted in order to gain a deeper understanding of legacy and the strategic leveraging (Chalip, 2018) associated with hosting the 2022 FIFA World Cup™.

Prof. Ray Jureidini's contribution focused on how the World Cup has served as a catalyst for systemic human rights reforms in Qatar. He provided an overview of the human rights challenges given that the country has the highest ratio of migrants to citizens in the world. An historical account of the various labour reforms introduced starting with Qatar Foundation's Worker Welfare Standards which was adopted in 2013 that set the groundwork for the development of the SC's Worker Welfare Standards was presented, along with challenges related to current legislative gaps, enforcement and compliance. Deliberations on these reforms for Qatar and the broader region were considered.

Prof. Zachary Calo's contribution, "Sports Governance and Human Rights Arbitration," addressed the human rights legacy of mega-events. Sports governing bodies have become increasingly focused on incorporating human rights norms into their bylaws as well as into contracts related to the hosting of mega-events. In spite of various efforts to leverage the power of sports events to advance human rights there remains the problem of enforcement. Qatar arguably represents one of the most successful examples of sport effecting domestic legal change with respect to human rights norms and practices. Yet developments in Qatar that have accompanied World Cup preparations, whether in such matters as labour or sustainability, have largely arisen because of soft power and reputational concerns. He proposed that arbitration could be used to create more effective and legally binding human rights obligations for host cities and countries. In particular, he argued the model set forth in the 2019 Hague Rules on Business and Human Rights Arbitration could be effectively applied to the context of sport events.

The panel highlighted that a positive legacy from the 2022 FIFA World Cup already, is the structural changes to specific labour laws. Overall, however, the panel agreed that what matters most is how host nations leverage the opportunity. They also called for a much more nuanced understanding of legacy.



Chair: Dr Kamilla Swart
Hamad Bin Khalifa University, Qatar

Dr Kamilla was instrumental in developing the 2010 FIFA World Cup Research Agenda and served as the City of Cape Town's Research Coordinator for 2010. Her work has been focused on contributing to sport, tourism and event knowledge in the developing context, and in the global South in particular. She co-edited "Legacies and mega-events: Facts or fairytales" published by Routledge.



Prof Ray Jureidini
Hamad Bin Khalifa University, Qatar

Ray Jureidini is professor of migration ethics and human rights at the Center for Islamic Legislation and Ethics at Hamad Bin Khalifa University, Qatar. His human and labor rights based scholarship and activism centers on forced labour, human trafficking, labour recruitment and migrant labour reform advocacy in the Middle East.



Prof Zachary R Calo
Hamad Bin Khalifa University, Qatar

Prof Calo holds numerous teaching and research positions in many universities worldwide. He specialises in law and his practice areas include sports law, dispute resolution and mediation.

Panel 3

Olympic Games – sustainability, recovery and the future

This panel of leading academic experts from Tokyo, Paris and Rio de Janeiro showcased their experiences and research on the Olympics with a focus on sustainability, recovery from the Covid-19 pandemic and the future of the Games.

Dr Billy Graeff of the Federal University of Rio Grande, Brazil, started the discussion with a presentation of the socio-economic impacts of mega-event hosting in communities where events were held or venues were built. The Brazil case emphasised the common impacts from serial mega-event hosting for local communities. He provided evidence to support a more critical review of mega-event hosting in emerging nation contexts and implored improved social sustainability planning of mega-events.

Dr Daichi Oshimi of Tokai University, Tokyo, Japan, shared selected results from studies of social impacts at two consecutive mega-events held in Japan, namely the 2019 IRB Rugby World Cup and the 2020 Olympic Games. The Tokyo Olympics, hosted in 2021 due to the Covid-19 pandemic, provided a unique perspective, with many local residents less supportive of the event due to the global pandemic. This provides an imperative for community support of events in the pandemic recovery period.

With a view to the future, Prof Marie Delaplace, of the Gustave Eiffel University, Paris, France, provided an overview of research initiatives relating to the event and its legacy. Sustainability is a key theme and imperative of the Paris 2024 Games, so it is not surprising that research agendas are following this lead. Paris will surely provide the world with a view of mega-event hosting in the future as the globe recovers from the pandemic period.



Chair: Prof Brendon Knott
Cape Peninsula University of Technology, South Africa

Prof Brendon Knott is an Associate Professor in the Sport Management Department at CPU. His primary research interests are in sport event tourism, mega-event legacy and place branding. He gained his PhD from Bournemouth University focusing on nation branding as a legacy of the 2010 FIFA World Cup for South Africa. He served on the Technical Committee of the 2010 FIFA World Cup in Cape Town. He has conducted research at two FIFA World Cups and the last three Olympic Games. He serves as an Associate Editor for the "Journal of Leisure Research", the Editorial Board of the "Journal of Destination Marketing and Management", and the Advisory Board of "Event Management".



Dr Daichi Oshimi
Tokai University, Tokyo, Japan

Dr Oshimi is specialised in socio-economic aspects of sport events, particularly on impacts and leveraging of sport events and their meaning for host communities. Dr Oshimi will share with us residents' perceptions towards the Tokyo Olympics.



Dr Billy Graeff
Federal University of Rio Grande, Brazil

Dr Graeff is specialised in the sociology of sports and Olympic studies. He is part of the International Sociology of Sport Association (ISSA), the International Olympic Academy Participants Association (IOAPA) and the Latin American Association of Sociocultural Studies of Sport (ALESDE). As a scholar-activist, Billy endeavours to connect his academic work to struggles around the world for social justice and human development.



Prof Marie Delaplace
Gustave Eiffel University, Paris, France

Marie Delaplace is specialised in planning and regional development at the Gustave Eiffel University (Parisian school of urban planning; Lab'Urba). She has published extensively on high-speed rail, tourism, events and mega-events. She co-founded the Observatory for Research on Mega-events in 2018 and co-manages the Research Group City, tourism, Transport and Territory of the LabEX (Excellence Laboratory) Urban Futures.

Panel 4

The Future of Event Research & Publishing

This last panel of the conference was related to event research and publishing. The panellists consisted of outstanding chief editors of three top journals in events, hospitality, and tourism. The session was led by Professor Fevzi Okumus, Editor-in-Chief of International Journal of Contemporary Hospitality Management and Founder and Editor-in-Chief of Journal of Hospitality and Tourism Insights. He is the CFHLA Preeminent Chair Professor at the Rosen College of Hospitality Management at the University of Central Florida. The other panellists were Professor Amanda Cecil from Indiana University, who is the Editor-in-Chief of Journal of Convention and Event Tourism and Dr Michael Duignan from University of Surrey, who is the new Editor-in-Chief of Event Management. The editors introduced the journals they represent and provided updates on them. They discussed current trends and how to progress in event research and shared some advice for potential authors submitting to these journals. Some examples include having a strong theoretical background that contributes to theory, not limited to event research, using a more sophisticated methodology and data analysis, and having a good balance of implications for academia and practitioners. The important role of the academic community in shaping the future of event research was also shared.



Chair: Dr Jeannie Hahm
University of Central Florida, United States of America

Dr Jeeyeon Jeannie Hahm is an Associate Professor at the Rosen College of Hospitality Management at UCF and Assistant Editor for International Journal of Contemporary Hospitality Management. She teaches various undergraduate and graduate courses in event management including The Event Industry, Exhibit and Trade Show Operations, and Convention and Conference Sales and Services. Her research areas include destination image, mega events, consumer behavior in tourism and events, and film-induced tourism. Her work has been published in top tier journals such as Tourism Management, International Journal of Contemporary Hospitality Management, and Journal of Travel and Tourism Marketing.



Prof Fevzi Okumus
University of Central Florida, United States of America

Prof Okumus is Editor-in-Chief of the International Journal of Contemporary Hospitality Management and Editor of Journal of Hospitality and Tourism Insights.



Prof Amanda Cecil
Indiana University-Purdue University Indianapolis, USA

Professor Cecil is the Editor-in-Chief of the Journal of Convention & Event Tourism.



Dr Michael Duignan
University of Surrey, UK

Dr Duignan is the Editor-in-Chief of journal Event Management.

Abstracts

THE EFFECT OF DIGITALIZATION ON EVENT DESIGN AND EXPERIENCE OF ONLINE CONFERENCES - THE PERSPECTIVE OF GERMAN MEETING PLANNERS

ALEXANDRA STRAUCH AND SUSANNE GELLWEILER

In response to the health and safety regulations imposed by the German government to contain the spread of COVID-19, numerous events were shifted into the digital sphere. The purpose of this study was to highlight the role of digital events in the German conference sector in the time of crisis and how organizers can improve the digital event experience of their attendees by adapting their approach towards event experience design. The study analyzed existing literature findings and draws from the ABCD dimension framework for digital customer experience by Sahu et al. (2018) and the event design approach by Brown (2016) as theoretical framework. Adopting an exploratory and qualitative research approach, six semi-structured interviews with meeting and conference organizers in Germany who delivered digital events for the first time in 2020/21 were conducted. Interview transcripts were analyzed using the thematic analysis approach by Braun and Clarke (2006). The findings of this study suggest that the event experience of digital formats needs to be viewed separately from that of classical face-to-face events and comes with limitations in regard to pricing structures, engagement in networking and exhibition areas and the engagement of event participants' senses. Digital event experiences therefore need an individual design approach. Furthermore, the findings emphasize the importance of design techniques regarding the format and structure of digital events, their visual representation and interactive tools to encourage participant attention and interaction. In light of the event practitioners' expectations that hybrid and digital events are to remain in the future (Grand View Research, 2020), successful digital event design is pivotal for the industry. Due to the study's small sample size, research findings cannot be generalized for the German meeting industry which is why future research with larger and more diverse samples is needed to analyze suitable digital event design techniques and their impacts on event attendees' event experience.

HERE, THERE AND EVERYWHERE: DIRECTION OF EVENT AND MEETING SPACES AND PLACES THEME-REVIEW OF WHERE THESE NEW PLACES ARE AND WHAT THESE NEW SPACES LOOK LIKE

AMY M JOHNSON AND MICHAEL SPRINKLE

The event community must evolve with the changes we face in our world. Both the COVID-19 global pandemic and time have encouraged growth toward new trends that might have been moving in slower-motion but have now been pushed forward in an effort to allow us to meet in new, different and safe ways. We are working longer hours, and we are less productive. Ninety-five percent of business professionals say face to face meetings are a key factor in building and maintaining long term relationships. Seventy-two percent of business professionals say they prefer in-person conferences over virtual ones (<https://returnonpeople.wixsite.com/travel/humanconnection>). So, what directions are we going and what can we expect in event and meeting spaces and places? This theme-review presents a summary of important trends and shifts in both event and meeting spaces and places. This review provides important common themes in both space and place. Research shows sustaining themes in space lead us to three major topics of 1) nontraditional meeting space, 2) the bigger-is-better approach to indoor space along with innovative use of simple props; and 3) the use of sustainable and local products (<https://blog.hubilo.com/go-green-for-your-next-event-use-a-hybrid-event-platform-and-more/>). Sustained common themes lead to three main topics in place 1) using a 'glocalized' approach; 2) bringing participants to second-tier destinations (<https://blog.hubilo.com/go-green-for-your-next-event-use-a-hybrid-event-platform-and-more/>); and 3) moving, temporarily, away from international, yet very natural destinations (<https://www.gbta.org/blog/pivot-to-virtual-meetings-during-pandemic-leads-to-significant-changes-in-the-future-of-corporate-events/>; <https://www.eventmanagerblog.com/event-trends>). As we move into the future post a pandemic, venues are having to shift focus on how they operate. It cannot be business as usual. The CDC is continuing to review and refine their guidelines for venues to have safe events. Additionally, with a need to have safe events, venues can participate in getting a Star Certification through the Global Biorisk Advisory Council (<https://gbac.issa.com//gbac-star-facility-accreditation/>). This accreditation focuses on 20 different areas of operating a venue that will address risk management. Driving the success in future events and meetings includes the overarching needs for natural environments, technology to be both savvy and user-friendly, the need for flexibility in participation (virtual, live or hybrid), and the need for health and safety protocols that are priority. This presentation will provide encapsulated, yet detailed direction of the industry's future in spaces and places.

HOW CAN REPEAT CULTURAL EVENTS CONTRIBUTE TO THE SOCIAL SUSTAINABILITY OF FESTIVALS AT DESTINATIONS?

ANDRES ARTAL-TUR, MARINA VILLENA-NAVARRO, DOAA SALMAN AND ANTONIA CORREIA

Cultural events account for more responsible profiles of visitors, with longer stays, expenditures, and a positive image of the destination (Tosun et al., 2015). The presence of repeat event attendees also helps to create lasting bonds with the local population, resulting in memorable experiences and higher levels of satisfaction (Sun et al., 2013). This paper seeks to identify the role of cultural events in promoting the social sustainability of festivals, and destinations, from the perspective of repeat attendees and encounters with residents. Sustainability from a social point of view needs a positive attitude and involvement of residents with annual activities (Fredline & Faulkner, 2000). As event tourism is becoming a mass global activity, the current research could contribute to enlarge the social sustainability approach for people and places.

As noted by the literature, repeat attendees look for familiarity, socializing behaviour, emotional attachment, and exposure to friends (Tiefenbacher et al., 2000). They are more likely to engage in niche social and cultural activities (Polo-Peña et al., 2013). Cultural events lead in this way to experiential consumption, motivated by a variety of concerns, such as pleasure-seeking and uniqueness (Pelletier & Collier, 2018). From the perspective of residents, repeat events help to develop their sense of belonging to a community, while consolidating local identity issues (Weaver, 2005).

The present paper designs a theoretical framework for the analysis of repeat cultural events and social sustainability outcomes. In doing so, we employ a questionnaire on residents and attendees visiting the arts-and-music festival La Mar de Musicas in Spain (<https://lamardemusicas.cartagena.es/2021/>). The methodology of the analysis is based on a PLS-SEM modelling exercise, linking the pieces of event attachment, festival engagement, positive outcomes for the people and destination, and related improvements in the socio-cultural sustainability plus attendees' satisfaction.

The model is tested empirically, rendering robust findings on the capacity of cultural events and repeat behaviour of attendees to create deep bonds between local population and tourists. Such conforming relationships result in increasing levels of satisfaction of residents regarding the festival activity, reducing the negative impacts of big events at destinations, while amplifying the positive outcomes and their local perception. All these results help to enlarge the literature on social sustainability of events and festivals at destinations.

CHOOSING THE RIGHT TECHNOLOGY IN THE HOSPITALITY SECTOR TO COPE WITH SAFETY AND SECURITY ISSUES IN THE POST-COVID SCENARIO

ANDRES ARTAL-TUR, PILAR JIMENEZ-MEDINA, CLARA CUBILLAS-PARA, JOSE MIGUEL NAVARRO-AZORIN, NOELIA SANCHEZ-CASADO AND MACARENA BASTIDA

The current post-Covid scenario presents a number of challenges for the hospitality sector in order to recover the confidence of the international tourists. A central one is that dealing with the safety and security issues at accommodation establishments, plus restaurants and food service facilities. In this paper, we propose a range of technologies that could be playing that role. Then we run a survey to better identify how visitors perceive the confidence conferred by these tools.

We apply a two-step approach in dealing with questionnaire data. Firstly, we run a principal components analysis to identify sets of measures and technologies employed to equip the hospitality establishments with a Covid-free controlled environment. Then we run an ordered probit model, to ascertain how these sets of measures influence the confidence of visitors along their stay by using both, an overall satisfaction equation, and an intention to return model. Secondly, we identify an additional range of technological and containment measures available internationally in a stage of development by the industry. Later on, we identify how these new measures could affect the level of confidence of visitors at establishments in regard to the existing ones by means of both a satisfaction and an intention to return equations.

The main findings of the investigation are two-fold: Originally, tourists travelling in the first stages of the pandemic era felt more confident with isolation measures such as keeping the social distance, controlling the crowding at establishments or simply cleaning technologies for the air, water, room cleaning and hands-and-body gels technologies. Further, after one and half year of pandemic, tourists are showing higher confidence in more technological measures, like temperature scanning instruments and vaccination-and-travelling “passports”, in order to restore their confidence in international travelling. The results of the investigation provide some key recommendations for the recovery of the hospitality sector in a post-Covid scenario. They could also be generalized to other international environments of the hospitality industry around the world.

CONSERVATION AND SUSTAINABILITY OF COASTAL CITY TOURISM IN THE ADVENT OF CLIMATE CHANGE IN DURBAN, SOUTH AFRICA

APHELELE MGADLE, KAITANO DUBE AND LIMPHO LEKAOTA

Coastal communities are facing several environmental and developmental challenges. In the decade of Sustainable Development Goals Action aimed at ensuring the delivery on the aspirations set out in Agenda 2030, a parallel initiative has been made on oceans where the United Nations have launched a Decade of Ocean Science (2021-2030) to explore challenges faced by oceans and coastal communities. Given the socio-economic significance of oceans in South Africa, which is well documented in the Operations Phakisa on Blue Oceans Economy, this study examines the impacts of one of the threats to conservation and the ocean economy due to climate change. Studies indicate that climate change is one of the biggest threats to coastal tourism across the world and Southern Africa in particular. With very little known about this phenomenon in Southern Africa, this study is aimed at investigating the impacts of sea-level rise on coastal tourism and its conservation in Durban, South Africa. The study used archival and primary data from the National Oceanic and Atmospheric Administration, primary data collected from interviews and an online questionnaire. Analysis of data was done using XLSTAT 2021 using Mann Kendal Trend Analysis and QuestionPro Analytics. The study found that tidal activity has been increasing across the coastal line due to the impacts of global warming, with sea-level rising at a rate of 1.49 mm/year in Durban with a 95% confidence interval of +/- 0.48 mm/year based on monthly mean sea level data from 1971 to 2018. The increase in tidal activity has resulted in beach erosion which requires additional ramping up coastal conservation measures to ensure beach integrity and tourist satisfaction. The study recommends continued investment in coastal defence mechanisms as part of coastal conservation measures to protect beach tourism and ensure sustainability.

CUSTOMER PERCEPTION OF SERVICE QUALITY ON THE STUDENT-OPERATED RESTAURANT (SOR) IN SOUTH AFRICA

ASANDA MTUKUSHE AND TSHINAKAHO NYATHELA

Customer needs are regularly changing, and this influence the service skills and resources needed within the hospitality industry to ensure that customer needs are met. The purpose of this paper is to share information regarding the customers' perceptions towards the service rendered in a Student-Operated Restaurant (SOR); in order to identify service gaps and attributes that can be improved to meet customer needs.

The quantitative approach was used to conduct this study using an online questionnaire (Survey Monkey) which was developed using relevant literature. Systematic random sampling was used to select respondents from the SOR customer database. Online questionnaires were distributed to student-operated restaurant (SOR) customers. There were 62 respondents, data was then analysed using the survey monkey analysis feature which enabled the researcher to analyse results and export them into and presented using a table or chart.

The results give an overview of the customers perception on the service attributes. The service attributes measured were the food quality, restaurant facilities, menu prices and student performance. Customers perceived the SOR facilities (90%) to be of supreme quality, followed by food quality (78%), students' performance (75%) and least rated attribute was the price 53%. The findings suggest that customers were mostly satisfied, however, there are areas of improvement as the percentages imply that some of the customers were not satisfied and the price seems to be a major concern.

THE CAUSES OF HIGH STAFF TURNOVER WITHIN KITCHEN DEPARTMENT OF RESTAURANTS IN CAPE TOWN CBD

ATHI NTWAKUMBA AND TSHINAKAHO NYATHELA

High staff turnover is one of the key challenges faced by the hospitality industry and this is observed in the restaurant subsector. This article seeks to ascertain the causes of high staff turnover within the kitchen department of restaurants in Cape Town, Central Business District (CBD). The article will bridge the lack

A quantitative research approach was followed for the study. Different types of sampling methods were used to select the restaurants and the participants. Systematic sampling was used to select the restaurants and convenient sampling was used to select the respondents (kitchen staff). A semi structured questionnaire was used to collect paper. A total of 100 restaurants partook in answering questionnaires which were set to answer questions related the causes of high staff turnover. Data analyses was conducted using SPSS version 26 and then presented in the form of tables and graphs with frequencies and percentages using descriptive statistics. The findings suggested many factors contributing to the causes of high staff turnover, of which constantly recurred were working condition and hours (54.9%) worked, employee recognition (46%) and remuneration (5.9%). The article can conclude that there are various causes of staff turnover and thus will suggest recommendations to assist restaurant owners and managers to tackle these causes and help retain staff.

EXAMINING FEMALE EVENT TRAVELERS' CHANGING RISK PERCEPTIONS DURING COVID-19

BECKY LIU-LASTRES AND AMANDA CECIL

This study aims to understand the ever-changing risk perception of female event travelers during the era of COVID-19. The research focuses on the higher education travel market, where traveling to regional, domestic, and international academic conferences and training events are prevalent. Notably, female travelers are an essential yet vulnerable group, considering their tendency of perceiving traveling as less safe and this segment has a higher probability of being targeted for various types of crimes (Barker, Page, & Meyer, 2003; Reisinger & Crotts, 2009; Yang, Khoo-Lattimore, & Arcodia, 2017). The outbreak of the COVID-19 pandemic has brought health and safety concerns to the frontline. However, our current understanding of female travelers' risk perception and their sense of safety remains limited.

Guided by the risk perception attitude framework (Liu, Schroeder, Pennington-Gray, 2016), this study adopted a mixed-methods research design. The qualitative study was conducted before the COVID-19 outbreak and involved three focus group interviews. The quantitative study was conducted after the onset of the COVID-19 pandemic, where a national survey was conducted with 100 responses.

The qualitative results revealed that the social construction approach drives how participants establish their sense of risk and safety for event travel. Sexual harassment and assaults appear to be one of the major concerns of female respondents. The quantitative results indicated that the COVID-19 pandemic had made health and safety issues their primary concern due to the influences of perceived threats and efficacy beliefs. The overall findings showed that female event travelers' safety is becoming a shared responsibility between the institution and the individual traveler. Thus, a proactive approach is needed to mitigate the risk factors and create safe travel experiences. Traveller safety programs providing pre-trip resources, safety tips, and travel support are essential in the current context.

VISITOR EXPERIENCES OF THE KISHUGU LOWVELD AIR SHOW IN SOUTH AFRICA: AN APPLICATION OF THE FOUR REALMS OF THE EXPERIENCE ECONOMY

BERNI VALENTIN, LEANE GROBBELAAR, SAM BOUWER, XOLILE MNISI AND JOSEPH WILLIAM HOOD

Events play an important role in promoting a destination's competitiveness. Events are diverse, differing in terms of visitor capacity, catchment area, organisational responsibility, target market, and purpose. Air shows are considered special-interest events which can cut across a number of event classifications. However, despite air shows being a global phenomenon and customer experience management having emerged as a promising management approach, research on the visitor experience at air shows is scant. Pine and Gilmore are the pioneers of the Experience Economy which holds that consumers need to be engaged in order to create a memorable experience. In line with the Experience Economy, four realms are required to engage consumers - entertainment, education, esthetics and escapism. The purpose of this study was to investigate the visitor experience of the Kishugu Lowveld Air Show in South Africa, through the application of the four realms of the Experience Economy. An analysis of the results of an on-site intercept survey to 421 visitors revealed a demographic and geographic profile of visitors, in addition to a correlation between the extent of entertainment and escapism at the event and the likelihood for repeat visitation. It was also found that three of the four realms (entertainment, esthetics and escapism) have a meaningful statistical contribution towards satisfaction. The results have implications for the future management and marketing of the Kishugu Lowveld Air Show.

A SOCIAL LISTENING STUDY EXPLORING SPORTS EVENT BRAND LOVE AMIDST THE COVID-19 CRISIS: WAS IT REALLY LOVE?

BIANCA LIZELLE FROST AND ELIZABETH ANN DU PREEZ

The purpose of this study is to explore brand love within eWOM of runners of an international marathon event first postponed and then cancelled because of Covid-19. The impact of the event organisation's crisis response strategy (CRS) on the proposed enduring effects of brand love is also considered. No previous studies have considered brand love specifically for a sporting event. Also there are inconsistencies in brand love literature regarding the enduring effects of brand love. Rarely have the enduring effects of brand love been considered during an actual period of a sustained global crisis. Data was collected from an online Comrades Marathon brand community, across a 10-week period, at the onset of the crisis in South Africa. A total of 767 text-based statements were analysed using content analysis to verify a chosen set of antecedents and outcomes of brand love. Event brand love was evident from eWOM as participants often engaged in self-brand expressiveness by communicating current and desired self-identity, as well as personal event experiences. The uniqueness of the brand in 'earning' these association rights was also emphasised. Crisis-related outcomes revealed much anticipated separation distress experienced with potential event cancellation and many defended the brand against any criticism. Although brand love has potential to negate some of the negative effects of a brand crisis, findings suggest that it does not necessarily have the power to negate all negative consequences. It is thus important that organisations do not only rely on their consumers' love for their brands during a crisis but also focus on proper response strategies. Marketing and event brand managers should 'listen' to online brand communities to know what they are saying about their brands, particularly during a crisis, as valuable insights can be obtained to offer improved crisis response strategies.

MEASURING THE CONTRIBUTION OF EVENTS AND FESTIVALS TO SOCIAL SUSTAINABILITY

BRENDON KNOTT, JANICE HEMMONSBY AND TALENT MOYO

The literature on social impacts of events has developed rapidly over the past decade. Where there existed a predominance of single-event case studies combining economic impacts with impacts affecting local residents, there is now a more nuanced and deeper assessment of the value of events for its host community, including the creation of social capital, community capacity and well-being. This awareness is heightened in developing economies such as South Africa, which places a high emphasis on the achievement of the United Nation's Sustainable Development Goals (UNSDG) as a matter of policy and practice.

Event practitioners within the Western Cape province of South Africa have been encouraged by government authorities to use an online assessment rubric to measure social impact. This study aimed to examine this indicator and to propose revised criteria more closely aligned with social sustainability imperatives.

A mixed methods research approach was used for data collection. Firstly, the study reviewed annual data captured from the Western Cape Provincial Government Impact Assessment Report (IAR) for events and festivals. Secondly, an online questionnaire was submitted to festival and event organisers who had utilised the IAR. From the population of 21, 15 responses were received.

Respondents highlighted a number of key priorities and strategic initiatives through their events that focused on regional priorities such as: social inclusion; education and skills development; and promotion of a healthy, positive and active lifestyle. It is clear that event owners no longer consider social impacts an afterthought, but rather an integral strategic aspect of their planning. Community support and benefit is now viewed as an imperative for the very justification of an event. Intentional consideration is placed upon the selection of social impacts to target based on community needs and priorities. Social impacts are most often featured among the highlighted achievements within event reporting. However, event owners tended to prioritise the specific needs of their host communities rather than the set of regional priorities. Respondents clearly indicated the value of social impact assessment, yet they also indicated the costly nature of formally doing so, providing justification and support for a regional government assessment mechanisms such as the one reviewed.

FIRST-YEAR HOSPITALITY MANAGEMENT STUDENTS' LEARNING AND SOCIAL EXPECTATIONS IN CAPE TOWN

CARMEN ELS, TSHINAKAHO NYATHELA AND TEMBISILE MOLOSE

Students entering higher education institutions hold expectations. An identification of expectations is essential to understand the students' thoughts towards the higher education level, because unmet expectations are one of the reasons why first-year students drop out of the university. This paper presents the learning and social expectations of first-year hospitality management students, in terms of feedback, access to lecturers, attending lectures, close friends on campus, support and study hours at higher education institutions in Cape Town. There is limited research focusing on the subject matter in South Africa, making this study one of the first of its kind.

A cross-sectional research design and the quantitative approach and was used for the study. Convenience sampling was used to select the 120 respondents. A structured questionnaire consisting of closed-ended questions and Likert-type items, scored on a 5-point scale were handed out to the students before classes start. Data were captured and analysed using SPSS version 24, descriptive statistics were used to interpret the data using percentages and then presented in data tables.

The results revealed that (99.1%) of students expect feedback from their lecturers, readily available access to lecturers (91.6%), to attend all the lecturers (96.7%) to have a group of close friends on campus (85%), lecturer support (90.8%), institutional support (100%), family support and the students (98.3%) and to spend 2 hours per day on studying after class (38.7%). The results show that students have various expectations ranging from learning to social. These expectations will inform, influence and provide insight to academics within the hospitality management field in terms of students' beliefs in their first-year anticipated experience to align the lecturers and the institutions expectations to improve first-year students success.

HOSPITALITY INDUSTRY KNOWLEDGE AMONGST HIGH SCHOOL LEARNERS IN CAPE TOWN TOWNSHIPS

CELIWE MENZE, DESRE DRAPER AND TSHINAKAHO NYATHELA

The hospitality industry is one of the main contributors to the economy and employment in South Africa. Hence, the Department of Basic Education (DBE) introduced subjects that create awareness regarding hospitality and related fields namely Tourism, Hospitality Studies, Consumer Studies and Life Orientation (LO) which also provides knowledge on careers. However, most of the students seem to have minimal knowledge about hospitality and its opportunities. The purpose of this study is to report on the level of knowledge high school learners in Cape Town townships have about the hospitality industry to measure the knowledge acquired.

Eight high schools participated from Cape Town townships in various districts. A quantitative approach was used to collect data utilising questionnaires and 720 Grade 11 learners completed. These learners were chosen as they have already acquired more information on careers. Data were analysed using the Number Cruncher Statistical System 9 (NCSS 9). Findings reveal that most learners (67.2%) did not know about the hospitality industry. From the learners (28,5%) that confirmed to know about this industry, only 11,8% knew the career opportunities available with 8,8% relating hospitality to the medical field. Some learners (37,2%) confirmed to have received information about the hospitality industry. Results also show that learners received knowledge about hospitality from books (31.4%), magazines (11,5%), guest lecturers (13.7%) to name a few.

Based on the results, there are knowledge gaps that could hinder these learners from choosing hospitality as a career. Teaching materials should be developed to assist teachers and learners to have a better understanding about the hospitality industry.

EXAMINING OUTCOMES OF TURKISH BIDDINGS FOR THE UEFA EURO ON NATIONAL FOOTBALL DEVELOPMENT

CEM TINAZ AND TIM STRÖEBEL

Potential host countries of the UEFA EURO work round the clock to make the necessary developments before hosting these events. The purpose of the research is to provide evidence of bidding outcomes to enable potential host countries to understand the benefits for national football development, if any, can be gained from this initiative.

While academic literature concerning the legacies of sporting mega-events is now rich and diverse, there is also an emergent body that focuses on isolating the legacies of bids, from the legacies of hosting events. The vast majority of empirical studies within this body of literature has examined the bidding process of the Olympic Games and is, therefore, limited by this context. This is the first study to extend the Olympic bidding context by another sport mega event, the UEFA EURO.

For the proposed study, firstly we build upon the existing literature of leveraging benefits that can be achieved by bidding for, but not necessarily hosting the event (i.e., bid legacies). Secondly, the research aims to provide insight into the outcomes of bidding on national football development in Turkey. Defining national football development in this context is a crucial task for this research. We will analyse national football development by studying elite sport success, grassroots sport and youth promotion, infrastructure development and organizational capacity.

The results will help explain the relevance and positive outcomes of the bidding process in order to encourage more countries to bid for the EURO. For member associations, this research will derive important implications on how to improve their national football development through bidding.

THE CAPE OF GREAT EVENTS: PROMOTING SUSTAINABLE EVENTS MANAGEMENT IN THE WESTERN CAPE

CHAO MULENGA

The growth of festivals and major events has attracted scrutiny from policy makers, funders and planners. Effects of events have been reported globally with potential impacts that include, economic, social, environmental, cultural and physical (Swart & Bob, 2012). In The indirect effects of events legacies for host destinations which include intangible effects of image enrichment or enhancement. The Western Cape Government established that growing sport, arts and cultural events for the Western Cape could lead to social, environmental and economic benefits, including youth employment f, destination profiling and inclusivity for residents. Effective measurement, monitoring and evaluation tools have been a shortcoming in event management arena in South Africa. In 2015, WCG developed a standardised set of event impact assessment tools to support event organisers monitor the outcomes of events and provide feedback for process improvements, effective goal attainment and capacity building for event organisations. Event practitioners within the Western Cape were encouraged by regional government authorities to use the assessment tools. This study examines the use of the assessment tools by events (n=21), the shortcomings and areas of improvement. The objective was to explore event impact and propose revised criteria. Descriptive qualitative approach using exploratory mixed method utilised secondary data for the period 2015 – 2019 available from the PGWC office of the premier database. Analysis on data for 21 events conducted to ascertain the use and effectivity of the tools. Analysis of the data revealed positive increments in event impacts on multiple variables on economic, environmental, and event organiser's participation in environmental activities. Reported challenges were for securing sponsorship and hosting cost escalation together with lack of volunteers, medical support and issues with suppliers. This study contributes to the collection of data for evaluating event impacts on identified indicators for success in event planning and reporting.

THE INFLUENCE OF TOURISM EXPERIENCE AND SPORTS EXPERIENCE ON TOURISM SATISFACTION AND REVISITING INTENTION

CHAO-CHIN LIU AND FLORA CHANG

Participating in sports activities has become one of the most important tourism activity choices. Sports and tourism both share the same particular common feature, which is to provide consumers with experiences. The main objectives of this research are as follows: 1) to analyze the demographic characteristics of tourism activities, as well as the characteristics of the system and the content of tourism experience and sports experience; 2) to explore the influence of tourism experience and sports experience on tourism satisfaction and revisiting intention. A survey, targeting Taiwanese residents aged 20 and above with domestic tourism experience in the past year, was conducted. Purposive sampling was used to obtain 1,361 valid questionnaires. The survey results revealed the following: 1) the highest proportion of Taiwanese domestic tourism activities were participated by young males and females with university education, working in the manufacturing and service sectors, income below NT \$40,000, and live in southern Taiwan. 2) Taiwanese people showed a high degree of positivity towards tourism experience, sports experience, tourism satisfaction, and revisit intention of domestic tourism activities. 3) tourism experience and sports experience were positively related to tourism satisfaction and revisiting intention. 4) 32.8% of the variation in tourism satisfaction can be explained by tourism experience (28.8%) and sports experience (4.0%). 5) 53.2% of the variation in revisiting intention can be explained by tourism satisfaction (45.2%), sports experience (7.7%), and tourism experience (0.3%). The results of this study can be used as references for government authorities and tourism organizations in developing sports marketing strategies to enhance the quality of sports experience within tourism activities.

SAFETY-SENSITIVE ROLES AND THE IMPLICATIONS OF INTOXICATION AT FESTIVALS AND EVENTS IN SOUTH AFRICA: A LITERATURE REVIEW

CHERYL RIELANDER

The distinct setting and vibe from festivals and events fosters the practice of festivities, dancing, joviality, and general enjoyment as a cultural celebration. To enhance the pleasure obtained from festivals/events many festival/event attendees may make use of substances such as alcohol and cannabis (dagga) to ensure a more pleasurable experience, this in its own raises the red flag regarding safety at festivals/events. This paper explores legislation related to festivals in relation to safety aspects of the Occupational Health and Safety Act No. 85 of 1993, the Safety at Sports and Recreational Events Act. No. 2 of 2010 and SANS 10366:2015 related to the requirements of health and safety and events. It investigates global policies related to festivals/events and explores safety-sensitive roles which is defined as a position, that when not performed correctly, could result in direct and significant damage to property and/or injury to an individual or to other persons in the surrounding environment. With the legalisation of personal cannabis use the paper explores drug use at festivals and cites some drug-related statistics. The author highlights the gaps related to festival/events safety management in research and literature with specific reference to safety facility management, safety plans and safety files, safety in relation to crowd management, and safety-related to alcohol and substance (drug) use. In conclusion, the author recommends a harm reduction intervention, prohibition of alcohol sales at festivals/events as well as future in-depth research in the field of festival/event safety.

'ELEGANZA EXTRAVAGANZA': INVESTIGATING THE APPEAL OF DRAG THEATRE IN SOUTH AFRICA

CHRIS HATTINGH

In a competitive post-modern society, traditional theatre genres such as satire, plays, orchestras, contemporary ballet and dance, opera, and musicals, battle to attract audiences. More often than not, this is due to a myriad of more modern entertainment and leisure activities that are available. Notwithstanding the latter, it appears that cabarets in the form of drag entertainment are growing in popularity, with several entertainment venues across South Africa (and elsewhere) competing for this niche audience. Drag productions have only become an accepted part of mainstream arts and culture during the last decade, which could explain why the appeal of these performances, among audiences, has thus far been empirically overlooked. To this end, this study aims to narrow the gap in arts, hospitality and leisure literature by providing insights into the dynamics of human and social behaviour in a post-modern society by determining the motives of attending cabaret/drag productions. Particularly the holistic appeal of this increasingly popular theatre genre, including differences in motives for attending, was investigated through a web-based electronic survey, as completed by 670 drag theatre audience members at three Beefcakes Cabaret Theatres located in three South African cities: Cape Town, Johannesburg and Pretoria. The findings suggest that audience members do not attend drag productions for the same reasons, giving rise to the development of a customised marketing approach to attract customers in the foreseeable future.

SAFETY IN NUMBERS

CLAIRE EASON-BASSETT AND TIM BROWN

There are many examples of public, free-to-attend events forming a central part of destination and venue programmes with the intention of creating the destination narrative, attracting visitors and building local community connections and sense of pride. However, these events frequently exist in a precarious and challenging balance of safety, resourcing and stakeholder expectations.

Community events have always been a cornerstone of local life (Getz & Page, 2020; Ferdinand & Kitchen, 2017 Shone & Parry, 2019), but these events have evolved significantly in recent years and have become annual traditions and part of the wider destination calendar. The communities around the event expect the event to happen, that they will be able to attend without charge, and that it will be a safe and enjoyable experience. For these events, the tangible challenge is ensuring safety within the financial resources available, particularly when public funding is minimal.

This session will explore our research using festive case studies from Cornwall and Chester into the balancing act that free-to-attend events have to achieve, considering effective safety management, efficient resourcing (including skills and knowledge), and managing the expectations of stakeholders. We will propose tools and approaches for achieving the balance and sustainable developing these events.

The impact of free-to-attend events is significant in terms of profile, community engagement, local economic impact and in creating the destination brand. To conclude, we will consider how destinations and communities can capitalize on these benefits and mitigate the challenges through collaboration, skill development, resourcing and strategic risk analysis.

CAPE TOWN HOTELS' ATTEMPT TO WIN BACK DIRECT BOOKING GUESTS

DAVID HEUVEL, DESRÉ DRAPER AND ILHAAM BANOOBHAI-ANWAR

Hotels are incurring substantial costs from online travel agents (OTAs) in the form of commission paid for receiving bookings via online channels. A shift in online bookings from OTA to direct booking methods has the potential to substantially increase hotels profitability. The study reports on four-and-five-star hotels in the Cape Town Metropole's attempt to win back direct booking guests; hotel initiatives that increase direct bookings, as well as an understanding of potential barriers to receiving direct bookings. This was a quantitative study and data was collected using an online questionnaire through google forms. The questionnaire had close-ended questions and few open-ended questions to corroborate the data collected. The questionnaire was emailed to four-and-five star Cape Town hotels' senior managers which were selected using purposive sampling techniques. The data were analysed using SPSS Version 27 and presented in graph and table format. Results indicate that 94,7% of hotels are attempting to increase direct bookings, of which 60% receive direct bookings at a minimal rate of less than 40%. Respondents have initiatives in place to encourage direct bookings with 84% achieving rate parity or offering better rates on their hotel website. Respondents further indicated that OTA convenience and the hotels' direct booking technology appear to be the predominant contributing factors to the increase in OTA bookings despite hoteliers' efforts to win back the direct booking guests. While hotels are attempting to promote direct bookings, their current level remains relatively low due to ineffective hotel booking technology and the guests' preference for OTA convenience. The hotels' senior management are keen to encourage more guests to book directly, however, they do not seem to have the needed technology. Therefore, the development of a user-friendly direct booking system via the hotels' website together with incentives for the guest will be crucial.

THE ENVIRONMENTAL SUSTAINABILITY OF SPORT AND CULTURE EVENTS IN THE WESTERN CAPE

DAVID MARALACK

The events strategy in Cape Town and Western Cape contend that large social, environmental and economic benefits, including employment, accrues to the region (PGWC, 2017). However, recent environmental challenges such as extended drought, water shortages, unseasonal high winds and fires affected events in the past 5 years. These factors influence the safety, comfort and overall well-being of participants and visitors (Giddy, 2017; Steyn, 2012) and have resulted in event cancellations and numerous ad hoc mitigation measures. Consequently, organisers of large and small local events and government institutions are increasingly re-examining their climate vulnerability, analysing risks and seeking to develop new management tools. This is in line with an increased global awareness by policy makers, event organizers and academics on the impact of global climate change and the sustainability on events (Collins & Potoglou, 2019). The study analysed the measures by events and governments in the Western Cape to mitigate negative environmental impacts, develop consequence management plans, adaptation mechanisms, and mitigation strategies. This study used an online assessment of environmental strategies among 42 cultural and sport events, and supplemented by in-depth interviews with a food festival, mountain biking, trail running, mass participation road cycling and mass participation road running events in the Western Cape (n=6). The researchers accessed the Provincial Government database on events, festivals and sport for the period 2015-2019 to obtain data of environmental activities of events. A thematic content analysis was used. Findings show that although the organisations that were examined for this study had the statutory environmental plans in place (EIA, greening policy, waste mitigation, waste recycling and water usage plan) that events and governments are not well positioned to minimise their vulnerability, or plan for the organisational capacity and resources needed to address climate related risks. The study contributes to deepening insight into the mitigation, adaption and resource mobilisation strategies needed for sustainable events.

HOW LONGITUDINAL IS A REPEATED STUDY WITH DIFFERENT RESPONDENTS? A LONG-TERM STUDY OF THE PERCEIVED IMPACTS FROM THE HOSTING OF A MEGA EVENT (LONDON 2012, SAILING EVENTS)

DEBBIE SADD

This paper sets out to discover over time, resident's views of the long-term impacts, of the role of a mega-event within resort regeneration policies. The uniqueness lies in the data being collected in two data sets, 14 years apart, whereas most resident studies are undertaken over much shorter time frames. For the original research published in 2006, discussion focussed on the life cycle theories of Christaller (1966) Butler (2005) and Russell and Faulkner (1999), and the application of these theories to events beyond their economic impacts. Furthermore, it evaluated where events can 'fit' into these lifecycle theories, particularly in regeneration studies. The second data set was collected in 2017, 5 years after the Games were held and 14 years after the first set of data was collected. The original questions were left as before, apart from changing the tenses of how the questions were worded.

The tension is the confounding of the "time-difference effect" and the "between-groups effect", present in this study, and any similar pseudo-longitudinal design. This confounding cannot be disentangled in this design as only a truly longitudinal factorial design could separate the two confounded effects. However, the additional insight provided allows the opportunity to infer that the instrument was used in the same way by each group, which may mitigate some of the confounding in the pseudo-longitudinal design. Therefore, this study is using the same case study but at two distinct points of time. As reported previously and still relevant today, towns and cities use events for a multitude of policy objectives, including tourism generation, civic pride, stimulating economies and regenerating areas in need of social improvements (Bowdin et al 2006).

The findings show that the perceived positive impacts were better than expected whilst the perceived negative impacts were in fact far worse. Some interesting lessons for event planners if using events within regeneration policies.

THE INFLUENCE OF THE COVID-19 PANDEMIC ON THE MANAGEMENT OF TRAIL RUNNING EVENTS IN SOUTH AFRICA

DOHAN SWANEPOEL AND ESMARIE MYBURGH

With an estimated 20 million participants since 2010, trail running has been one of the world's fastest growing sports. Even though trail running events in South Africa are small (due to entry limitations), these events can grow the local tourism economy and attract future visitors, specifically to small towns and remote areas. Although trail running events generate less revenue at individual races, these events represent an integral part of the sporting community and the wider sport tourism industry. It is widely known that the COVID-19 pandemic paralysed the sport tourism industry, with sport events being cancelled or postponed, including trail running events across South Africa. Therefore, the goal of this research is two-fold: To determine the influence of the COVID-19 pandemic on the management of trail running events in South Africa and investigate the resilience strategies events will implement to ensure successful and sustainable events post COVID-19. This research is a work-in-progress and will form part of a Master's dissertation. The data, therefore, still needs to be collected and will be a qualitative study employing semi-structured interviews. Online interviews will be conducted with event organisers and managers of trail running events taking place in different provinces in South Africa. The interview guide will be divided into four sections namely section A: socio-demographic information, section B: trail running event profile, section C: impact of the pandemic, and section D: strategies for event resilience. After conducting the interviews, the data will be analysed by preparing the data, reducing the information to significant statements or quotes, and coding the data to develop codes and keywords. Thereafter themes and categories will be established to interpret the data. A serious concern for both sport tourism and event stakeholders is to understand the impact of the COVID-19 pandemic on the sport tourism industry. Furthermore, how events will motivate trail runners to return and adapt their event management to be more resilient towards crisis must be investigated. Therefore, this study aims to fill the gap in the existing literature on crisis management within trail running events and provide strategies for resilience that event organisers and managers can implement to ensure the future of trail running events in a post-pandemic world.

PERCEIVED IMPACT ON HOLDING SERIAL MEGA EVENTS: DO PERCEIVED GOVERNMENT CORRUPTION MATTER? A CASE STUDY ON FOR MACAO YOUNG RESIDENTS

DON WU AND KIT SAM FONG

Over ten serial mega events were organized by Macao government throughout the year. This study examines the effects of government corruption on the residents' perceived impact on holding serial mega events. MANOVA tests are applied to detect any differences in term of four perceived impact (Personal Positive Impact; Negative Impact; Long Term Positive Impact, and Tourism Related Positive Impact) between four different groups who have different perceived government corruption level. Findings indicated that when young residents perceived a higher level of government corruption, it led to lower their perceived positive impact, meanwhile the level of negative impact on holding events will be higher. There is an interesting finding from this study. When the respondents were unable to identify the level of government corruption and answered "don't know", their scores showed in-between the groups "not many people" and "almost everyone is corrupt" eventually.

THE PROOF IS IN THE PUDDING! A CULINARY TOURIST VALUE SCORECARD

EDINAH TENDANI, MAGDALENA PETRONELLA SWART AND VAN ZYL CINA

Culinary tourism constitutes all traditional values associated with the new tourism trends concerning culture and tradition, healthy lifestyle, authenticity, sustainability, and experience (Gaztelumendi, 2012). Opportunities arise for culinary destinations to be involved in the development of gastronomic routes, while still be sensitive in maintaining the relationships between culture, gastronomy, and the value put on the culinary products (del Moral, 2020; 'Guidel. Dev. Gastron. Tour.' 2019). Although Zimbabwe's culinary tourism is still in its infancy, it can be developed through an investigation of the critical value indicators to culinary tourists. Therefore, the Culinary Tourism Value Scorecard (CTVSC) sought to explain the behaviour involvement of culinary tourists after visiting Zimbabwean ethnic restaurants. An application of the original BSC, with the Customer Value Analysis (CVA) (Feuss, Gale, and Kordupleski, 2003), form the study's proposed CTVSC. Four perspectives include (i) culinary tourist financial perspective (with sub-dimensions: menu, menu pricing, menu operations, and seat turnover), ii) culinary tourist value perspective (with sub-dimensions: guest relationship management, convenience, variety of culinary products, and guest acquisition), iii) internal business perspective in culinary tourism (explained by sub-dimensions: employee skills, operational excellence, culinary product quality and culinary cycle time), and lastly, iv) innovation and learning perspective in culinary tourism (consisting of organizational culture, strategic alignment and human capital). The non-probability sampling method was used to collect data from culinary tourists who visited designated ethnic restaurants in Zimbabwe from June 2018 to August 2018. Factor analysis was used in determining the construct validity of the scale, using IBM SPSS (V24). The Bartlett's test of sphericity $\chi^2 = 1646.17$; (df =6; $p \leq .001$) and KMO-MSA (.86) indicated the overall significance of all correlations within each of the identified factors where the chi-square was statistically ($p \leq .001$). The extraction of the culinary tourism value scorecard explained 83.19% of the variance in the factor space with $\alpha = .93$. Results from the CTVSC may enable managers to focus on monitoring and improving the culinary products offered in a destination, the needs of first diners, and returning diners to motivate them to revisit the ethnic restaurants. Additionally, managers may use the findings to improve state-of-the-art ethnic cuisines, design ethnic restaurants, refine the service offering, develop ethnic equipment, and the upgrading of employee skills to be aligned with ethnic standards for Zimbabwe to be a competitive culinary destination. The CTVSC results may help the managers allocate scarce resources in areas that promote a competitive advantage in culinary tourism and maximise the positive economic scales accrued at a culinary destination.

OCCUPATIONAL HEALTH AND SAFETY IN TOURISM SMES: A STRATEGIC MANAGEMENT TOOL

ELRIZA ESTERHUYZEN

The National Tourism Sector Strategy (NTSS) 2016 – 2026 highlight the fact that South Africa is a global competitor in attracting events of various types and sizes (Department of Tourism, 2017b:20). Small businesses (SMEs) involved in local organising committee (LoC's) afford various economic opportunities to not only the SME in question but also the surrounding community. These SMEs are vital in the hosting of events and festivals. Agenda 2063 envisage an Africa that provides for prosperity, security and safety as well as a respect for human rights (Agenda 2063:6). The Constitution of the Republic of South Africa supports such vision with an indication that every human being has the right to work in an environment that is not harmful to his/her health or wellbeing (RSA, 1996). This paper investigates the application of Occupational Health and Safety (OHS) as strategic management tool in event industry SMEs, that employers should be cognisant about as a way to proactively and strategically address OHS in their businesses. OHS should not be viewed as a legal compliance issue only, but as a strategy to enhance sustainability. Should an OHS incident occur, it could jeopardise the viability and successful hosting of an event, directly and indirectly affecting not just the SME in question, but the greater community.

Concerns about OHS has been identified as one of the factors that led to a decline in international tourist visits to South Africa (Department of Tourism, 2015). Tourist decisions are influenced by personal safety and health issues as indicated in the National Tourism Sector Strategy NTSS of 2016-2026 (Department of Tourism, 2017b:4). The Department of Tourism supports tourism safety programmes, with OHS issues being specifically addressed in the Tourism Strategic Plan of 2015 to 2020 (Department of Tourism, 2017a; Department of Tourism, 2015).

Sustained performance, including that of SMEs that form part of LoC's, is linked to organisational ambidexterity, which enables businesses to capitalise on current capabilities whilst developing others to attract new customers (Mihalache & Mihalache, 2016:143-144; Department of Tourism, 2017b:20). A culture of prevention must be created in SMEs to avoid the direct and indirect costs associated with OHS incidents in the workplace (Esterhuyzen, 2017:248). In order to do so, strategic OHS management systems as well as regulatory compliance is of importance (Kim, Park & Park, 2016:95) within the events management industry.

A systematic literature review is used to analyse the main constructs of this conceptual paper. These literature sources include applicable legislative directives, strategic documents of relevant governmental organisations and academic publications. Utilising OHS as a strategic management tool can enhance small business sustainability, specifically in the events and tourism industry. Implementation of such a strategy will also promote safe working environments as indicated in the United Nation's Strategic Development Goal (SDG), specifically Goal 8 (United Nations, 2015:19).

MOTIVATIONAL FACTORS FOR JOINING A LGBT PROFESSIONAL ASSOCIATION

ERIC OLSON AND XINGYI ZHANG

The LGBT Meeting Professionals Association (LGBTMPA) devoted to LGBT+ meeting and event planners located in the United States. While previous research has examined motivational factors to join associations (e.g., Rittichainuwat et al., 2001), the aim of this research is to examine the motivational factors for joining LGBTMPA and to examine how belonging to the LGBT+ community relates to joining the organization. This paper is guided by previous research stemming from the association motivational literature (e.g., Severt, Fjelstul, & Breiter, 2009; and the LGBT+ events literature (e.g., Vorobjovas-Pinta & Hardy, 2021). A survey instrument was created and sent to the LGBTMPA membership with 129 members responding. After reducing cross-loadings, two separate factors emerged from EFA analysis and were named Resource/Information Access (four factors, $\alpha = .78$); and Personal Development (four factors, $\alpha = .85$).

THE ROLE OF SKEPTICISM IN ATTITUDE AND INTENTION OF EVENT ATTENDEES' EVALUATION OF MESSAGE FRAMING OF EVENT MARKETING

ERIC OLSON, EUHNA JEONG, XINGYI ZHANG AND YANG XU

Food waste at meetings and events is an environmental and social challenge for event managers as approximately half of food served at events goes uneaten (PCMA, 2018). Unfortunately, many in the meetings and event industry use greenwashing marketing, providing inaccurate information about sustainability practices of an organization (Griese, Werner, & Hogg, 2017), confusing event attendees about the sustainability efforts of event organizations. The aim of this research is twofold: (a) first, we examine the experiences of event attendees with skepticism and food waste through a critical incident technique (CIT); and (b) second, examine the relationships between skepticism, attitude, and behavioral intentions toward participating in a food waste reduction program.

Skepticism literature (e.g., (Pirsch et al., 2007; Pomeroy & Johnson, 2009) guides this research since attributions of self-interest of an event firms' actions can be alleviated by communicating social impact of a company's pro-social efforts.

We used a CIT technique (Flanagan, 1954) to categorize N=174 event attendees recruited from a consumer panels about their experiences of sustainability of food served at events. Results indicate respondents felt 70.1% of events attended were considered to not be "green."

Results also indicate that event participant's attribution of organizer's value driven motivation (i.e., an event organizer's genuine motives to help the environment and society) has a positive influence on attendees' intention to involve in a food waste reduction program (Table 1, Figure 1). This relationship can be explained by attendees' positive attitude toward the program. When event participants ascribe the cause of the program to be more likely from organizer's genuine motives to protect the environment, they have a more favorable attitude toward the program, and subsequently, a higher intention to participate in the program.

POST-PANDEMIC REFLECTION: THE CHANGING ROLE OF THE EVENT DESIGNER/PLANNER

ERICA SHONKWILER AND AMANDA CECIL

COVID-19 devastated the events and tourism industry in 2020 and into 2021. During this complete shutdown of travel and events, those in event design and planning roles were forced to pivot. Most meetings and conferences moved to a virtual platform and other types of events were forced to redesign the “live” experience.

Event planners are quickly shifting from the use of a checklist and stale procurement practices of securing venues and vendors -- to a more strategic and creative approaches to designing an online or hybrid experience. Now, the role of the event designer is one that requires not only a new viewpoint, but a new skill set and the ability to understand stakeholder behaviors and needs. Most event planners must now understand public health standards, legal/liability and risk management, technology platforms, and deal with a new set of stakeholders.

The event community has begun reacting to this post-pandemic shift and now view experiences as important, unique economic offerings. Using the theory of structured experience, planners – like leisure service providers – can utilize the essential characteristics of an experience as the foundation to design encounters that exceed customer/attendee needs and enhance business environments (Ellis, Freeman, Jamal, & Jiang, 2017; Pines & Gilmore, 2011). This may look different now and in the future.

In the fall of 2021, the Event and Tourism Institute research team will launch a new study to reevaluate the core competencies, skills and abilities need to be a successful corporate, association, and independent event planner/experience designer. The study will collect data through surveys and interviews of global event professionals in planner roles. The study outcome will inform industry professionals and faculty will use the results to adjust the curriculum in event management courses.

Students in the IUPUI event capstone class are using Event Canvas to design their final event projects – now coined event experiences. This methodology is a comprehensive process that focuses event designers to reflect on stakeholder needs and how to drive change in behavior (Event Design Collective, 2019). In 2020, the students' event was held on-line and the entire course needed to be imagined; however, this framework was still used in the creative process.

This presentation will provide the findings of our pilot study on new event planner competencies, discuss event tourism trends in the industry during and post-pandemic, and share the lessons learned from restructuring the senior event capstone course in 2020 and 2021.

PROFILING THE SPORT PARTICIPATION BEHAVIOUR OF TRAIL RUNNERS

ESMARIE MYBURGH AND MARTINETTE KRUGER

Trail running is a new fast-growing emerging sports market that has received limited research attention. There are, however, challenges in growing the trail-running industry: events can only accommodate a limited number of participants, and these events usually compete with other larger endurance events for sponsorships. For trail running events to grow and be sustainable, these events must identify their target market. Therefore, the purpose of this research is to identify the most lucrative trail runner market in terms of favourable behaviour (e.g. highest spending, event participation, length of stay and commitment). A quantitative study employing convenience sampling through a self-administered questionnaire was conducted in 2019 and 2020. Data were collected among various trail running participants taking part in different events across South Africa, and 528 questionnaires were included in the analysis. Exploratory Factor Analysis (EFA) and Two-step Cluster Analysis [Schwarz's Bayesian Information Criterion] were applied to the data. The EFAs identified important attributes (management features, support features, economic features, technicality features, experience features and local area features) and one travel behaviour factor (additional travel opportunities). A four-cluster solution emerged from the analyses, with home language and province of origin having the highest predictive importance amongst all the variables. The attributes (support, local area, management, technicality and economic features), the average hours training per week, the self-identification (type of athlete), total spending, trail running as the primary endurance sport, and the average number of years participating also had relatively high predictive importance defining differences amongst the three clusters. The clusters were defined as Sport enthusiasts and financially involved, Emerging enthusiasts and recently involved, Travel enthusiasts and socially involved and Event enthusiasts and actively involved trail runners. The results indicate heterogeneity amongst the segments regarding their participation behaviour, implying that a one-size-fits-all strategy approach will not be viable to expand trail running events. Thus, the findings support a multi-pronged approach to identify the most lucrative market in terms of behaviour and develop marketing and management strategies to positively influence the other segments' behaviour.

THE CHANGING WORLD OF WORK: IMPLICATIONS FOR VOCATIONAL BUSINESS EVENT MANAGEMENT CURRICULUM

ESTI VENSKE

Innovation, responsive and 'responsible' curricula, sustainability, citizenship and Information and Communication Technology (ICT) are but a few of the aspects in Higher Education (HE) impacting on curriculum development (Beeton & Morrison, 2019; Getz & Page, 2016; Mair, 2018; Sheldon & Fesenmaier, 2015). In addition to this, the COVID-19 pandemic has severely impacted on the event tourism industry of South Africa due to subsequent lockdown and travel restrictions affecting mobility and the attendance of gatherings (Bartis, et al., 2021). As a result, the landscape of business events, a key socio-economic subsector of the country's tourism industry, has forever changed. Gaining industry viewpoints from business event professionals are vital to ensure vocational context and curriculum relevancy as occupational needs in event management shift (Frost & Gronow, 2019). The aim of this paper is to explore the changing needs of the world of work in the South African business event sector and the implications thereof on Business Event Management curriculum. This study is exploratory in nature and utilised qualitative methodology to analyse data (Creswell, 2014) generated from purposive interviews with key business event industry informants in South Africa during curriculum development at a University of Technology prior to the pandemic between 2015 and 2019, and during the pandemic in 2020 and 2021. From the findings broad event management knowledge areas and specialisations emerge that have implications on the forms of conceptual and contextual knowledge, programme design decisions, exit level outcomes, graduate attributes and subjects. The findings provide an overview of the key lessons learnt in a South African context for responsive business event management curriculum. The study concludes that the alignment of curriculum outcomes to contemporary competencies required in the workplace can support occupational progression and the recovery of the sector during and after the COVID-19, and in so doing, advance the long-term sustainability of the sector.

GOVERNMENT INTERVENTIONS MAKING GREENER EVENTS: MACAU FOOD FESTIVAL

FERNANDO LOURENÇO, WENG SI LEI AND WENG I LEI

The purpose of this study is to investigate the sustainability of restaurants participating at the annual Macau Food Festival by using the triple-bottom-line framework (social, environmental and economic). The attitude of the entrepreneurs towards sustainability, their perceived influence of government green policy and financial support as well as their motivation and perceived difficulties of adopting sustainable practices are explored. Qualitative methodology is used, adopting semi-structured interview and thematic analysis to draw out key patterns and findings. In total, eight entrepreneurs participated in this study and data was gathered around the triple-bottom-line framework. Result suggests that government intervention is the most significant factor that influenced their behaviour towards sustainable practice at the annual food festival. Despite of this, financial support from government is the major factor that motivated sustainable practice. The finding also indicates that the general attitude of entrepreneurs towards triple-bottom-line (economic, social and environmental) tends to focus more on economic aspect. For this reason, this study indicates the importance of government interventions, policy and regulations towards stirring businesses to adopt sustainability.

DOES CHINESE FOREIGN AID BRING TOURISM OPPORTUNITIES TO DEVELOPING COUNTRIES?

FIONA YANG, GONGYAN YANG, YIZE LIU AND JIA YUAN

Tourism development has been identified as a strategic move that leads to economic upliftment in developing countries (Fuller et al., 2007; Islam & Carlsen, 2016; Scheyvens & Hughes, 2019). However, it is extraordinarily difficult for less endowed nations to have vital tourism prospects, sufficient infrastructure investment, as well as strong tourism demand due to their economic and social problems. Therefore, foreign aid has been a major practice that helps to bring golden opportunities to these countries and foster their tourism development. In the last two decades, traditional western donors that were once dominant in aid projects have been overtaken by China—the new global influencer with economic and political power. However, previous tourism studies on foreign aid are predominantly qualitative (e.g., Cheer & Peel, 2011; Harrison & Schipani, 2007; Islam & Carlsen, 2016; Wade et al., 2001). In addition, debates largely exist about whether Chinese foreign aid substantially brings benefits to recipient countries (Brazys et al., 2017; Isaksson & Kotsadam, 2018; Naim, 2007). This study aims to fill these research gaps by empirically investigating tourism demand induced by Chinese foreign aid.

Specifically, cross-country panel datasets are used. The main variable of interest is Chinese foreign aid measured by three different proximities, and the dependent variable is Chinese tourist arrivals to the recipient countries. Other variables such as development indices of China and the recipient countries, geographic distance, and one-off events are controlled. The baseline Ordinary Least Squares (OLS) regressions are conducted first. To address potential endogeneity problems, the 2-stage least squares (2SLS) analysis is adopted. In addition, the heterogeneity effects among different types of aid projects are scrutinized, based on the donor's intent and the level of concessionality.

The results show that the impact of Chinese foreign aid on Chinese tourist flows to the recipient countries are significant and robust. In addition, only ODA-like aid, Vague aid, or aid projects with an intent of development bring tourism opportunities. The study enriches studies on tourism development in developing countries, and provides managerial insights for tourism practitioners and policy makers.

SOCIAL AND SPATIAL INJUSTICES IN THE CONTEXT OF OLYMPIC PROJECTS: USING LAND VALUE CAPTURE AS MEDIATOR

GUSTAVO LOPES DOS SANTOS, ANA MORAIS DE SÁ AND BEATRIZ CONDESSA

The Olympics are seen as powerful tools to catalyse development but present a set of demanding urban requirements that hosts must fulfil. Besides delivering such conditions, hosts also take the opportunity to carry other urban regeneration projects, expecting that the Olympic Effect works towards creating legacies for their populations. However, the delivery of these legacies is not always successful. Furthermore, all these interventions have high costs mostly carried using public funds, as private investment is usually difficult to attract. On top of that, the Olympic Games financial model excludes the possibility of using event profits to pay such costs. Social costs also add to the equation, as for such large-scale urban projects, local communities have to be displaced most of the times. Newly gentrified neighbourhoods are usually the outcome of these projects, mostly due to the increase of property market values linked to the popularity of the Olympic Games. But these variations also bring up the potential of using value capture mechanisms in helping to mitigate the financial and social costs of the event. There is evidence that the Olympics are among the projects that increase property market values the most and that a specific group of the population is willing to pay such increase. However, at the same time, hosts' policies usually adopted for affordable housing to compensate displacement and mitigate social polarity tend to decrease the opportunity for revenues. Furthermore, experiences of previous editions show that such policies are more difficult to implement when in the context of the Games. As so, value capture instruments have the potential to act as mediators to enhance economic and social sustainability of urban projects in Olympic contexts. There seems to be a gap in the literature in this regard and, as so, this paper aims at setting grounds for such debate.

STUDENTS' PERCEPTIONS OF VIRTUAL CLASSES AND EVENTS DURING COVID-19 PANDEMIC

HAN NEE CHONG

With over 8 million tourists visiting per year, tourism is the heart of Hawaii's economy. Few places in the world are better suited to study Hospitality and Tourism Management than in Hawaii, where students have the opportunity to experience a living laboratory of tourism management through internships and partnership projects with major hotels and travel providers. Due to the COVID-19 pandemic, schools and colleges worldwide have had to temporarily shut down and switched their instructions to e-learning, whereby teaching is undertaken remotely and on digital platforms. As a result of the lockdown, education has changed dramatically, and classes and events that were once held in person were held virtually with the aid of technology. This study explored students' perceptions of virtual classes and event planning practices and the adaptation to changes brought by the current COVID-19 pandemic crisis to understand how virtual class and event planning practices were conducted in the wake of COVID-19. This study employed a mixed method study, using surveys and structured interviews with students who completed the special events management course in spring 2021. The findings of the study provided several insights into student perception of the use of technology in hospitality education, advantages and challenges of virtual classes and events. The study has a sample size of 24 students, who were undergraduate students in the Bachelor of Science in Business Administration with Hospitality and Tourism Management concentration program, at a university in Honolulu. Overall, it was found that students in the Special Events Management course have positive attitudes towards technology, are highly receptive to the use of technology in education and events planning, and have high levels of personal comfort with technology prior to taking the course. Findings also revealed that while majority of the participants perceived technology used in the course and event planning as innovative and highly collaborative, they also voiced concerns over technological issues encountered when using the online platform for planning virtual events. Survey results of student learning outcomes found that most students perceived themselves as having acquired additional skills in events planning that they wouldn't have if the course was conducted in person. Majority of students also agreed that universities should continue offering virtual classes on event planning, post-pandemic. The implications of the study and suggestions for future research were addressed.

COVID-19 PANDEMIC AND THE CANCELLATION OF THE UMKHOSI WOMHLANGA CULTURAL FESTIVAL IN KWANONGOMA, KWAZULU-NATAL, SOUTH AFRICA

HILARY KENNEDY NJI BAMA, ZIMASA FELICIA NDABA AND PARVEEN EBRAHIM

This study examines the impacts of the Covid-19 pandemic on the broader tourism ecosystem by considering the socio-cultural and socio-economic effects resulting from the cancellation of the Royal Reed Dance Ceremony (RRDC) in KwaNongoma, KwaZulu Natal. Consequent to the outbreak of the Covid-19 pandemic and the implementation of safety protocols and mobility restrictions aimed at flattening the curve and curbing the spread of the virus, two editions of the RRDC festival have been summarily cancelled, with the accompanying implications. Adopting a qualitative phenomenological approach, the study implemented semi-structured interviews when collecting data from key resource persons and relevant stakeholders. The empirical findings highlighted the stakeholders' perceptions of the socio-economic and socio-cultural impacts caused by the cancellation of the last two editions of the RRDC. While the financial implications could not be quantified, the elements of social cohesion, the 'feel good' effect and community pride were significantly highlighted. The impacts of the cancellations were also noted in terms of its influence on the future sustainability of the event and recommendations eliciting guidelines for event resilience that would encourage community engagement, develop festival safety protocols and provide sustainable, authentic festival experiences. Theoretical and practical implications are highlighted and discussed especially in relation to cultural events' resilience in crisis contexts.

EXPLORING THE IMPACTS OF COVID-19 ON GENERATION Z'S MOTIVATION IN ATTENDING TRADITIONAL EXHIBITIONS

HUILIN BAO AND BINGJIE LIU-LASTRES

Since 2019, The Novel Coronavirus Disease (COVID-19) pandemic has become an ongoing global public health event and stopped the event industry from holding any in-person activities (Event Industry Council, 2021; World Health Organization, 2020). A pandemic striking at such an impressionable moment in time will undoubtedly have lasting implications on Generation Z's social behaviors, professional development, and overall well-being (Pavao, 2020). A share of Generation Z is reeling with accompanying issues like depression. People are suffering multiple life shocks and having trouble coping. The purpose of this study is to explore the impacts that COVID-19 has brought to the event industry and how it influences Generation Z's motivations and constraints of attending traditional exhibitions. An exploratory study was conducted to look at a sample of 12 exhibition attendees who belong to Generation Z and had been to an exhibition in the last 12 months. Thematic analyses were used to analyze the data. Overall speaking, the results highlighted the participants' safety concerns of attending in-person events during the pandemic. Encouragingly, the findings indicate high expectations and strong desires among the participants regarding attending exhibitions when things return to normal. Based on the findings, this study further discusses the influences of COVID-19 on Gen Z's motivations and constraints of attending exhibitions and provides suggestions for traditional exhibition planners for recovery marketing.

THE THEORETICAL CONNECTION BETWEEN EVENT VISITATIONS, EVENT VISITOR EXPERIENCE AND EVENT VISITOR SATISFACTION

ILANZA PEROLD, CHRIS HATTINGH AND JUAN-PIERRE BRUWER

Tourism is one of the key drivers of the South African economy. This is especially the case when taking into account the significant socio-economic value it adds to South Africa in relation to job-creation and economic growth. To this end, it is unsurprising that national government continuously monitors, maintains and revises its National Tourism Sector Strategy (NTSS). The NTSS serves as a long-term strategic guidance document for relevant tourism stakeholders to achieve with applicable targets. In the most recent vision of the NTSS, aspects of Ubuntu, innovation and service excellence were emphasised due to changes in global economic environments. When taking into account that the aspects of “event visitor experience” and “event visitor satisfaction” both relate to service excellence, the primary objective of this study is to ascertain whether there exists a relationship among the phenomena of “event visitor experience”, “event visitor satisfaction” and “event visitations”, in theory. This research is non-empirical in nature and constitutes exploratory research. In addition, this study is qualitative in nature and took on the form of a systematic literature review of secondary data. Stemming from the research conducted, it appears that a theoretical relationship exists among the foregoing phenomena; creating a foundation for further empirical research to be conducted.

SENSE OF PLACE THROUGH EVENT ATTENDANCE

INSUN SUNNY SON AND CHRIS KROLIKOWSKI

The concept of sense of place has been increasingly important in event studies, where sense of place has been positioned as the desired outcome of events (Derrett, 2003). The relevance of sense of place is largely linked with its capacity to contribute to building strong, socially sustainable and connected communities (Nanzer, 2004). Although some empirical studies investigated events' role to building stronger sense of place (Duffy, 2000; Mair & Duffy, 2018; Whitford & Ruhanen, 2013), many of these studies have tended to use a single event case study approach adopting a qualitative method, mainly looking at how individual events help building sense of place (Mair & Smith, 2021). Despite growing interest from governments at different levels to use events for community development through enhancing the residents' sense of place, there is still limited understanding of the effect of residents' local event attendance on their sense of place. This study, therefore, examines the relationship between local event attendance and the sense of place by investigating possible differences between the frequency of residents' local event attendance in relation to their perceived sense of place, using a quantitative method.

The questionnaire surveys collected from 397 residents of a metropolitan council located in South Australia, Australia, revealed that event attendance does enhance residents' sense of place. It was found that residents who attended more events held in their local area were more likely to have a higher level of sense of place, particularly in regard to place attachment and place dependence. That is, residents who attended more local events are more likely to be happy living in their neighbourhood and are more willing to live in the area for a long time. In addition, they are more likely to view their area of residence as a good place for doing the things they enjoy, providing them with varied opportunities to engage in their favourite activities. This finding suggest that local events are an effective tool of enhancing sense of place in the community by contributing to stronger bonds between residents and their neighbourhood.

The study enhances knowledge in the area of event social impacts, particularly regarding the role of local events in enhancing residents' sense of place. Specifically, this study further extends previous research by comparing the frequency of event attendance in relation to sense of place.

IDENTIFYING CONTEMPORARY FACTORS INFLUENCING CONFERENCE SITE SELECTION

JAMES CASSAR, JULIE WHITFIELD AND ANYA CHAPMAN

Conference Tourism is considered a lucrative tourism niche (Pechlaner et al. 2007; Horváth 2011) that brings a number of benefits to successful host destinations (Horváth 2011; Kim et al. 2003). This has led to fierce competition between destinations (Hussain et al. 2014; DiPietro et al. 2008), with destinations eager to understand how to achieve a competing edge within the international conference tourism market. Nonetheless, this has proved to be challenging due to the complexity of the decision-making process. This is because, while the greatest weight in deciding on a conference location might fall on the board of the organisation or association holding the conference (Donaldson 2013), a number of other key stakeholders are involved and influence the decision. These include potential delegates, conference centres, conference bureaus and professional event organisers and industry experts (Opperman and Chon 1997). Previous studies have focused on the perspective of one stakeholder, or resorted to studying secondary data to produce a more holistic explanation (Crouch and Ritchie 1998). Nonetheless, holistic studies are dated, and a contemporary study of stakeholders' perspectives was required.

This study identifies the contemporary variables influencing the conference site decision, considering all the key stakeholders' perspectives. This is done through a Delphi study, with a panel composed of 22 experts representing all stakeholders; delegates, associations, conference centres, conference bureaus and local tourism authorities, academic experts and industry consultants. Three rounds of questions were carried out. The initial round included open-ended questions aimed to solicit specific information from the panellists about conference decision-making. The second and third round were based on the data gathered from the first round (Custer et al. 1999). The questions in these last two rounds included the important variables and an importance ranking for each. At each round, panellists were also offered to revise their judgement vis-à-vis the panel's general opinion from the previous round, in order to achieve a consensus (Hsu and Sandford 2007).

Two types of variables are identified; the essential variables a for conference tourism and the variables contributing to a competitive edge. The results show that different stakeholders' perspectives converge on numerous variables, possibly as they become increasingly aware of what is important to the other stakeholders. Variables that have been traditionally considered important have been re-confirmed, but are nonetheless measured by contemporary yardsticks, making it more difficult to satisfy stakeholders unless the modern expectations are understood. Newly discovered variables have also been shown to influence the conference site decision-making, some of which would have been considered to be minor details. Finally, the study presents a framework encompassing all variables and their importance for easier understanding. This allows a destination to identify whether it possesses the necessary qualities required, and if it is possible for it to offer what is required. Furthermore, it helps a destination understand where it should invest its limited resources to become more attractive as a conference destination.

A HOLISTIC APPROACH TO EVENT PORTFOLIOS TOWARDS ACHIEVING STRATEGIC LEVERAGING OBJECTIVES: THE CASE CAPE TOWN IN SOUTH AFRICA

JANICE HEMMONSBY AND TEMBI TICHAAWA

This study advances the discourse on event leveraging by examining the strategic operations of all-inclusive events that make up event portfolios to determine their collective means for achieving leveraging objectives. This shifts the common focus of studying single event types towards a focus on a holistic approach to events within a set portfolio. Cape Town, a South African city with an existing event portfolio was used as a case study. A qualitative research design was adopted where secondary data from prime documentary sources including annual reports were used to supplement and support in-depth semi-structured interviews conducted with key industry stakeholders involved in sport and destination branding organisations. An inductive, bottom-up approach followed during the data analysis phase using the Atlas.ti. software programme. A thematic review of the results revealed the importance of a balanced event portfolio that promotes cohesion and synergy of events of all scopes and sizes for the realisation of wide-ranging leveraging benefits. The application of a conceptual model for event leveraging within the developing destination context revealed the inclusion of additional strategic objectives to what is generally advocated through event leveraging practice. Such objectives are linked to the support for social enhancement as well as to foster stakeholder collaborations. Existing challenges in the management of event portfolios impacts the way in which specific events are utilised within the overarching portfolio. In addition to the contributions to the known leveraging theory, the results of this study add significant contributions to stakeholder policies and practice by establishing the aims for developing comprehensive policies which capitalise on event portfolios.

CHANGE IN COUNTRY IMAGE, DESTINATION IMAGE, AND OLYMPIC GAMES IMAGE DURING A PANDEMIC

JEEYEON JEANNIE HAHM AND ASLI TASCI

The coronavirus pandemic has had a devastating impact on the events industry, including mega events. The 2020 Tokyo Olympic Games was postponed to 2021. While there were constant concerns and criticisms, the country was able to host the mega event without spectators and families of the athletes in the midst of increasing new positive cases. Mega events such as the Olympic Games are known for their direct and indirect economic benefits to host cities and countries such as tourism revenues and job creation as well as intangible benefits such as promotion, national pride, prestige, enhanced destination image, and positive visitor attitude and behavior (Chalip & McGuirty, 2004). Researchers have agreed on the potential impacts of mega events on destination image due to intensified media coverage of these events (Florek & Insch, 2011; Gallarza et al., 2002; Tasci & Gartner, 2007). Although many studies have been conducted to test the bidirectional influences among mega event image, destination image, and country image (e.g., Deng & Li, 2013; Florek et al., 2008; Hahm et al., 2018; Martínez & Alvarez, 2010), the 2020 Olympics presents a unique case. This study proposes to measure and compare the country and destination image of Japan, the host of the 2020 Tokyo Olympics, and the Olympics image one-month before, during, and one-month after the mega event. This quasi-experimental study is underway with one-month before and during the Olympics data collected. The one-month after data will be collected in September and the results of the data analysis will be shared at the conference in November.

HUMAN TRAFFICKING AT MAJOR EVENTS: THE NEED FOR EFFECTIVE MITIGATION STRATEGIES

JESSICA WICKEY, ALAN FYALL, GAURAV PANSE AND GIULIO RONZONI

Modern day slavery, or what more formally is now referred to as human trafficking, is a serious problem throughout the developed and developing world with the hosting of major events representing an unfortunate catalyst for such trafficking to occur. Trafficking normally falls under two categories, namely that of sex trafficking or trafficking for labor. With an estimated economic value of \$150 billion annually (UNICEF, 2017), the scale of the problem is clear with hospitality and tourism generally, and events more specifically, particularly vulnerable to human trafficking with mass tourism destinations and large events highly susceptible to such activity. The influx of visitors to a destination, be it for a vacation, business trip or event bring many positive economic and social impacts. However, one of the unintended consequences is that destinations also serve as a focal point for serious crime, such as human trafficking, with sex trafficking a particularly serious negative impact with serious short-, medium- and longer-term challenges, and legacies, arising from such illegal activity; most notably for women.

This exploratory study adopts a qualitative approach in interviewing key stakeholders across the United States to identify: the underlying causes, outcomes and implications for human trafficking at major events; those strategies that have been implemented in the past to mitigate the impact of human trafficking at events; their effectiveness; potential future strategies to contribute to positive change and the creation of more sustainable and positive legacies for the hosting of major events. The study concludes with an explicit contribution to the event body of knowledge with recommendations for a range of policy and practical initiatives intended to provide a safer, more secure event landscape free of human-trafficking.

UNDERSTANDING TOURISTS' PERFORMING ARTS EVENT SPECTATING MOTIVATIONS, EXPERIENCE, AND THEIR ROLE IN AFFECTING EVENT LOYALTY

JOE YONG ZHOU

With the increased competition from the expanding leisure markets nowadays, organizations from both arts and tourism industries are anxious for new market segments and innovative marketing strategies. From the cultural perspective, performing arts, together with local heritages, museums, festivals, and other type of cultural settings, play their unique characters to comprise a city or destination's culture charms. It entertains both local and visitor audience by varied theme expressions, a range of artistic endeavors which are performed in front of a live audience. For certain performing arts events in some popular tourist destinations, they have served as important attractions which either attract tourists travel to the destination, or provide a good reason to extend their stay period in town. While much of existing literature about performing arts consumers tends to focus on the general body-or some specific segments (e.g. youth, school kids) -of its audience, studies particularly focused on tourist audience' performing arts spectating experience are insufficient. The purpose of this paper is to examine tourist audiences' motivations and experience of attending a performing arts and to identify their effects to the loyalty with performing arts events so marketing efforts can focus on achieving loyal tourist audience for such events. A quantitative research design was adopted in this study and the research instrument items were sourced from literature both in arts and tourism fields and tailored to the context of performing arts. Empirical data from 400 tourist audience of a live circus performance at a popular holiday resort in China was collected and analyzed. The results of structural equation modeling reveal that Art Appreciation Motivations play more important role in affecting experiences of attending performing art and tourist audience's experience on Core product/service contributes more to its event loyalty. Managerial implications for performing arts event organizers are discussed.

EVENTFUL CITIES

JUDITH MAIR, LEONIE LOCKSTONE-BINNEY AND KIRSTEN HOLMES

Eventful cities purposefully use “a programme of events to strategically and sustainably support long-term policy agendas that enhance the quality of life for all” (Richards, 2015, p. 40). Hosting of mega events has been proposed to be a potential catalyst for accelerating the ‘eventfulness’ of host cities (Richards, 2017); however, there is currently little research evidence to support this claim.

This paper reports on a project focussing on the harnessing and strategic utilisation of the event management knowledge and skills developed during and following the planning and staging of an international mega-event in Australia, and examines how such knowledge and skills might assist the host destination to continue to attract and support high quality major events long after the event has gone, thus contributing to the ongoing economic and social development of the host city.

A comprehensive review of secondary data was completed to compile a list of potential indicators that measure an ‘eventful city’ in respect of its capacity (skills, knowledge and networks) to host future events. Academic research; policy documents; media reports; and other material produced by relevant organisations related to the hosting of events and training of events staff was sourced and analysed. This approach replicates that used in previous evaluations of mega events (Minnaert, 2012; Shipway et al., in press). An initial template was developed based on the desk research, which will form the basis of the draft indicators.

A Delphi Study was then completed with academics in Australia and New Zealand, based on the initial draft indicators list. The aim of the Delphi study was to create a list of agreed upon, relevant and measureable indicators. Three rounds of the Delphi were carried out, resulting in a final, refined list of indicators. The final indicators include numbers of mega and major events attracted, numbers of new venues created and re-used, event tourist numbers and changes in international rankings. The indicators developed are a world first with no extant measures available to assess the event hosting legacy of mega events.

EXPLORING NEW FRONTIERS OF A TRADITIONAL CULTURAL FESTIVAL BY UNDERSTANDING THE RESIDENTS: THE CASE OF THE DRUNKEN DRAGON FESTIVAL

KANGMIN KIM, UBALDINO COUTO, SHARIF SHAMS IMON AND SUH-HEE CHOI

As one way to contribute to the sustainable tourism development of Macao, the government has been supporting traditional cultural festivals such as funding and granting the use of public space. This is also in line with the overall objective of Macao's strategic positioning in creating the World Centre of Tourism and Leisure. However, it is still unclear how acceptable cultural resources, which in nature are not purposefully created for tourism, can be used as economic resources forming part of Macao's tourism portfolio. Using the Drunken Dragon Festival, one of the most prominent festivals in Macao, as the case study, this study aims to understand the participating and non-participating residents in terms of their profile and their perceptions and attitudes towards using this festival as a tourism product. The study further aims to 1) understand the participants' geographic profile in relation to their length of residence in Macao, their age and gender; 2) identify the relationship between the participants, their participation characteristics and perceptions of and attitudes towards the festival; and 3) cluster the residents based on their perceptions and attitudes towards the festival.

The results show that most resident participants are from the Macao Peninsular regardless of the length of residence in Macao, age, or gender. Furthermore, the festival participants who acknowledged the cultural and social values of the festival were likely to support some transformation of the festival to incorporate diverse participants. Demographic characteristics and general cultural involvement patterns partially affected them to shape perceptions about the role of the festival. Cluster analysis shows that the perception about the festival and the level of acceptance of decontextualized transformation varied by groups of residents. The results suggest that the government and the festival organizers involve each group of residents differently.

The Drunken Dragon Festival has been maintaining its local significance in Macao; however, it recently has been facing challenges with the governments' effort to incorporate local heritage as a part of its tourism portfolio in order to diversify its tourism offering to encourage sustainable development of the region. This study furthers the understanding of festival participation using geographical indicators and provides implications on how to involve different groups of residents, both participants and non-participants, differently.

FESTIVAL PARTICIPATION AND POVERTY - AN EXPLORATORY INVESTIGATION

KAREN DAVIES, MARY BETH GOUTHRO AND NIC MATTHEWS

The early 'music festivals' of the 1960s and 1970s in the UK were not about economic gain, but as time has gone by, modern forces of capitalism in Western contexts have engulfed these organic events and to some extent recreated them into 'genetically modified', 'culturally cloned' festivals (Finkel 2009, Newbold et al. 2015). The free-market economy has meant that whilst the music festivals we know and love today have retained some of their cultural and ethical roots, they continue to diversify in offering a broad spectrum of programme elements in order to attract new markets and offer more fulfilling experiences. As the music industry has changed, so 'headline acts' have become more expensive, and this has meant that nowadays in the majority of music festivals in the UK have passed the added cost onto the 'consumer'. This cost is arguably too high for most of those living in 'poverty'.

The paper aims to reveal how and why festivals could be considered an arena for the 'privileged' in society by exploring the issue of poverty and the marginalisation of the poor in terms of their ability to participate in festivals in the UK. Research shows that exclusion from society undermines a persons' ability to fulfil the private and public obligations of citizenship (Lister 1990), and whilst there are many publicly funded festivals that provide for those from disadvantaged backgrounds, when investigating the market trends of independent and commercial festivals, it can be seen that is those who live in poverty are often marginalised from this leisure activity. Festivals are well known as arenas which can add another dimension to peoples' lives, provide quality of life and enhance their wellbeing. In light of this, festival organisations could be working harder to widen their access to those in poverty by making affordability and accessibility to their events the norm as opposed to 'good practice' (Finkel et al., 2019).

By compiling desk-based research and conducting a series of in-depth interviews with festival organisers, festival associations and charities, this paper looks at the management of festivals through an ethical lens, and provides recommendations on how music festivals in the UK and perhaps wider western contexts can rethink current practices in order to become more inclusive and affordable.

AFRICAN AMERICAN CULTURAL FESTIVAL: ATTENDEES' FAMILIARITY, INVOLVEMENT & BEHAVIORAL INTENTIONS

KELLY SEMRAD, MANUEL RIVERA, VALERIYA SHAPOVAL AND MARCOS MEDEIROS

This case study is to investigate how cultural festival attendees' familiarity and involvement may influence their overall satisfaction and future behavioral intentions towards the festival. The study references the ZORA! Festival located near Orlando, FL in Eatonville – one of the oldest African American heritage communities in the United States. The ZORA! Festival provides a unique landscape for this study in the context of African American culture and heritage. To the best of knowledge, no previous research has sought to investigate how aspects of familiarity and involvement could influence attendees' satisfaction and future behavioral intentions regarding African American cultural festivals. A path analysis is used to test the proposed model. The Sobel test is performed to determine the mediating role of attendee satisfaction on future behavioral intentions. Attendee familiarity positively and directly impacts attendee involvement. Attendee satisfaction mediates the relationship between involvement and intention to return to the festival. The findings did not demonstrate a relationship between attendee involvement and intention to recommend the cultural festival. Attendees' intention to return to the festival positively and directly impacts intention to recommend the festival. For repeat cultural festival attendees, satisfaction is influenced by festival familiarity and involvement. As attendees become more satisfied with their festival involvement, their decision to return to the festival increases. The mediation effect of satisfaction indicates that this should be a priority, as it fully mediates the relationships. However, this is not the case as it relates to the intentions to recommend the festival. The study contributes to literature on the impact of familiarity and involvement on repeat attendee satisfaction levels and how these relationships influence attendees' decisions to return or recommend the festival. It is one of the first studies that investigates actual behavior of festival attendees, specifically in the context of an African-American cultural festival.

THE IMPACT OF THE COVID-19 PANDEMIC ON THEME PARK EMPLOYEES: THE CASE OF ORLANDO, FL

KELLY SEMRAD, SEAN BLIZNIK, MANUEL RIVERA AND ROBERTICO CROES

The onset of COVID-19 had negative economic and social impacts on the tourism industry worldwide. One year into the COVID-19 pandemic, the Florida, USA Department of Economics announced that the tourism industry had suffered more than any other state sectors, lost billions of dollars, and hundreds of thousands of jobs. In previous years, Florida boasted the world's number one U.S. travel destination with 75 million tourists arriving to Orlando. Orlando is home to world renowned theme parks. According to the Labor Department, it is estimated that approximately 45,000 Orlando theme park employees were furloughed or laid off during the pandemic. Fear of unemployment resulting from layoffs and furloughs induces a stress that is difficult for most to manage. Chronic stress impacts employees' cognitive abilities including: the ability to concentrate, be creative, generate innovative ideas/solutions, and finish tasks to the best of ability or even at all. The pandemic induced high levels of stress for many tourism employees particularly those in subindustries like the theme park industry where mass layoffs and furloughs were occurring. Literature is devoid in identifying frontline theme park employees' hardships during a public health crisis. This qualitative study reveals circumstances and challenges that theme park operation employees faced throughout the pandemic. A virtual snowball sampling technique is used to conduct 35 employee interviews. Thematic analyses reveal that some of the employees' major challenges included: wages, COVID-19 exposure, and presenteeism while at work. Some of the referenced hardships pose threat to not only the employees and their families, but also to the greater community regarding the spread of the virus. The major contribution of this study pertains to the need for policies that would protect theme park operations employees as well as the greater community during times of severe public health crisis.

EVENT TECHNOLOGY FOR POTENTIAL SUSTAINABLE PRACTICES: A BIBLIOMETRIC REVIEW AND RESEARCH AGENDA

KRZYSZTOF CELUCH

This research provides a bibliometric review of the state-of-the-art information and communication technologies (ICTs) in the context of events, and maps out an agenda for future directions on how innovations in the technological realm can help fostering sustainability in the events industry.

To explore the progress of ICTs and future applications in events, this study conducts a two-fold method of a bibliometric analysis and a modularity clustering technique based on 293 papers published in the last 30 years.

The findings offer a snapshot of the past progress to offer a glimpse into the future by formulating novel areas for research that merit attention. By interweaving the past, present and future towards sustainability, an agenda with four concrete areas for research is identified, including (1) virtual events, (2) the use of artificial intelligence, (3) big data technology, and (4) virtual reality and augmented reality in the events industry.

The current global challenges together with the rapid technological progress can particularly give rise to innovations in the technological sector. Through a bibliometric review of past research, this study offers a future research agenda of ICTs in the events sector in light of the Sustainable Development Goals. It contributes with a discussion on how to harvest the technological progress to create more sustainable events.

THE INFLUENCE OF PLACE ATTACHMENT TO FESTIVAL SATISFACTION AND LOYALTY TO HOSTING DESTINATION: THE CASE OF MACAO FOOD FESTIVAL

KUAN MEI LO

The current study is to investigate the factors that influence the loyalty of the festival visitor to the host destination. This study will spotlight the place attachment to host destination generated from the positive evaluation of the festivals (Pike, 2007). The satisfying experience of the tourists from their previous visit is one of the factors that will drive their future visit. Therefore, it is important for the destination management organizations (DMOs) to maintain a high level of satisfaction. Understanding the level of contribution of the visitor satisfaction from the festivals is important to the development process of emotional attachment and loyalty to the destination (Pike, 2008). The current study will use the case of Macao Food Festival for the investigation of the level of satisfaction of the festival visitors influencing their place attachment to Macao Special Administrative Region (Macao SAR). Macao Food Festival, as one of the important festival and events of the Macao SAR, which has been held in the Macao SAR for 20 years. Since November 2000, local restaurant featuring Asian, European, Chinese gastronomy attracts local residents and visitors worldwide to participate in this major event in the Macao SAR (20th Macau Food Festival - Macao Government Tourism Office, n.d.).

The format of quantitative measurement is applied for the study. A survey is designed to obtain the place attachment, festival satisfaction, destination loyalty and demographic information of the visitor. The current study examines the level of contribution of festival experience to the development of loyalty and place attachment to festival host destination. Understanding this aspect could help the DMOs to have better preparation and planning for increasing loyalty and place attachment of the festival visitors.

EVENT FANATICISM AND FANATICISM AT EVENTS: A SCOPING STUDY

LEONARDO DIOKO AND UBALDINO COUTO

This study investigates the role of events in fostering fanaticism and the conditions associated with event organization that enable the rise of fanatic behavior. The study's rationale and inspiration stems from the seemingly more frequent and destructive consequences that have been occurring in various events. From the heckling and booing of event performers and of other participants (Caru, Cova, & Solerio, 2011) to blatant and often collective expressions of racism and xenophobia and, at times, even to the commission of violent acts or destructive expressions and hooliganism, specific fanatic behavior—or fanaticism in general—have become increasingly a feature of events, even if, on the whole, they remain relatively rare.

A clear definition and conceptualization of fanaticism has eluded researchers for some time. Chung, Farrelly, Beverland, and Karpen (2018) lament the inconsistent and varying explanations of what constitutes fanaticism or fanatic behavior. A wide range of disparate perspectives have been adopted to illuminate the nature of fanaticism. From psycho-social (Mackellar, 2006), recreation and leisure, consumer marketing (Redden, 2000), as well as political (Calhoun, 2004) perspectives that have been advanced, it is clear that understanding fanatic behavior requires one to permeate a broad cross-section of disparate fields.

There is more agreement, however, on some distinct facets associated with fanatic behavior. Although destructive incidents associated with fanaticism vary considerably by type and occasions, they commonly take place in the context of events such as sports (Samra & Wos, 2014) and are normally associated with spontaneous but coordinated behavior of individuals. Fanatic behaviors are characterized to be highly emotional and extraordinary (Chung et al., 2018) and may even be considered dysfunctional (Thorne, 2011) and destructive.

The objective of this study is to synthesize the contrasting conceptualizations of fanaticism and identify the possible linkages between fanatic behavior and features of events. There are thus two propositions the study seeks to advance: First, that fanaticism give rise to the commission of destructive behaviors, and second, that certain conditions at events facilitate the rise of fanaticism and its destructive consequences.

In order to establish the validity of such propositions, an exploratory scoping study is undertaken to systematically map evidence thus far accumulated from studies on fanaticism and to survey the extent with which various fields (such as social psychology, consumer marketing, politics) can illuminate possible linkages between events and the rise of fanaticism. Scoping methodology is related to but distinct from systematic reviews. Whereas systematic reviews proceed from an already well-defined research question, scoping studies aim to map the literature relevant to defining a problem of interest (Arksey & O'Malley, 2005).

One of the United Nations' Sustainable Development Goal is "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels" (United Nations). To the extent that events are institutions intended and crucial to developing human well-being, inclusive societies, and fostering universal peace and understanding, it is imperative that event organizers and planners also understand the potential of events in giving rise to its unintended and opposite effects. Delving into the nature of fanaticism at events or event fanaticism and understanding how they arise should facilitate this understanding.

TOWARDS THE DEVELOPMENT OF A SUSTAINABLE EVENTS RISK MANAGEMENT FRAMEWORK FOR THE SOUTH AFRICAN EVENTS INDUSTRY

LEONIE LOUW, ELRIZA ESTERHUYZEN AND NELLIE SWART

The aim of this paper is to investigate the viability of developing a sustainable events risk management framework for the South African (SA) events industry, applying the principles of sustainable development to ensure that risks are mitigated in a manner that can be practically applied.

Events are strongly associated with tourism (Getz, 2007:403), an industry directly contributing 2.9% (R136.1 billion) to the total gross domestic product (GDP) of the South African economy and indirectly contributing 8.9% (R412.5 billion) in 2017 (DoT, 2018:23). The MICE (meetings, incentives, conventions and exhibitions/events) industry, also known as business events (Senkhane, 2018:n.p.) contributes an estimated R3bn to the South African economy in 2017/2018, attracting both business and leisure tourists to the country. The risks associated with the hosting and management of events have been documented and forms part of the Events Risk Management Body of Knowledge (EMBOK) as outlined by Silvers (2007). In order to ensure that risks are addressed in a manner that makes financial sense, the principles of sustainable development could be applied (Hak et al., 2015:565). The principles of sustainable development and the risk management process addresses ethical concerns regarding the organising and hosting of events, by ensuring that events management is conducted in a manner that is sustainable (Getz, 2009:61; Seay, 2015:61).

This conceptual paper has its foundation in current applicable secondary data sources, identified through a systematic review of academic literature. Other sources include applicable South African legislation and strategic documents published by the Department of Tourism and other relevant governmental bodies. The systematic literature review investigates event risk management and related topics.

The development of a sustainable events risk management framework (SERMF) may be significant by adding value to the private, governmental and academic sectors in terms of practical application and theoretical contribution.

The systematic literature review outlined above provides an overview of the core concepts that will be addressed in this study, with the aim of informing the development of a sustainable events risk management framework (SERMF).

DE-MOTIVATING FACTORS INFLUENCING SPORT STUDENTS' VOLUNTEER DISCONTINUATION AT UNIVERSITY SPORTING EVENTS

LIANDI VAN DEN BERG

When hosting university sporting events, management has to recruit, train and manage volunteers to ensure the continuous success of these events. Students enrolled in sport curricula often volunteer at sporting events held on university premises to gain experience and for curriculum vitae building purposes. The management of volunteers is an important consideration, since volunteer experience may translate into either further volunteering, or discontinuation. This study used the tenets of social exchange theory to explain the benefits and costs of volunteering by sport curricula students. With an imbalance between the rewards or benefits received for volunteering and time or effort costs incurred, students cease to volunteer and therefore, the focus of this study was to establish the factors which de-motivate student volunteering at sporting events. The volunteer questionnaire developed by Auld and Cuskelly (1999) was used to collect data from 278 students enrolled in sport curricula at two Gauteng based universities in South Africa. Results indicated that 84 sport curricula students predominantly volunteered at sporting events, but discontinued their volunteering. Four factors were extracted from the Principal Components Analysis which related to: (i) managerial aspects, (ii) volunteer environment, (iii) negative experience and (iv) structural constraints. The correlation analysis indicated a statistically significant, large positive relationship between managerial aspects and volunteer environment, a medium positive relationship between managerial aspects and negative experience, as well as medium positive relationship between volunteer environment and negative experience. The results provide guidelines for university management to address the volunteer de-motivating factors and environment to enhance continuous volunteerism at university sporting events.

A NETNOGRAPHIC EXAMINATION OF CHINESE GAY PEOPLE'S TRAVEL MOTIVATIONS

LIANGWEI QIU AND XIANGPING LI

Gay tourism is a relatively new form of tourism in China based on the special interests of tourists. Since there has been a consensus that gay people are high-spenders with more discretionary incomes and leisure time (Hughes, 2005; Hughes, 2006), it is necessary for tourism industry operators to understand their travel motivations in order to create appropriate and efficient marketing strategies for targeting Chinese gay tourists. However, the research on Chinese gay tourism is scarce (Liu & Chen, 2010; Wong & Tolkach, 2017). To fulfill the research gap, the current research develops a conceptual matrix model through the analysis of travel note postings of Chinese gay people who share their traveling experiences in Thailand online. A netnographic approach, which represents the traditional ethnography approach was adapted by using the Internet as a virtual fieldwork site to collect insider information in a naturally conversational environment (Kozinets, 1997; Mkono, 2011), is utilized to collect qualitative data from 27 rich and detailed postings which in total consisted of 182 pages with more than 143 thousand words. Nine motivations are generated, including atmosphere, gay venues and scenes, knowledge, prostitution, socialization and belongingness, culture and sightseeing, local tourism attributes and activities, escapism and relaxation, and sexual encounter. These motivations are further categorized into two means. One is the external forces versus internal desires, while another one is the gay-centric attributes versus generic attributes. Integrating these two ways of categorizing the travel motivations, a matrix model with four quadrants is posited. This study is one of the first attempts to provide motives of Chinese gay tourists with a theoretical rooted in the foundation of tourism and hospitality research.

DETERMINING CONFERENCE COMPETITIVENESS ATTRIBUTES: A SOUTH AFRICAN INDUSTRY PERSPECTIVE

LISA WELTHAGEN, ELMARIE SLABBERT AND LINDIE DU PLESSIS

The purpose of this paper is to determine the conference competitiveness attributes identified by industry stakeholders in South Africa. To date most research has focused on destination attributes and not conference attributes. With the increase in destinations offering conference opportunities it becomes more important to improve competitiveness levels in specific sectors such as the conferencing. This article sets out to distinguish the importance between attributes and competitiveness for the purpose of conferencing and whether the conference sector will have a different set of attributes that contribute to them being competitive or not. The paper uses various destination competitiveness models and conference literature as foundation to the study. Qualitative research was applied for this purpose of this study. To ensure integrated responses from all relevant stakeholders, emphasis was placed on heterogeneity and number of years in the industry (between 10 and 15 years). Thus, Professional Conference Organisers (PCO's), sponsors, academics, venue suppliers and associations and organisations participated in the study. The face to face interviews (all recorded) were carried out over a period of 4 weeks with an average duration of 45 to 60 minutes per interview after which it was transcribed. In the case of this study, the themes and attributes were analysed after each interview and a progression of themes was documented. After twenty-two interviews no further thematic expressions emerged, indicating that data saturation had been reached. The themes that emerged through interviews revealed that industry stakeholders considered location and accessibility as the most important conference tourism attributes, with sustainability (greening) as the least important competitiveness attribute and they considered greening to be an expensive initiative. This paper is the first attempt in this context to investigate the conference attributes of importance from a competitiveness perspective. Findings can provide an action plan to stakeholders and industry to develop and shape conference tourism positioning in South Africa.

FROM 'TEN YEARS OF MADNESS' TO 'TWENTY YEARS IN UNITY': STAKEHOLDER PERCEPTIONS OF THE CHANGING ROLE OF THE EXIT FESTIVAL

**LUNA ĐURIĆ, JAMES KENNEL, MIROSLAV VUJIČIĆ, IGOR STAMENKOVIĆ AND
JELENA FARKIĆ**

New research into protest events has emerged as part of the turn towards a critical scholarship of events that engages with issues of politics and power (Greedy, 2018; Lamond & Agar, 2019; Lamond & Spracklen, 2015; Montessori, 2016). This research considers how EXIT, a major European music festival, which began in a period of protest (Cimbaljević et al., 2021; Wise et al., 2015), has developed in the eyes of its stakeholders, and situates the event within its Western Balkan socio-political context (Šuligoj & Kennell, 2021).

For two decades, EXIT has been held in Novi Sad, Serbia. Its roots lie in protest and the desire to change the country following the wars of the 1990s. It began as Exit Zero in 2000 and now attracts more than 225,000 attendees annually. Despite its commercialisation, the festival remains associated with progressive causes, which figure prominently in the event's marketing, and in how it builds relationships with its stakeholders.

This research took a social constructivist approach, using 28 stakeholder interviews. Thematic analysis (Braun & Clarke, 2006) revealed that, after its initial successes in helping to overthrow the regime that had led Serbia through a succession of conflicts, Exit gradually turned their focus away from local campaigns and towards commercialisation and profitability. However, as the festival has grown, it is now perceived by many stakeholders to be operating in a symbiotic relationship with a government that shares many policies and personnel with the one that they originally worked to displace, and to have focused on high-profile international issues in its campaigning work, to the detriment of its local community. This research shows how protest events can change and develop over time, with seemingly intrinsic discourses of protest and counter-culture being commercialised and co-opted in ways that can mask profound shifts in activism and political alignment.

SOCIAL DIMENSIONS OF MUSIC FESTIVAL FANDOM

MAARIT KINNUNEN, ANTTI HONKANEN AND MERVI LUONILA

Our purpose is to study the social dimensions of music festival fandom using a mixed methods research approach with quantitative and qualitative data and methods. There is little research on music festival fandom (Jones, 2014); similarly, social sustainability at festivals is an under-researched area (Quinn, 2019).

Festival research on social sustainability concentrates on social impacts on local residents (Van Winkle & Woosnam, 2014), but we scrutinise the concept from festival attendees' viewpoint (social capital; Quinn & Wilks, 2016). Social interaction and the sense of community are acknowledged in motivational (Bowen & Daniels, 2005) and experience (Nordvall et al., 2014) studies, whereas our aim is to compare frequent festivalgoers' social practices with the perceptions of the attendees who participate seldomly.

The other main concept is fandom, 'a social, or collective, identity that can be conceptualized as a sense of psychological connection with other fans as sharing a common ingroup identity' (Reysen & Lloyd, 2012, p. 293). Attending a live music performance evokes a we-mode (Kelly, Iannone, & McCarty, 2014), and identification with other fans leads to social connections and well-being (Reysen, Plante, & Chadborn, 2017).

Music festivals are an important part of frequent festivalgoers' social life and social identity because of the significant meaning and intense consumption of music. The shared affect facilitates communication and encourages group bonding (Kelly et al., 2014), while the 'festivarian code' (Gardner, 2004) means being social. Festival fans show higher intention for social interaction than other festival attendees and might visit a festival alone, having made festival friends around Europe; thus, self-confidence is improved through social practices.

The study contributes to social sustainability and fandom theory, indicating that festival fandom is related to social dimensions at festivals. Being aware of their role in the co-creation of the social festival atmosphere, festival fans are beneficial for organisers.

A CHAIN OF EVENTS: MAPPING THE BUSINESS EVENTS VALUE CHAIN – A SOUTH AFRICAN SUPPLIER PERSPECTIVE

MAGDALENA PETRONELLA SWART AND ESTI VENSKE

With the onset of the COVID-19 pandemic, the suppliers to the business events industry have been under severe strain with the loss in infrastructure, income, and skills, due to prolonged operational restrictions, amongst others. As the industry anticipates recovery, it is understandable that the business events landscape has changed. The subsequent supply chain disruptions, such as digitalisation, have caused disorder across the board, and business events suppliers have to respond with agility. Therefore, this study aims to map the business event value chain through an investigation amongst the last standing suppliers in South Africa.

Since the development of Porter's (1985, 1990) value chain model it has been tested in an array of manufacturing (Nooteboom, 2007) and service industries (Armistead & Clarke, 1993), including tourism (Adiyia, Stoffelen, Jennes, Vanneste, & Ahebwa, 2015; Adiyia & Vanneste, 2018; Bieger, 2001; Hjalager, Tervo-Kankare & Tuohino, 2016; Mwesiumo & Halpern, 2016; Setthachotsombut & Suaiam, 2020; Song, Liu & Chen, 2013; Weiermair, 2004) and more specifically business travel (Gustafson, 2021), and business events (Rojas Bueno, Alarcón Urbistondo & del Alcázar Martínez, 2020). The tourism industry value chain, of which business events is a significant sub-sector, has been defined as "a series of transfer activities from product supplier to final consumer" (Lao & Hu, 2007). However, tourism practitioners and researchers seem to have failed to make full use of the original Porter value chain model (Hjalager, Tervo-Kankare & Tuohino, 2016). The development of the traditional tourism value chain was subject to specific economic conditions and technological advancements (Lao & Hu, 2007) which remains unexplored in the business events space. Furthermore, most tourism value chain research focuses on performance management or value measurement from a marketing perspective, which limits the sustainability of these value chains (Yilmaz & Bititci, 2006). Initially, the tourism value chain focused on the travel trade which consisted of four stages including suppliers, tour operators, travel agencies, and the final tourist. With the introduction of technology and the disintermediation of the travel industry, the role of many of these traditional agents have become redundant (Guzmán, Moreno & Tejada, 2008). Leading to calls for the redevelopment of the tourism value chain considering the new environment (Lao & Hu, 2007), and more so in the business events landscape as a result of the impact of the COVID-19 pandemic.

The current body of literature on business events value chains is limited, and only a very small number of studies explore the MICE tourism or bleisure value chains from either an agent perspective (Rojas Bueno et al., 2020) or a customer perspective (Chung, Choi, Yoo & Kim, 2020). The majority of tourism value chain studies are written from an exploratory perspective as opposed to a conceptual perspective (Mwesiumo & Halpern, 2016), while Rojas Bueno et al. (2020) MICE tourism value chain was only a conceptual study. Furthermore, actors have different roles across the various stages of the MICE value chain, which often denotes a power struggle (Rojas Bueno et al., 2020). To address these methodological challenges, this study aims to explore the business events value chain from a supplier perspective in the qualitative research tradition.

A reconfiguration of the business events value chain will not only support the recovery of the industry but provide insights on phases where urgent investment in infrastructure and skills are required for the optimal functioning of the industry. It may also serve as a valuable tool to highlight the contribution of business events to the tourism industry when lobbying for governmental support to advance the sector.

INCENTIVE TRAVEL RECOVERY: THE WAY FORWARD

MAGDALENA SWART AND TES PROOS

Since the early 1990s, incentive travel has been consistently one of the fastest-growing segments in the global tourism industry (Sheldon, 1994) and more specifically in business tourism, which also resonates as meetings, incentives, conferences, and exhibitions (MICE) (Swart & Roodt, 2020). Incentive travel is defined as "... a modern management tool used to accomplish uncommon business goals by awarding participants an extraordinary travel experience upon attainment of their share of uncommon goals" (SITE as cited by Ricci & Holland, 1994:288; Sheldon, 1994:20). Business travel and tourism were severely affected since the outbreak and spreading of COVID-19, as a result of the lockdown restrictions and industry shutdowns (SITE Africa, 2020). Despite all the efforts by scholars to investigate the impact of COVID-19 on the tourism and business tourism industry (Aburumman, 2020; Bartis, Hufkie & Moraladi, 2021; Disimulacion, 2021; Rittichainuwat, Laws, Maunchontham, Rattanaphinanchai, Muttamara, Mouton & Suksai, 2020; Weru, 2021), studies seem to be silent on the investigation of the specific recovery of the incentive travel industry. The purpose of this paper is to compare the themes related to incentive travel recovery published by the incentive travel industry with scholarly work in journal indexes. Empirical data from industry and academic publications were reviewed to compare how the incentive travel industry responded to the COVID-19 pandemic and recovery. An adapted five-step systematic literature review approach was followed to select accredited journal articles meeting specific search word criteria in journal indexes such as Scopus and Google Scholar (Aguinis, Ramami & Alabduljader, 2018). In addition, a web-based content analysis was conducted on articles published on the Society of Incentive Travel Excellence (SITE) website and social media platforms, to review the emerging themes between 2020 and 2021 (McMillan, 2000). Results highlight the discrepancies and similarities in themes published in academic journals and industry articles. Publications from the incentive travel industry focus on content related to (i) the regulatory and strategic frameworks for the re-opening of the sector (SITE Africa, 2020), (ii) market reactions to COVID-19 (SoolNua, 2021a), (iii) destination selection and response (Simmons, 2021; SoolNua, 2021b), and (iv) incentive programme design (SoolNua, 2021c). While articles selected from the journal indexes mainly focused on the tourism and MICE industry covering themes related to (i) destinations and their image (Rittichainuwat, Laws, Maunchontham, Rattanaphinanchai, Muttamara, Mouton & Suksai, 2020; Weru, 2021), (ii) the impact of COVID-19 (Aburumman, 2020; Bartis, Hufkie & Moraladi, 2021; Disimulacion, 2021), and (iii) strategies (Aburumman, 2020; Bartis et al., 2021; Disimulacion, 2021; Weru, 2021). Similar topics include content related destinations and strategies. The incentive travel industry specifically investigated the market reactions and incentive programme design, while academic research highlighted the impact of COVID-19 on business tourism in general. Future research can explore the specific incentive travel market reactions to the COVID-19 pandemic, destination selection and response to incentive travel recovery, and the designing of incentive travel programmes as there is a lack of scientific evidence to support these themes. These new insights on the need of the incentive travel industry can direct how destination management companies, incentive travel operators and scholars apply their resources in the development of incentive travel recovery strategies and policies.

CLIMATE CHANGE AND CONSERVATION CHALLENGES AT BOTANICAL GARDENS IN GAUTENG

MALEHLOA MOSIA, KAITANO DUBE AND VERONICA LABUSCHAGNE

Worldwide botanical gardens are known as essential locations for the recreation and conservation of various plant species. They are critical urban spaces that play a crucial role in the urban environmental space. Like other tourism and recreational facilities, botanical gardens and other protected areas are threatened by climate variability and change, threatening their socio-cultural, ecological, economic, and conservation role. With fears from the evidence that a range of anthropogenic activities contributes to the sixth wave of mass extinction of native species, there is a need to examine how these threats will affect botanical gardens worldwide. In that light, this study seeks to investigate climate and conservation challenges faced by Pretoria and Walter Sisulu National Botanical Gardens. The study used primary and secondary data generated from in-depth key informant interviews (15), field observations, archival meteorological data and critical document analysis. Data were analysed using content and thematic analysis, while trend analysis was utilised for climate data. This study found that botanical gardens are under threat from increased temperatures, drought, and floods affecting the gardens' infrastructure, water resources, flora, and fauna found in the two botanical gardens. As a consequence of extreme weather events, the flowering patterns of some flowers in botanical gardens have changed. Some infrastructure has been destroyed by flooding, and some trees dying from the potential impact of climate change, undermining conservation efforts. Given the existent threat of climate variability and change, there is a need to streamline botanical gardens to include green living, anchored on climate change mitigation and adaption as the world race to achieve net-zero and carbon neutrality. The study recommends focussed research to shed more areas of uncertainty regarding botanical gardens and climate change.

TECHNOLOGY ADOPTION & CRISIS MANAGEMENT IN EVENTS DURING COVID-19: PERSPECTIVE FROM EVENT ORGANISATIONS

MAOJUN LIU, YANNING LI AND UBALDINO COUTO

The event organisation quickly adopted technology to maintain normal business operations due to the travel restrictions caused by the COVID-19 pandemic. In this context, the update of technology research in events is necessary to ensure that researchers and practitioners can timely obtain knowledge and think about plans. However, it is found that current study cannot provide a good answer to the adoption and management of technology in events during the crisis. To fill the gap, this research aims to analyse the technology adoption in response to COVID-19 crisis management in events from the perspective of the event organisations. This research first reviewed the literature on technology adoption and crisis management, then proposed a theoretical framework based on the Technology Acceptance Model and Technology-organization-environment framework. Secondly, the study conducted online interviews with 23 event organisers from China and the UK. Next, the six-step thematic analysis method was used to analyse, explain and discuss the interview data. The research found: 1) Almost all interviewees believed that the travel restrictions caused by the pandemic were why they adopted technology. However, some Chinese organisers pointed out other reasons, including customer needs, keeping in touch with stakeholders, market trends, and competitors. 2) The event organisations applied technology in all aspects to respond to the COVID-19 crisis. 3) Most of the factors affecting organisational technology adoption during the COVID-19 crisis are consistent with previous studies, but there are also some differences. Factors not found in this study but mentioned in the previous literature include technology training of stakeholders, government support and work experience. The newly discovered factors include confidence in technology and interest in technology. 4) Finally, an organisational technology adoption model during a crisis was proposed. The results of this study fill the gap of the technology adoption knowledge during crises in event research, which helps increase event organisational technology adoption and crisis management knowledge to formulate better technology adoption strategies.

A 3E-TYOPOLOGY OF VISITORS TO A LITERARY FESTIVAL IN NIGERIA

MARTINETTE KRUGER, ADAM VILJOEN AND OGHENETEJIRI DIGUN-AWETO

Festivals in Africa are abundant. However, the limited number of theoretical and empirical research publications on the topic contradicts this and case studies beyond the South African perspective are rare. To fill the gap in the current literature, the current research focused on a literary arts festival in Nigeria (Aké Arts and Book Festival). While literary arts festivals play a prominent role in enhancing the arts in developing countries such as Nigeria, the market attracted to these types of festivals has, to date, received little to no research attention. Understanding the needs of the market is paramount for the success of any festival. Hence the importance of market segmentation. Therefore, the purpose of the research was to segment visitors to a literary arts festival based on their motives for attending, future event interest and behavioural intentions, thus applying a multi-segmentation approach. The results provided three motivational factors (Literary arts enhancement, Socialization and escape, and Personal literary arts development), two future event interest factors (Conceptual- and Performing arts), and four behavioural intention factors (Literary arts participation, Literary arts festival loyalty, Literary arts purchases, and Literary arts sharing and travel). The cluster analysis revealed three distinct market segments (Literary arts Evolvers, - Escapists, and - Enthusiasts) and provided practical contributions to future festival management and marketing. This was one of the first studies to research the literary arts festival market in another developing country in Africa apart from South Africa. This research, therefore, makes a distinct contribution by expanding the literature on the needs of this neglected market. The research made several conclusive findings that may be regarded as lessons learned for both researchers and literary arts festival marketers and organizers. This research may be regarded as a benchmark study in understanding the arts festival market in Africa. The research further advocates more research into the African festival market to understand the differences in needs based on the type of festival and include the wide variety of African cultural, linguistic and ethnic diversity.

THE ROLE OF SOUTH AFRICAN NATIONAL PARKS IN CULTURAL CONSERVATION UNDER SUSTAINABLE DEVELOPMENT GOALS BANNER

MASHUDHU MABIBI, KAITANO DUBE AND KONANI TWALA

Cultural and heritage, which form the basis of cultural tourism, is presently under threat from multiple factors. Amongst them, climate change, neglect, and human destruction, to mention but a few. In recognition of this fundamental aspect, Sustainable Development Goals (SDG) 11.4 calls for the protection of cultural and natural heritage sites to foster sustainable communities. Preservation of cultural and heritage sites is therefore critical to socio-economic and human development. One of the critical roles played by national parks in conserving both natural and human heritage for human prosperity. Regardless of this understanding of the role of national parks in heritage preservation, this function has not been adequately examined amidst the threat to several heritage sites across the world. Therefore, this study examines the role of South African National Parks' Kruger National Park in cultural conservation and preservation under the sustainable development goals banner. The study utilised 30 in-depth interviews with key informants, critical document analysis and field observations. The study found that Kruger National Park plays a critical role in conserving and preserving heritage and heritage sites. The Park protects and conserves more than 255 archaeological and heritage sites, with some sites dating back millions of years ago during the early Stone Age. Some of the most important archaeological sites include the Thulamela Archaeological Site. The protection of such sites and their conservation is critical to understanding the indigenous history and the colonial legacy of the country and the Southern African region. These sites also diversify and enrich the tourism experience in Kruger National. The study concludes that amidst various threats to heritage, such efforts must intensify as they offer possible avenues for nation-building, social cohesion, and indigenous identity.

SUSTAINABLE EXHIBITIONS: EXPLORATORY STUDY ON THE USE OF WOOD FOR STAND BUILDING

MATHILDA DU PREEZ AND ELIZABETH ANN DU PREEZ

The continually growing events industry has a significant environmental impact, with various initiatives undertaken to measure and manage these impacts. The aim of this study is to determine the practices of exhibitions as one of the major MICE sectors. Focus is on a mostly overlooked aspect of these events, namely the wastage of wood that goes along with customised exhibition stands. As one of the Sustainable Development Goals, sustainable usage of wood is imperative.

Numerous studies speak to greening of the MICE industry; exploring and measuring perceptions and behaviour of especially conference organisers and delegates. Themes include motivations for, and barriers to greening; types of greening initiatives; green accreditation; destination and venue selection; as well as alternatives to conferencing. Outside tourism literature there is a vast amount of literature on cleaner production of wood-based products, yet with almost no application to the exhibition industry as a heavy user.

The study employed mixed methodology to explore the re-use and disposal practices in the exhibition industry among three stakeholder groups: event organisers, event venues and stand building contractors. Interviews and structured questionnaire (adapted for each target group) were used to collect the data from 24 South African and 20 European stakeholders (South African sample including the major stand builders, venues as well as members of SAACI and EXSA).

The research highlights the perception amongst many stand builders, event organisers and venues, both nationally and internationally, that wood waste is not a pressing issue, but waste minimisation would nevertheless be supported by top management. This is primarily due to the cost benefit of efficient use rather than environmental concern. The current scenario is thus one of inaction with an absence of intention to plan for improved wood waste management. The study highlighting the contribution of various stakeholders from initiation to disposal and sheds light on an emerging destination context with limited system support for such practices.

SOCIAL SUSTAINABILITY IN THE CONTEXT OF FINNISH ARTS AND CULTURAL FESTIVALS

MERVI LUONILA, ARI KURLIN, SARI KARTTUNEN AND MARJO MÄENPÄÄ

As key actors and platforms in the production, distribution and consumption of arts and culture, festivals play an important role in contemporary society (Newbold et al., 2015). Diverse and flexible, festivals are assigned with multiple roles in cultural policies, and expected to deliver manifold impacts (Karttunen & Luonila, 2017; Olsen, 2013). In recent festival research, social dimensions have received increasing attention and social effects are explored from manifold perspectives. However, as Quinn (2019) mentions, researchers have problems in translating the current knowledge of festivals and their potential to create social sustainability into useful concepts and recommendations that might assist policymakers.

Positioning festivals to their networked production context in their host regions (Reid, 2011), the purpose of this study is to sketch an idea how to examine the social sustainability of festivals in the context of cities and regions. Recognising the overall value of participation in the festival context (see also Sacco et al. 2018), in this study we explore how and why social sustainability resulting from the interaction occurs in the mechanisms and practices of the networked festival productions. And moreover, how the observed social impacts might indicate social sustainability in terms of accessibility, inclusion and participation (see the Finnish Ministry of Education and Culture (MinEdC) Strategy for Cultural Policy 2025, 2017) in arts and culture evaluated by the festival organisers.

Our paper draws on a study commissioned by the Finnish Ministry of Education and Culture on the impacts of the 16 major festivals under its subsidy in 2018. We carried out a questionnaire on the festival organizers, and here we set the goal statements and self-evaluated impacts of festivals against the effectiveness target areas defined in the Strategy for Cultural Policy namely creative work and production, inclusion and participation in arts and culture, and cultural basis and continuity.

Our findings suggest, that as a way of producing arts, festivals can through their activities serve various goals of cultural policy in terms of accessibility, inclusion and participation with different emphases. From social sustainability perspective the events offer citizens ways to participate in arts and culture and access to the supply of arts and culture. Festivals involve audience to the festival productions by variety of methods as co-producers and as co-creators. Additionally, festivals provide job opportunities for artists and create conditions for local business due to their network-based production structures.

FACTORS DRIVING SOCIAL MEDIA SHARING OF YOUNGER SPORTS SPECTATORS' EXPERIENCES

MIHLOTI INNOCENTIA MODIBA AND ELIZABETH ANN DU PREEZ

The way sports spectators attend a game or support a team has shifted over the past 30 years with digital media. The Coronavirus pandemic has further strengthened this trend due to restricted access and physical attendance of sporting events, promoting online sports viewing as an alternative. The shift to online consumption impacts the nature and extent to which fanatics share spectating experiences on social media platforms. This in turn affects sports organisations and the way sports teams communicate with their fans. Existing studies look at either the factors that drive online sharing of sports participants or at what is being shared, without specifically investigating the relationship between the drivers versus specific content being shared.

The purpose of this study is to identify the content that younger generation spectators (generations y and z) share online as well as factors that have an influence on what they share. The Sports Experience Framework is used as a point of reference to frame the sport spectator experience, while self-expression theory lays the foundation for spectators' involvement in spectating as well as online sharing behaviour. Three possible drivers of sharing behaviour are explored including level of involvement in sport; motivations for sport viewing; and consumption-focused self-expression Word-of-Mouth (CSWOM).

The study employed quantitative methodology to achieve the objectives. The target population of the study was individuals between the ages 18 and 35 that spectate sport on a regular basis. Non-probability convenience and snowball sampling was used to invite participants to complete an online survey hosted on Qualtrics (the link shared on Facebook, Twitter and Whatsapp), achieving a final sample of 398 participants. Exploratory factor analysis was used to identify the dimensions of online sharing, and multiple regression was used to test the relationships between the three drivers and these online sharing dimensions. The study contributes to the literature by identifying three dimensions of content shared online, including 'Critiques and comments' (negative, critical commentary), 'Positive sentiments' (positive commentary) and 'Reflection-and-intentions' (overall positive experience). It also identifies which of the three drivers relate significantly to these three dimensions. Finding present managerial implications including addressing dedicated sports participants' critique; harnessing the 'in the moment' experiences expressed during broadcasts; and facilitating opportunities for further offline conversations.

THE SOCIO-ECONOMIC EFFECTS OF TOURISM ON THE SURROUNDING VILLAGES AT LAKE FUNDUDZI

MKATEKO NKUNA

Existing research on rural development reveals a rapid decline in the socio-economic situation which can be attributed to economic restructuring, high levels of unemployment, out migration and the ageing population amongst others. Consequently, many rural areas in developing countries have identified tourism as one of the key industries that can result in significant social and economic benefits thereby assisting in the alleviation of social ills such as poverty and crime. This, however does not happen automatically as it requires a reasonable integration of tourism to other existing industries. By ensuring that, this integration of tourism to the existing rural economy is implemented, this will result in many economic, socio-cultural and environmental benefits for host communities. This study seeks to assess the perceived socio-economic effects of tourism in one of South Africa's poorest provinces, Limpopo, using the villages surrounding Lake Fundudzi. A quantitative research design will be employed in the study. A total of 280 questionnaires will be collected in 5 villages surrounding Lake Fundudzi and the researcher will use a simple random sampling technique. The data will be analysed by means of the Statistical Package for Social Sciences (SPSS) software which will allow for the generation of tables, pie charts, graphs and cross-tabulations where necessary to present the data more clearly. The findings of the study will contribute to the identification of what needs to be done in order for development to take place at Lake Fundudzi. Moreover, the results of the study could provide destination managers with specialised knowledge which can assist in decision-making that will promote long term sustainability, including economic prosperity and social well-being of community members in and around Lake Fundudzi.

THE IMPACT OF GREEN PRACTICES IN TOURISM AMENITIES: THE CASE OF MPUMALANGA PANORAMA ROUTE, SOUTH AFRICA

MUKONDELELI MANUGA, GIFT DAFULEYA, TOM OKELLO AND BENSON DELWIN

The green practices concept continues to receive considerable attention globally, as the world is currently faced with climate change, recession, inflation, global warming, fuel, food, and water crises after environmental deterioration. The tourism industry is amongst the industries that are under scrutiny for contributing significantly to deteriorating the environment in which it depends. Faced with great pressure to conserve and protect the environment, the tourism industry is moving towards the adoption of green practices on its triple-bottom-line, objective to scale back its carbon footprint on the environment. However, irrespective of the call for the tourism industry to adopt green practices, in specific tourism routes, there is still a lack of clear indication of stakeholder's perceptions towards the adoption of green practices, and moreover, the awareness and the implementation of green practices in these tourism routes is mostly unknown. Hence, the current study sought to assess the impact of green practices in one of the South African tourism routes, the Mpumalanga Panorama Route. Therefore, to achieve the purpose of the study, objectives have been set, namely, to examine tourism stakeholder's perception of green tourism practice, to assess green tourism practices by tourism amenities, and to analyses government agencies' initiatives on green tourism practices in the Mpumalanga Panorama Route, South Africa.

For addressing research objectives, a descriptive study research design will be implemented, where data will be collected concurrently using a mixed-method data collection method. Qualitative and quantitative data will be collected simultaneously through structured and semi-structured self-administrated questionnaires.

Semi-structured questionnaires will address tourism stakeholders' perceptions and initiatives of green practices. Structured questionnaires in the form of a Likert scale and S-CORE will be directed to assess green practices by tourism amenities and stakeholders. The study population is tourists, government officials, and tourism amenities managers.

The findings of the study sought to bestow tourism stakeholders with knowledge on green tourism practices that can assist in future developments/ improvements of tourism routes and destinations. Again, contribute to the continuous growth in the implementation of green practices in South Africa's tourism and hospitality industry.

INVESTIGATING BARRIERS TO CAREER ADVANCEMENT FOR WOMEN IN THE WESTERN CAPE BUSINESS TOURISM INDUSTRY

NASREEN TISAKER AND NELLIE SWART

The South African government has recognized the immense impact the tourism industry can have on the economy. This is evident in the sector's inclusion as a priority sector in most of the government strategic plans such as the Industrial Action Plan (IPAP, 2007), the New Growth Path (NGP, 2010) and the National Development Plan (NDP, 2013,2017). South Africa has a thriving business tourism sector and Western Cape hosts many prestigious expositions, conferences and congresses (Kazi, 2019). Business tourism has been found to be less seasonal than leisure tourism and has the ability to create employment throughout the year. Business tourists also tend to spend more, as companies facilitate and sponsor the attendees' expenditure which would consist of mainly primary activities, but also secondary activities relating to business tourism. The United Nations World Tourism Organisation (UNWTO, 2011) claims that women make up a large percentage of the formal tourism workforce, but are poorly represented at professional levels, earning between 10 -15% less than males. According to literature, in most industries women face a multitude of barriers such as gender stereotyping, work-life balance, wage disparity and also 2017 (Laba & Geldenhuys 2018;Basurto-Barcia & Ricaurte-Quijano, 2017). Limited research has been done on the women in the Western Cape business tourism industry. The purpose of this conceptual paper is to investigate the barriers to the career advancement for women in the Western Cape business tourism industry. A review of literature on business tourism industry generated from published articles in the last 10 years will be utilised to investigate the barriers to career advancement for women. It is anticipated that the proposed study will fill a gap in the body of knowledge available in the South African business tourism context and may add to the growing global discourse on equal opportunity and equal pay for women.

THE VOLUNTEERING LEGACY OF ATHENS 2004 GAMES

NIKI KOUTROU

The Athens 2004 Games have become entrenched in contemporary Greek identity and the memory of local Athenians. Anecdotal evidence suggests that the Athens 2004 OCOG Volunteer programme was one of the main successes of this event. However, there is lack of primary data with volunteer/non-profit organisations/civil society, sport and community organisations as well as with Athens 2004 Games volunteers to support these claims. The current study follows a qualitative mixed-method case study research design to provide new empirical evidence to unearth the impacts and legacy of the Athens 2004 Games for the wider sport and community engagement of the local population. Interviews with key stakeholders reveal that the Athens Games inspired individuals to continue volunteering in the local community, however, broader social, political, economic factors may have also played a role in hindering and/or promoting such social legacies. Implications for Olympics and other future Mega-sport event organisers are then discussed.

GENDER NUANCES IN TOURISM-RELATED BUSINESS OPERATIONS: FORMAL EDUCATION AND BUSINESS NETWORKS IN KWAZULU-NATAL, SOUTH AFRICA

NOMPUMELELO NZAMA AND IKECHUKWU O EZEUDUJI

Entrepreneurship contributes significantly to every nation's socio-economic development. Literature reveals that having adequate formal education and belonging to relevant business networks can be indicators of successful business development. However, some of these studies show that female-owned businesses are facing more challenges than their male-owned counterparts. This study explored nuanced gender perceptions on the influences that formal education and business networks can have on tourism-related business operations in Durban Central Business District, KwaZulu-Natal. A questionnaire survey was used to collect data from purposively selected 150 (75 females and 75 males) tourism-related entrepreneurs. We employed descriptive, bivariate and multivariate data analyses in this study. This study did not make a conclusive finding that gender plays a role in differentiating business success or performance, as mostly perceived. However, respondents with tertiary education agree more to being successful than those without tertiary education; male entrepreneurs agree more than female entrepreneurs that level of formal education is key to business performance, and male entrepreneurs tend to be more active members of business networks. This study recommends that entrepreneurship training and mentorship programmes should emphasise that formal education (not gender) supports business success, and encourage women entrepreneurs to be active members of relevant business networks.

EXPLORING HOW STOKVELS CAN ENABLE BUSINESS TOURISM SMME DEVELOPMENT: A LIMPOPO PROVINCE CASE STUDY

NONHANHLA SEOE AND NELLIE SWART

Small, micro and medium enterprises (SMMEs) in the tourism sector have the potential to contribute to poverty alleviation (Department of Tourism, 2017) through the development of new ventures. This enables opportunities such as job creation, income generation, and poverty alleviation for local communities (Sebele, 2010). Investment in the tourism sector is limited to government investment programmes or incentives, such as the Tourism Incentive Programme (TIP), the Tourism Transformation Fund (TTF), the Small Enterprise Funding Agency (SEFA), and the Small Enterprise Development Agency (SEDA) to name a few (Kirsten & Rogerson, 2002). Access to these funds is limited and often unavailable at the local government level (Department of Tourism, 2018) especially to the rural communities in the Limpopo Province. Entrepreneurs are required to source funding or financial support through creative and innovative ways (Mohapeloa, 2017) when developing new ventures. Stokvels thus proposed a self-help business initiative for tourism business owners in local communities, as a social investment tool that generates social capital (Matuku & Kaseke, 2014) to establish and sustain the tourism business. Through tourism business initiatives, local communities can be empowered (Matuku & Kaseke, 2014) to create sustainable jobs, income, and alleviate poverty (Klug, Shulgin, Mate & Trajkovic, 2014). The purpose of the conceptual paper is to investigate how a tourism stokvel investment framework can be utilised as an alternative tourism investment stimulus for previously disadvantaged communities, and an African solution in the transformation of the tourism sector of Limpopo Province.

ARE DMOS THE KEY TO DEVELOPING BUSINESS TOURISM IN SOUTH AFRICA AND AFRICA?

NOSIPHIWE MAHLANGU AND ELIZABETH ANN DU PREEZ

Business tourism is a lucrative, fast-growing segment in tourism, known as the world's largest industry sector. Countries and cities rely heavily on investment in infrastructure to support the development of the business tourism sector and to ensure sustained growth, many destinations use destination management organisations (DMOs) and convention bureaus to provide leadership. These organisations are also tasked to actively promote the destination for leisure travel such as cultural tourism, ecotourism, accommodation, activities etc and it is necessary to understand the distinct requirements that set business tourism development and promotion apart from leisure tourism. South African has tremendous opportunity, with both urban and off the beaten track attractions to attract meeting and convention traffic to the continent, but what is hindering us, and is there a simple solution to this problem?

A multi-method qualitative research to investigate the roles and functions that DMOs perform, and challenges faced in order to develop business tourism in a destination, was conducted. Data was collected through interviewing CEO or managers of nine major DMOs at national, regional and local level. The sampled DMOs ranged from DMOs which are situated in destinations with a large business tourism market and DMOs which have a smaller business tourism market. Four major conference centres across South Africa, were also interviewed. Strategic documents and website content were also analysed as supplement to the primary data.

Results revealed the importance of DMOs especially in regard to stakeholder engagement, marketing, identification of opportunities to host business tourism events within the destination, as well as bidding support as the main roles and functions that need to be performed to ensure sustained growth of business tourism in South Africa. However, DMOs face multiple challenges when performing these tasks with the main challenges including finance, destination brand image, lack of coordination partnership, collaboration and coordination as well as stakeholder commitment and knowledge. Recommendations are made in the form of an innovative business tourism framework depicting the interaction between DMOs at the national, regional and local levels, as well as with the various industry stakeholders for cities conference centres/off the beaten track locations to be used in future.

TOWARDS BLUE FLAG STATUS: CURRENT CONSERVATION-RELATED PLANS AND RECOMMENDATIONS FOR EASTERN BEACH IN EAST LONDON, SOUTH AFRICA, BY PUBLIC AND PRIVATE STAKEHOLDERS

NTUTHUZELO HEADMAN SAYEDWA AND DOROTHY QUEIROS

The Blue Flag award has become a prevalent tool for beach management worldwide. It applies environmental law, focusing on sustainable management of urban beaches. Blue Flag beaches grant visitors' assurance of compliance with approved international standards of safety, quality and user regulations. South Africa was accorded accreditation rights 20 years ago, to pursue this sustainable ecological approach. Yet, a research gap exists with fragmented environmental legislation and policies, which continue to afflict certain regions, such as Eastern Beach, Eastern Cape. Negative environmental impacts have caused deterioration of coastal conditions, fuelled by open sewage disposal, littering and lack of environmental compliance. This has complicated conservation efforts, requiring urgent attention to eco-friendly and optimal management plans. This paper therefore aims to determine current conservation-related plans and recommendations to move Eastern Beach towards Blue Flag status. This empirical research followed a qualitative approach, via virtual semi-structured interviews with twenty participants – all tourism public and private stakeholders. Data was analysed using thematic analysis.

Findings reveal that organisations are involved in planning and management of land activities to achieve the status, particularly promoting environmental awareness among the public. Participants felt that it would improve the quality of the water, beachfront and environmental education/training. Current conservation-related plans include infrastructural development, such as new sewage pipes and clean-up campaigns. Participants highlighted the need for collaboration on conservation; managing of pollution; public awareness and volunteerism. A proper analysis and creating environmental guidelines are also required. Findings provide guidance to stakeholders towards attaining the status, which can have positive socio-economic and ecological impacts on Eastern Beach and surrounds.

AN EMPIRICAL EXPLORATION OF THE THEORY AND PRACTICE OF VOLUNTEER MANAGEMENT: CONSIDERATIONS FOR SPORT EVENTS IN A POST COVID-19 WORLD

OLESYA NEDVETSKAYA AND GARETH POWER

The existing literature highlights some universal principles that are widely accepted as good volunteer management practice (Cuskelly, et al., 2006; Gallarza, et al., 2013; Dunn, Chambers and Hyde, 2016). Yet, this study identified the gap that exists regarding the relationship between volunteer management theory and practice, its impact on volunteer experience, and the implications for sport event volunteer programmes, especially in light of the COVID-19 pandemic that significantly affected event volunteering with many sport events being cancelled or postponed (Miles and Shipway, 2020).

The aim of this study was twofold: (a) to examine the volunteer–volunteer management relationship to determine a disconnect between theory and practice; and (b) to explore how the COVID-19 pandemic affected volunteer programmes associated with large sport events. Local Authority volunteer sports bureau based in Cardiff (UK) was utilised to collect data for this research. A mixed methods approach was adopted where an on-line survey conducted with volunteers (n=101) was combined with a series of interviews with volunteers (n=8) and volunteer managers (n=6). A purposive approach was used to determine the interview sample. All volunteer participants have been selected based on the high number of recorded volunteering hours, the appropriateness of opportunities they had been involved in, and their level of experience in sport event volunteering. Volunteer managers were selected based on their specialized knowledge and level of experience in volunteer management within the context of national and international sport events.

The study found potential challenges facing volunteer programmes associated with large sport events post-pandemic, particularly in relation to volunteer recruitment, volunteer management, and safety concerns affecting volunteer confidence to re-engage in volunteering. The challenges identified carry with them financial and human resource implications that event organisers need to consider in order to effectively run volunteer programmes and support volunteers in re-engagement following the pandemic, as well as to harness opportunities the pandemic has potentially created for the sector.

This research provides specific practical recommendations that inform sport event planning and delivery to help enhance volunteer experiences and volunteer programme outcomes. This new knowledge serves as a critical foundation in preparation for the sport event sector's re-emergence from the shadow of the COVID-19 crisis (Miles and Shipway, 2020; Sheptak and Menaker, 2020).

ASSESSING THE ECONOMIC IMPACT OF COVID-19 ON THE PRIVATE WILDLIFE INDUSTRY OF SOUTH AFRICA

PEET VAN DER MERWE, ANDREA SAAYMAN AND CHIRÉE JACOBS

The world of travel and tourism have perhaps changed forever as a result of COVID-19; considered the worst global pandemic to affect the world, post World War II. The spread of the Coronavirus diseases was considerably attributed to the travel and tourism industry, and with the attempt to curb the spread of the virus, the industry experienced calamitous effects and suffered staggering financial losses. The same accounts for wildlife tourism (Southern Africa's largest product) – bringing the hunting and ecotourism sector of South Africa to a complete standstill. The pandemic accompanied concerning and devastating effects, not only from a financial point of view, but also in terms of the conservation of these sectors within the industry. This paper presents a comprehensive analysis using the data obtained from the members of Wildlife Ranching South Africa (WRSA) to quantify the actual and potential financial losses in the private wildlife industry due to cancellations of hunters and eco

tourists, live game sales and finally, game meat sales in the industry. From the results, the estimated financial impact of COVID-19 on the private wildlife industry is R6.694 billion (ZAR). The study made the following three contributions: Firstly, it determined the economic impact of COVID-19 on the private wildlife industry. Secondly, it provides the industry with a tangible document that can be used in securing funding and assistance from government and other non-profit organisations. Thirdly, it shows the importance of this industry to the South African economy and employment, although only applicable to private-owned reserves.

SENSE OF COMMUNITY AND DIASPORA FESTIVALS: THE CASE OF TWO FESTIVALS IN MACAO

RACHEL LUNA PERALTA AND UBALDINO COUTO

This study explores how two diaspora festivals in Macao differ from each other, namely, the Lusofonia Festival by the Portuguese and Portuguese-speaking community and the Sinulog Festival by the Filipino community. Specifically, through semi-structured interviews conducted with key informants and observations made at both festivals, this study aims to shed light on how diaspora festivals are perceived as a vital component within the network of the ethnic minorities drawing from the concept of sense of community. Findings from the research suggest diaspora communities have similar perceptions towards features of sense of community within the diaspora communities. The paper concludes by sharing some observations of practical implications and for further research.

FINNISH TOP LEAGUE ICE HOCKEY CLUBS AND SPORT TOURISM

RISTO RASKU

The interest in sport events generating sport-related tourism has concentrated mostly on major sport events and globally recognized leagues and clubs. Much less attention has been paid to small clubs that play in national leagues and attract “sport tourists” from outside the city to spectate the games.

The research on the economic impacts of sports focuses typically on sport mega-events or major sport events. Only until recently, more local approaches have been applied (Könecke et al. 2015). The importance of small and medium-sized enterprises has been recognized not only in general (Schlogl, 2004), but also in the context of sport business (Ahonen et al. 2017). However, the more objective estimation of the economic impacts through the generation of regional and even national sport tourism is rare. However, the specific nature of sport tourists from the viewpoint of economic impact has been clearly defined (Preuss et al. 2010). This study is based on three cases in three different cities in Finland. It examines sport event spectators traveling from outside of the host cities to come to spectate ice hockey games specifically.

The data for this study has been collected between September 2014 and March 2019. The respondents were spectators of three different elite ice hockey clubs playing in the Finnish top league. 2690 spectators were interviewed for the study.

Results indicate a significant number of domestic sport tourists frequently traveling to Finnish ice hockey league games during the season. The amount of this type of visit varies between 19 000 to 35 000 depending on the hosting city. The total expenditure of these visits generates a substantial monetary flow to the hosting cities as autumn and winter are typically off-season for tourism in Finland.

THE POLYCENTRIC HOSTING MODEL AS A KEY TO A SUSTAINABLE AFRICAN BID FOR THE 2030/2034 FIFA WORLD CUP

ROBERT KASPAR AND RISTO RASKU

The upcoming UEFA EURO 2020 is a pioneer project for the innovative polycentric hosting model, using 12 existing sports venues in 12 cities/countries across the entire European continent. Consequently, the much debated issue of the legacy of the sports venues will be solved from the very first design of the sports venue concept.

Africa hosted already one edition of the FIFA World Cup in 2010 with the challenge in some of the host cities to optimise the legacy of the sports venues.

The authors believe that a pan-African bid for one of the next editions of the FIFA World Cup could unite the continent as a sports events hosting destination using existing or to be modernised football stadia in various parts of Africa.

The need for objective information in regards to the management of three-bottom-line impacts (economic, social and environmental) (O'Brien, & Chalip, 2007) and the realisation of intended legacies is more important than ever before. In strategic management, the idea of knowledge management supporting the process has been recognized and applied from several viewpoints (Bell DeTienne & al. 2001, Zack, M. & al. 2009). Business intelligence has been considered clearly valuable for strategic processes in several contexts (Williams & Williams 2010). Sport Business Intelligence links the complexity of sport business to knowledge management by defining the sport event as the object of research and development and applying the methods of modern knowledge management to this process (Rasku & Turco, 2017).

The authors start with the following research question:

- Which sports venue master plans could contribute to a development of football stadia infrastructure on the African continent towards a FIFA World Cup?
- Which geographic sports venue portfolios best balance the use of existing infrastructure and the complexity of event hosting?
- What kind of strategic planning processes and data would be most useful for the preparations of the hosting?

The research project is a blend of expert interviews from within the field of football and sports marketing as well as a student project on the simulation of potential geographic scenarios in all five continents.

The findings will discuss the five best scenarios for a sports venue master plan for any of the future editions of the FIFA World Cup balancing the need to use existing stadia and to optimise travel logistics for teams, sponsors, the media and fans.

THE LASTING SOCIAL VALUE OF MEGA EVENTS: EXPERIENCES FROM GREEN POINT COMMUNITY IN CAPE TOWN, SOUTH AFRICA

RUTENDO MUSIKAVANHU, ADELE LADKIN AND DEBBIE SADD

A growing area of mega event research focuses on the long-term social value of outcomes and the impact of their far-reaching benefits. This paper questions whether mega events present opportunities for interventions through an exploration of the social value of the 2010 FIFA World Cup in the community of Green Point, Cape Town. Drawing on Chalip's (2006) understanding of the liminal social value of events, the main considerations are whether the outcome of feel-good experiences were leveraged to enable community building in the long-term. Following the narrative inquiry approach, stories were collected from community members. The findings suggest community members from Green Point have a mixed perception of the event's lasting social value. These perceptions were influenced by the participants' wide-ranging experiences of the event and subsequent outcomes. The findings have a number of implications for future practice, affirming that the issues and challenges related to leveraging social impacts beyond the existence of a mega event can affect people's perceptions of the social value attached. Looking to future research, this paper calls for investigations that involve repeated exploration of participant experiences over a longer timeframe, suggesting the value of the longitudinal perspective.

VOLUNTEER IMPACT ON KEY EVENT METRICS: AN ANALYSIS OF WESTERN CAPE GOVERNMENT EVENT ORGANISER SURVEYS

SIMEON DAVIES

Volunteers often provide a critical resource for the successful staging of an event. They make sense economically, cutting the operational costs of hosting (Strigas and Jackson, 2003) and invariably bring enthusiasm and skills that can contribute to visitor satisfaction (Ralston et al, 2005). This study provides an empirical analysis of data generated by the Western Cape Event Survey Template, South Africa.

Whilst many events are staged in the Western Cape, the data considered was delimited to 34 events that utilised volunteers. The data analysed provides an opportunity to ascertain the impact of volunteers on a number of key metrics, namely total number of jobs created (permanent and temporary), event attendee composition (national or international), salary cost for non-volunteers, and event income generated.

On average sport and festival events used similar numbers of volunteers (419.64 versus 399.40). Sport events on average created twice the number of temporary jobs (645.14 v 308.55) and around four times more permanent jobs (13.14 versus 3.05); sport events attracted more private sponsorship (R7,057,725.67 versus R1,256,837.33) and on average made more profit (R2,628,378.08 versus R149,986.52) compared to festival events.

The findings from this study provide a better understanding of the economic metrics of volunteer supported sport and festival events. It is argued that this information will capacitate policy makers, government, business, sponsors and communities to make more informed decisions around the management and funding of events.

It is also apparent that better compliance in terms of responding to the event survey template would ensure improved data for regional government, who in turn would be more informed and enabled to direct resources to events to provide economic, social and environmental benefits in the Western Province.

LEVERAGING MAJOR SPORT EVENTS USING SOCIALLY RESPONSIBLE MARKETING APPROACHES TO ENHANCE SOUTH AFRICA'S DESTINATION BRAND MESSAGES

TALENT MOYO AND JANICE HEMMONSBY

There has been a significant increase in the number of international scale sport events in South Africa, with major sport events attracting both local and international participants in significant numbers. However there is a paucity of destination branding research investigating socially responsible marketing approaches towards sport event leveraging. This paper discusses how major events can be leveraged to enhance destination brand messages using socially responsible marketing approaches like Cause Related Marketing (CRM), social marketing and Corporate Social Responsibility (CSR) to create social sustainability for the sport events. South Africa was used as a destination brand case study. A qualitative research approach was adopted to collect empirical evidence from key industry stakeholders in major sport events, professional sport organisations, as well as destination branding organisations. A thematic analysis of the results revealed that sport event stakeholders can engage in socially responsible marketing activities to leverage major sport events to enhance destination brand images. There are clear benefits of CSR for destinations linked to brand perceptions, brand positioning, brand loyalty, and the creation of close community ties. While negative perceptions around crime and other social issues still remain, this may impact the long-term strategic planning of major sport in South Africa. The results of this paper contribute to theory by linking event leveraging practices to social marketing strategies. Additionally, stakeholders within sport and destination branding could adopt alternative approaches to marketing for the augmentation of brand related benefits.

THE ECONOMIC IMPACT OF THE 66TH MACAU GRAND PRIX

THEA VINNICOMBE

Studies have shown major sports events frequently fail to live up to their purported potential to deliver positive economic benefits and that stakeholder sponsored economic impact studies are prone to errors and overestimations (Crompton, 2002; Davies et al., 2013). This is at least in part because the total economic impact of an event involves contributions to expenditure, income and employment, the calculation of which are more complex than is frequently acknowledged (Damonte, et al., 2013). Apart from the case of very large events, or events which involve significant public funding, the resources needed for substantial data collection and analysis are seldom justified. A pragmatic and cost effective alternative is the direct expenditure approach (DEA), which involves using survey data to estimate non-local visitor spending across a range of categories. While the DEA does not capture the total economic impact of a festival or event, it nevertheless provides the information event organizers and government funding bodies find most useful. It can also be used in subsequent cost-benefit analyses, and as the basis for input-output models (Tyrrel & Johnston, 2001). The current study uses the DEA to estimate visitor spending at the 66th Macau Formula 3 (F3) Grand Prix (MGP) held in November 2019.

The MGP is a popular event on the Formula 3 calendar, involving a particularly challenging street race circuit, the Guia circuit. The location of this event makes for an excellent case study to add to the currently limited body of economic impact studies in the academic literature. Macau's popularity as a gaming city and its integrated casino hotel resorts, retail shopping and entertainment options provide a range of associated spending opportunities which have the potential to increase the economic impact of the event. Best practices in the application of DEA will be emphasized in the study.

RECONTEXTUALISING THE EVENTS MANAGEMENT PROCESS FROM A CHARITY FUNDRAISING PERSPECTIVE

TIM BROWN

The academic field of events management has evolved rapidly in the last 25 years (Dowson & Bassett, 2018; Getz & Page, 2020). Within this development is the adoption and amalgamation of a range of theories and concepts from numerous disciplines, as well as the development of specialised events management techniques and processes (Bladen et al., 2018; Raj et al., 2017; Shone & Parry, 2019). One of the emerging themes within the academic literature is the development of event management process models which are designed to demonstrate how and why events function, to aid academics, students, and practitioners (Bladen et al., 2018; Dowson & Bassett, 2018; Getz & Page, 2020).

There are currently at least twenty-two (22) differing event management process models in the academic literature, which explain in varying levels of detail and complexity the event process from conception to execution. The sheer variety and differences that these models represent highlight major disparities in the literature. There is also no differentiation made between the planning processes for different event typologies. This research examined how charity fundraising events operate in context to these event management processes.

An interpretive and inductive approach was taken for the research, with in-depth qualitative research being undertaken (Bryman, 2016; Fox et al., 2014; Veal & Burton, 2014). This research incorporated 25 in depth semi-structured interviews with charity event professionals from a range of organisations, and analysed using template analysis (King & Brooks, 2017).

The findings indicated three very specific and imperative themes when managing charity fundraising events. These were the engagement with stakeholders, support of sponsors, and alignment of volunteers for the successful delivery of the charity events (Bladen et al., 2018; Mathews, 2016; Nolan, 2018; Sargeant & Shang, 2017). The research indicated a shared practice approach within charity fundraising events and therefore it is imperative to reflect this difference within a conceptual charity event management process model as it is unique to this sector.

This paper sets out to demonstrate how and why charity events operate and how this is a unique approach from the mainstream academic theory on the events management process.

BUILDING THE PATHWAY FROM HIGHER EDUCATION TO EMPLOYABILITY: STUDENT PERCEPTIONS OF INDUSTRY ENGAGEMENT

TRACY DANIELS, TEMBI TICHAAWA AND DIANE ABRAHAMS

The tourism, events and hospitality sectors are widely considered as those that endeavor to attract dynamic graduates, trained in the necessary skills and competencies that are required for success. The responsibility of training these graduates lies with higher education institutions, who need to develop critical and reflective thinkers who can manage the dynamic environment into which they will enter. As academic fields of study, tourism, events and hospitality are considered applied subject areas, which demand close links with industry. Industry engagement is an experiential learning tool that provides students with opportunities to experience concepts first-hand, giving them a more meaningful understanding of theories learnt and thereby allowing them to witness how these theories operate in the world of work. The collaboration with industry is necessary to produce graduates who possess the requisite competencies for success. The objective of this research was to determine student perceptions of industry engagement in tourism and hospitality studies in South Africa. The study applied a mixed methodology to ascertain perceptions, to determine how industry engagement can be enhanced to produce work-ready, employable, and entrepreneurial graduates, particularly in light of the COVID-19 pandemic. Based on 420 surveys conducted with students across six universities, the key findings suggest that students perceive that their universities are sufficiently and effectively providing them with the necessary soft skills, practical skills, creativity skills and personal responsibility tools through industry engagement activities. Respondents agreed that through industry engagement, universities are actively preparing tourism and hospitality students for the world of work and assisting them with career development. The study concluded that the benefits of industry engagement include inter alia academic progress, personal development, career planning and workplace exposure as well as the development of key skills and competencies. By identifying these perceptions during the pandemic, this study provides new theoretical and empirical evidence on the topic under investigation.

SOUTH AFRICAN RESTAURANTS EMPLOYMENT PROFILE

TSHINAKAHO NYATHELA AND MANDISA SILO

Tourism has been identified as one of the economic sectors to champion the development agenda of South Africa to address the challenges of inequality, unemployment, and poverty alleviation aligned to the SDG. Restaurants have been observed to have been one of the main employers in the tourism sector. However, there is no information on the employment profile of the restaurant sub-sector. Hence this paper aims to report about the profile of the employees in the South African restaurants. This was a quantitative study that utilised a structured questionnaire for data collection. Employees from the restaurants located in various cities within South Africa participated in the study and they were selected using convenience sampling. The sampling frame of the restaurants was developed and then stratified sampling was used to select the restaurants to participate in the study. The collected data were captured and analysed using SPSS version 24. Thereafter, presented in table format. Research ethical protocols were followed to ensure fair treatment of the participants. Most of the respondents (65.9%) were from South Africa, followed by other African countries with a third of the employees (33.6%) were foreign nationals. Regarding the highest level of education, most of the respondents (56.2%) indicated Matric, followed by a Certificate or Diploma (17.4%). The study revealed a broad range of qualifications that do not traditionally fit into the tourism nor hospitality sector. Additionally, most of the qualifications obtained by the employees did not have much significance to the job they have in the restaurant. The position held by the respondents in the restaurants were varied with most of the respondents being waitrons and cooks. These findings will assist the hospitality schools, establishments and the other relevant stakeholders to understand the employment structure within the restaurants and establish areas of improvement.

A PRELIMINARY INVESTIGATION OF EXPERIECESCAPE OF INTEGRATED RESORT

UN TENG ZOE TAM, YIM KING PENNY WAN AND WAI HUNG WILCO CHAN

In recent years, integrated resort (IR) is a new and emergent trend in hospitality throughout the world, particularly in Asia such as Malaysia, Singapore, South Korea and Macao since IR provides various activities and facilities that delivers customers with a holistic leisure experience in one center (Chan, Wan & Tam, 2021). Nowadays, customers are demanding and they desire higher-quality tourism products and services. They do not merely look for quality services and products, but also good customer experiences (Ahn, Back, & Barišić, 2019). In a very competitive casino gaming environment, IRs operators should find ways to create unique experiences to their customers. One way to enhance customer experiences in IRs is through the design of the “experiencescape”. While the term “scape” and “servicescape” refers to a landscape or physical setting which satisfy the customer’s wants (Hall, 2008), “experiencescape” however refers to the physical environments of tourist experience (O’Dell, 2005). Experiencescape is a more comprehensive concept than servicescape. Unlike servicescape which stresses on the physical environment of a service setting, experiencescape assembles the entire experience environment comprising with various services, products, physical environment and customers’ experience and consumption quality (Chen, Suntikul, & King, 2020). Experiencescape, therefore, combines the elements of physical environment and customers’ experience quality. As the application of experiencescape into IRs is new, this paper seeks to provide a preliminary discussion of the notion of experiencescape and associates it with the IR setting. The methodology of this preliminary study is to review the literature on experience and experience economy, integrated resort and integrated resort experience, and experiencescape. Results of this paper will propose some preliminary understandings on the application of experiencescape in the integrated resort.

AN ANALYSIS OF THE TOURISM RECOVERY STRATEGIES DURING THE COVID-19 PANDEMIC IN SOUTH AFRICA

WASHINGTON MAKUZVA AND NOLWAZI MABALEKA

The tourism sector has been one of the most affected industries during the Covid-19 pandemic era. This is because the industry depends on the movement of people from one place to another which is a major contributor to the spread of the pandemic. People travel for various reasons such as leisure, business and visiting relatives and friends and for many other reasons. Several strategies have been put forward to curb the impact of the pandemic on the tourism industry. Amongst these, the promotion of domestic travel has been identified as one of the most suitable recovery strategies with the capacity to resuscitate the industry. In the developed countries, this certainly could have yielded better results in cushioning the vulnerable tourism industry as people in the developed countries are arguably have the much-needed disposable income as compared to the developing countries like South Africa. The Covid-19 pandemic resulted in massive job losses through retrenchments and furloughs which directly affect the disposable income. Therefore, this triggers the question of the relevance and sustainability of turning to domestic travel as an appropriate recovery means for the tourism industry in the South African context where a high unemployment rate has been the case. This study investigates the feasibility of adopting domestic tourism as a recovery strategy to sustain the industry from a developing country perspective. This study investigates the contribution of domestic tourism to the local economy as well as how it can be used as a tool to aid in cushioning the tourism industry amidst the Covid-19 pandemic. To achieve this, a desk research method using systematic literature review where rigorous screening of data from various sources such as journal articles, online newspaper articles and internet sources using deductive approach was conducted. The study highlights the significant contribution of domestic tourism to the economy, however, using this strategy as the most suitable recovery strategy during the Covid-19 pandemic in the South African context is somewhat unconvincing due to challenges such as high unemployment levels, lack of effective communication, limited disposable income, lockdown restrictions, amongst the other reasons. Hence, there is a need to apply relevant strategies that suit tourism operations for a particular tourism destination rather than generalising the strategies that work for other destinations.

DEVELOPING THE EVENTS SECTOR MATURITY MODEL USING ACTION RESEARCH METHODOLOGY

WILLIAM O'TOOLE

The paper introduces the events sector maturity model. The model is a result of 20 years of research and testing in over 20 countries. The action research methodology was both explorative and interventionist. The competency and maturity model was hypothesised in a conference paper in 1999. The competency model became the Event Management Body of Knowledge (EMBOK) in 2007 and the Event Management International Competency Standard in 2011. From 2011 to 2019 the maturity model was tested and refined in a number of countries with immediate feedback and constant testing in a complex environment. The interventions and probing include: strategy development and consultation to city, state and country governments and in-country event management development training. The result is a meta Event Sector Maturity Model table and sub-divided into management elements that can then be used for gap analysis. Further this paper considers the movement along the maturity path to be hastened by international catastrophes and disasters such as the GFC, SARS, terrorism and COVID-19. Finally it describes the relationship between mega events, governments and the need for innovation and churn in a dynamic and complex sector.

MACAO'S TOURISM RECOVERY FROM COVID-19: A PUBLIC-PRIVATE PARTNERSHIP GOVERNANCE APPROACH

YIM KING WAN, MENG CHAN LAU, XIANGPING LI AND LEONARDO ANTHONY NAJARRO DIOKO

The coronavirus disease (COVID-19), which was declared a global pandemic by the World Health Organization (WHO) on 12 March 2020 (WHO, 2020), has brought significant social, economic and environmental costs globally and negative impacts to many industries with tourism industry most severely impacted. To recover from the crisis speedily, a responsive mode of governance which can draw different stakeholders' efforts is required (Neupane, 2021; Vargas, 2020). This study examines how Macao adopted a public-private partnerships governance to recover its tourism industry from COVID-19 through qualitative interviews with the key informants from the major associations related to tourism as well as the Macao Government Tourist Office. Specifically, this study investigates the roles of crisis leader in the post-COVID tourism recovery, the changes in consumer markets as well as the collaborative efforts of the tourism business sectors and destination marketing organization in responding to the changing market demands in the post-COVID. This study contributes to deciphering how public-private partnership can be applied to understand tourism recovery from the pandemic. It also provides suggestions to the tourism stakeholders regarding how they should act and respond to the crisis more effectively.

EFFECTIVENESS OF EVENT SPONSORSHIP: EVIDENCE FROM A REGIONAL SPORT EVENT

YUEYING XU AND JASMINE CHEANG

Event sponsorship is very popular in sport events and seen as an important communication tool between events and the attendees (Nicholls, Roslow, & Laskey, 1994). Sponsoring brands expect to gain various benefits, including brand awareness, enhanced brand image and direct sales outlet at the event, etc. via sponsorship (Getz, 2005). However, there are insufficient empirical research on the actual effects of event sponsorship, so our study aims to explore whether sponsoring an event would have positive effects on the brand awareness, brand recognition, and purchase intention toward the brands, in the context of a well-known regional sport event in Macao.

A convenient sample of 174 was collected via social media network within three months after the event, the best time to test the event attendees' short term recognition of the sponsors (Martini & Maljkovic, 2009).

Results show that the respondents recognize most of the sponsoring brand logos, but many of them also make mistakes at differentiating the sponsors from non-sponsors; the grand event title sponsor is successful in building brand awareness and recognition, but other brands including sub-event title sponsors are not harvesting the same brand equity. However, although the respondents said they didn't know much about most of the sponsors and haven't purchased their products before, they were willing to purchase in the future. They believed sponsoring the event will bring a better reputation to the brands. These results conform previous research that events could affect the attitude and purchases intention of consumers towards the sponsoring brands (Tomalieh, 2016). Further investigation of a sub-event title sponsor finds that event attendees have a higher tendency than the non-attendees to recommend and purchase from the sponsoring brands, supporting the notion that non-attendee's brand attitude is different from that of the event attendees towards the sponsoring brands in events (Walraven, 2012).

SUBJECTIVE WELL-BEING OF MARATHON RUNNERS: A FACTOR/CLUSTER ANALYSIS

YUEYING XU, WENG SI LEI AND YEN NEE NG

Subjective well-being (SWB) is a field of psychology that attempts to understand people's evaluations of their lives (Diener et al., 1997). It is an essential psychological summing up of one's quality of life, representing people's overall life satisfaction and happiness (Andrews & Robinson, 1991). The relationship between sports participation and SWB has been widely studied, including those among marathon runners (Ioannis, 2018; Jordalen & Lemyre, 2015; Tian et al., 2020). However, many studies investigate the factors contributing to SWB (Ioannis, 2018), which is problematic in validity because SWB is a longer-term status (Diener, 2009) and so identifying the determinants of SWB in cross-sectional research is quite unrealistic. The study takes the SWB status of marathon runners as a starting point to understand their running and marathon participation behaviors. Specifically, the study categorizes marathon runners based on their SWB using a factor-cluster analysis and further explore the associations between their SWB and running behaviors.

A total of 355 usable samples were collected from the Macao International Marathon in December 2020. The BBC SWB scale (Pontin et al., 2013) was adopted to measure the general well-being of marathon runners. Four clusters of runners were categorized from k-means cluster analysis. They are different on age and income demographic variables but not different on gender and education. In addition, happier people with higher scores on SWB practice running more often but do not necessarily participate in more running events than the less happy people. Cluster 1 (life winners) and Cluster 2 (happy guys) tend to run a longer distance of 21km and even 42km than Cluster3 (ordinary guys) and Cluster4 (life complainers), who mostly choose 5km. Furthermore, the first two clusters engage more with the marathon event, and have higher event satisfaction than Cluster 3 and Cluster4 runners.

ONLINE REPUTATION MANAGEMENT: EXPLORING HOW HOTELS IN CAPE TOWN'S CENTRAL BUSINESS DISTRICT MANAGE ONLINE REVIEWS

ZEA TOMLINSON, ESTI VENSKE AND PHITLHELELO MOKOENA

This paper focuses on the importance of visitor opinions, their decision-making processes, and how these impact accommodation establishments in Cape Town as a major tourism and events destination. A significant gap exists regarding the management of online reviews of tourists/visitors at accommodation establishments in Cape Town. The hospitality industry forms part of an important sub-sector of the tourism industry where hotels offer accommodation, event venues and restaurant services to visitors. Cape Town is a world-renowned business, event and leisure destination comprising of award-winning natural attractions, accessible transportation, event settings and quality accommodation. In order for hotels to remain relevant within the dynamic tourism industry, several studies have been conducted focusing on the impacts of technological developments, such as social media and online reviews on hotels. Existing research focuses primarily on the positive and negative impacts of online reviews from the consumers' perspectives, however minimal attention has been given to shed light on how hotels manage their online reputation from reviews generated online. The aim of the study is to understand how hotels manage their online reputation when responding to the reviews of visitors on online platforms. As a work in progress, this paper draws on qualitative methodology through purposive sampling whereby 22 hotels ranging between 3-star and 5-star rating categories, located within Cape Town's CBD will be targeted for interviewing. The paper presents the following assumptions drawn from existing research for the study: (1) hotel management do not attend regularly to online reviews, (2) 5-star hotels are better equipped at responding to online reviews as opposed to the lower rated hotels, and (3) hotel management can adapt to manage both positive and negative online reviews. When hotel management are actively engaged on social media, hotels have increased opportunity to monitor and maintain their reputation online. The study is on-going and preliminary findings will be presented.

EKASI WINE TASTING AND MUSIC FESTIVAL: A MOTIVATIONAL-BASED TYPOLOGY

ZIMKITHA BAVUMA

Events and festivals are successful tools to entice people to particular locations that usually possess a seasonal tourist demand and researchers have concentrated on numerous studies on the motives of attendees to festivals, primarily within urban locations. Festivals which provide a local focus are considered to potentially be able to satisfy specific industry and geographical niches, and since there is a scarcity on research focusing specifically on festivals in the township: this proposed Doctoral study is unique in that it focuses on an emerging festival within the township of Langa, Cape Town, South Africa. Therefore, the objective of this study is to construct a motivation-based typology of visitors to eKasi Wine Tasting and Music Festival. This research will adopt a mixed-method approach, using the probability sampling technique and simple random sampling. A pilot study will be undertaken, interviews with event stakeholders, observation conducted at the festival (subject to COVID-19 compliance protocols) as well as an online/face-to-face interview questionnaire conducted with the festival attendees. The study will contribute to the scarcity of literature based on the motives of attendees of festivals hosted in the township, expand on existing knowledge on festivals as special events and township tourism as a niche area of tourism. The study will seek to explore if a township based wine and music festival; share any similarities or differences when contrasted with other similar festivals. Holistically, this study will endeavour to construct a framework, specifically a motivational-based typology that is unique to township based events/festivals in South Africa. The results of the proposed study will also assist the event managers on the marketing of the eKasi Wine Tasting and Music Festival and alike events for the future. As this study is research-in-progress, the Doctoral candidate aims to present the proposed study to obtain input and guidance from academics and industry experts in attendance at ICE2021.

RESTAURANT OWNERS' PERCEPTIONS OF RESTAURANT INDUSTRY DEVELOPMENT IN TOWNSHIPS

ZIMKITHA BAVUMA

In Cape Town, townships are becoming iconic for their rich culture, history, interesting attractions, activities and now restaurants. Restaurants in townships are new and quickly becoming popular, as they are there to bridge the gap for international tourists wanting to connect with the residents and learn about the rich township history, and further to provide opportunities for the townships. Restaurant development in townships is very important as they create recognised brands within the township and pave the way for future business opportunities with other tourism-related entities in the township. Furthermore, they aim to contribute greatly to the economy and the tourism industry as a whole. There are only a few restaurants in townships; however, they are growing rapidly. Therefore, this study endeavoured to provide research that covers the development of restaurants within the township of Langa, situated in Cape Town, as there is little research available that pertains to this theme. The purpose of the study was to ascertain restaurant owners' perceptions of the restaurant developments in townships. The study adopted a qualitative approach, and interviews were conducted with restaurant owners with Langa Township to collect data. Purposive and convenience sampling methods were applied, as the sample participants were owners of the only four restaurants that exist in Langa. Data were analysed using thematic analysis as this technique was effective in analysing the qualitative responses of the participants. The findings show that the all four restaurant owners created their small businesses to contribute to the local community and also create iconic tourism establishments within the township that attract locals and international tourists. Furthermore, the restaurant owners regarded the existence of their restaurants as significant transformations in tourism development within the Langa Township and Cape Town.

CONSERVATION CHALLENGES PRESENTED BY CLIMATE CHANGE TO NATURE TOURISM IN PRIVATE GAME RESERVES

ZINZI SIBITANE, KAITANO DUBE AND LIMPO LEKAOTA

The past decade has raised serious concerns about the impacts of global change on biodiversity and industries reliant on ecosystem services for livelihood. One such sector is nature tourism which has borne the brunt of climate change and increased global population and affluence. Reduction of ecosystem services due to climate change is of particular concern to Southern Africa, whose tourism industry is heavily dependent on nature tourism. An increase of extreme weather events in the past decade 2010-2020 raises severe questions of nature tourism conservation and sustainability in the region and continent as a whole. This study was aimed at examining the impacts of climate, variability and change on conservation and conservation practice in private game reserves in South Africa using Phinda as a case study. A case study research approach was utilised to utilise data from archives, field observations, key informant interviews, and other secondary data sources. The study found that climate variability and change poses serious conservation challenges such as erosion, bush encroachment and changes in animal habitat. The study recommends a risk-adjusted approach in conservation management of private game reserves to reduce loss of key species and disruption of tourism activities. Given that increased drought will further worsen the challenges such as bush encroachment, there is a need to increase resource and investment in tackling bush encroachment at private game reserves.

EXTREME SPORT PARTICIPANTS AND THEIR PERCEPTION OF RISK: A CASE STUDY STUDY OF MOUNT KILIMANJARO CLIMBERS

ZIZIPHO NDLWANA, SIMEON DAVIES AND ETIENNE JOUBERT

According to Olivier (2006) Participation in risky leisure activities (including so-called 'extreme' and 'adventure' sports) has increased in recent years, along with a concomitant growth in the related supporting industries, and in media coverage of events and associated lifestyles. The rise in popularity of dangerous leisure pursuits has led to questions about whether these activities should be regulated, or whether legislation should be enacted to prohibit particular activities. Arguments have centered on harm to individuals, and on the potential costs to others, such as families, rescue workers, and society at large.

Monasterio (2006) highlights another key aspect of adventure type activities and/or extreme sports, which relates to the rapid growth and the economic importance of the adventure tourism industry—and the increasing number of independent participants involved in adventure sports such as mountain biking, rock climbing, and white water rafting— makes this a topic of national importance, especially to emergency medical services, search and rescue workers, and (increasingly) the tourism industry.

With annual events such as the Kilimanjaro Marathon, an accredited IAAF competition which embodies a full stretch of 42.2km, the destination attracts tourists worldwide. Climbers risk exposure to acute mountain sickness, altitude sickness, hypothermia, trauma, pneumonia, and many more dangers.

It is anticipated that the findings from the present study (due to be completed in 2021) will provide an insight and improved understanding into the reasons why people engage in adventure type activities and/or extreme sports. Secondly the study is expected to ascertain their perception and/or understanding of the risks involved; not only to the participant, but to those persons linked with the adventurer e.g. family, friends, work colleagues etc.

This study is in progress and has been conducted through a confidential, self-administered questionnaire.

KEEPING HISTORY ALIVE; AUTHENTICITY IN 1940S EVENTS

ZOE LEONARD AND JULIE WHITFIELD

Modern day, live events replicating the 1940s era (1940s events) celebrate the heritage of a defining moment in history. Over two hundred 1940s events take place in the United Kingdom (UK) every year (Love of the 40s 2021) encapsulating the period through an immersive, entertaining and respectful experience. As the 1940s generation naturally reduces they take with them the real stories and experience. It is important that future generations keep the historic legacy alive, however, the stories and their true nature are threatened with inaccurate representation and one-sided stories removed from context.

The theory of authenticity is complex. Its foundations of objectivism, constructivism (Bruner 1994 and Wang 1999) and existentialism (Wang 1999) are influenced by one's perception. Authenticity is often linked to storytelling, inciting emotional connections (Zhou et al. 2012) and nostalgia, a desire to return to the past (Gao et al. 2020).

This research completes a critical review through semi-structured interviews, with 13 event organisers and 10 attendees from 18 different 1940s events across the UK. This unique approach in heritage research incorporates a comparison between what event organisers believe they are offering in terms of authenticity, storytelling and nostalgia, and what attendees actually receive and experience during the events.

The findings confirm that authenticity, storytelling and nostalgia are considered in event planning and execution albeit in varying levels. It is evident that 1940s events can contribute to a cultural collective memory, through accurate storytelling. Education is a key objective firmly installed by organisers. The knowledge exchange is two directional between re-enactors and visitors. Re-enactors absorb and share their newfound knowledge at other events, similar to a pollination of historical education around the UK.

Whilst organisers endeavour to create an authentic experience, operational constraints, budgetary limitations, modern intrusions, and elements of the period that simply cannot be replicated, render it unfeasible to fully recreate the era through a live event. Success may instead be measured on how these barriers to authenticity are managed.

Full Papers

A SOCIAL LISTENING STUDY EXPLORING SPORTS EVENT BRAND LOVE AMIDST THE COVID-19 CRISIS: WAS IT REALLY LOVE?

BIANCA LIZELLE FROST AND ELIZABETH ANN DU PREEZ

INTRODUCTION

In March 2020, the Coronavirus Disease 2019 (COVID-19) was identified as a Public Health Emergency (Perold, Hattingh & Bruwer, 2020). Major sporting events were either postponed or forced to cancel for the first time in decades. During the initial phases of COVID-19 some event organisations received much criticism regarding their respective crisis response strategies (CRS) (Weed, 2020). It is argued that this has brought about a new form of 'event brand crisis' which would be visible in the eWOM of these event organisations among their online brand communities. Brand love is a central aim of brand managers (Amaro, Barroco & Antunes, 2020) and is defined as "the degree of passionate emotional attachment a satisfied consumer has for a particular brand" (Carroll & Ahuvia, 2006:81). Past research suggests that brand love can be most valuable to organisations in crisis situations because when consumers love their brands, they will be more tolerant of brand transgressions (or service failure) and will often defend the brand in a crisis situation (Ali, Dogan, Amin, Hussain & Ryu, 2021; Zhang, Zhang & Sakulsinlapakorn, 2020). There are, however, inconsistencies in brand love literature regarding the proposed enduring effects of brand love within a crisis (Ali et al., 2021; Batra, Ahuvia & Bagozzi, 2012; Kang, Slaten & Choi, 2021; Zhang et al., 2020). It is thus relevant to explore the enduring effects of brand love amidst unfavourable circumstances, such as COVID-19.

The purpose of the study is to explore to what extent known outcomes of event brand love feature in online conversation (eWOM) of marathon runners of a high-profile marathon event subjected to COVID-19. Six proposed outcomes of brand love are considered together with sentiments toward the event organisation's CRS during the early stages of the pandemic.

The high-profile sports event selected as case study is the Comrades Marathon. The Comrades Marathon hosted annually in South Africa is the world's oldest and largest ultra-marathon event (Scholtz, 2019). The event organisation initially postponed and later cancelled their 2020 event due to COVID-19 (CMA, 2020). This study explores what event participants were saying about the event brand, as well as the organisation's response to the crisis, through monitoring digital conversations. This process known as social listening, offers insight into consumers' brand and industry sentiments (Trackmaven, 2018). The content of Facebook posts were explored as deeper insights could be obtained from authentic online conversations that depicted both positive and negative sentiments.

The academic contribution of this study lies in the expansion of inconsistent findings on the proposed enduring effects of brand love. This study is also unique, in that it takes place during a real-life crisis, whereas crisis management literature frequently utilises fictitious scenarios of crisis situations (Vafeiadis, Bortree, Buckley, Diddi & Xiao, 2019). Managerial implications are provided for event marketers by highlighting some of the favourable outcomes of brand love and the role of brand love during crisis conditions.

LITERATURE REVIEW

Context of the sports event crisis and impetus for the study

In the early stages of the global pandemic of COVID-19, there was an initial ban on sporting events. This implied that major sporting event organisers had to make decisions on whether to postpone or cancel the 2020 event. This was not an easy decision as this would be the first time in decades that these events could not take place as scheduled (Swart & Maralack, 2020; Weed, 2020). The Comrades Marathon is an annual international marathon event in South Africa. Considering the “rich race history, its contribution to society and immense economic impact”, cancelling what would have been the 95th edition of the event, was a decision that could not have been taken lightly (Laelowerveld, 2020). On 17 April 2020, the Comrades Marathon Association (CMA) announced that the 2020 event would be postponed, with a new date to be confirmed. This decision created much anxiety amongst event participants regarding the event taking place during later months of the year – this meant that carefully planned training schedules needed to be adjusted and that the race would take place under less favourable weather and race conditions (CMA, 2020). Then, on 14 May 2020, with the country still under strict lockdown conditions, the CMA was forced to cancel the 2020 event. The manner in which the CMA responded to the crisis, arguably brought about an event brand crisis. The Comrades Marathon, however, is often referred to as South Africa’s ‘most beloved’ race (Thomsen, 1995). Event brand love is explored in this study, also considering the relevance of brand love within a crisis context.

Brand love and general outcomes of brand love

Brand love stems from brand relationship theory (Fournier, 1998; Ruane & Wallace, 2015), which suggests that when consumers have long-term relationships with brands, these brands offer deeper meaning (Fournier, 1998). In turn, consumers act in ways to protect and support the brand's reputation (Fetscherin & Heinrich, 2015; Kennedy & Guzman, 2020). Brand love is often studied as a proposed prototype approach which considers the definition of a list of attributes that consumers typically associate with a specific concept (Fehr & Russell, 1991; Bairrada, Coelho & Coelho, 2018). Based on the brand love prototype (Fournier, 1998; Ruane & Wallace, 2015), brand love is positioned as a type of relationship that consumers establish with brands, comprising “multiple interrelated cognitive, affective, and behavioural elements, rather than a specific, single, transient love emotion” (Batra et al., 2012:6). Some characteristics of the brand love prototype comprise a long-term relationship with the brand, where the consumer has an overall positive attitude, an emotional connection, identifies with the brand and will experience a form of negative

emotional pain should the brand cease to exist (Batra et al., 2012). This study applies the brand love prototype as the theoretical underpinning of the study. Past research suggests that positive eWOM is an overarching enduring effect of brand love (Wallace, Buil & de Chernatony, 2014) and this study takes a similar stance. Other managerially relevant outcomes of brand love with relevance to a sporting context include memorable experiences, interest in the well-being of the brand, repeat purchases and explicit declarations of love for the brand (Albert & Merunka, 2013; An, Do, Quan & Ngo, 2019; Aro et al., 2018; Batra et al., 2012; Kang et al., 2021). These outcomes are briefly considered next.

Memorable experiences

Meaningful activities, such as participating in marathon events, are memorable because these types of experiences aid in shaping an individual's self-concept that leads to a deeper form of happiness from the consumption experience (Guevarra & Howell, 2015). Loved brands trigger memories of important events and also feelings of nostalgia (Aro et al., 2018). Therefore, if participants love the event brand, they may share memories of past event experiences when communicating aspects of the 'self' via social media.

Interest in the well-being of the brand

Interest in the well-being of the brand means that consumers hope that the brand will prosper and stay active because of the benefits it provides, not only for its consumers, but also the greater community (Aro et al., 2018). If event participants love the event brand, they may express their desire for the brand to prosper because of the perceived benefits the event provides to the greater community.

Future participation intentions

Based on the brand love prototype, consumers who love their brands have an overall positive evaluation of the brand (Batra et al., 2012). If individuals have positive attitudes towards an event brand, they will be more willing to engage in repeat participation (Aro et al., 2018). Theoretically, if marathon runners love the event brand, they may share their positive attitudes and future participation intentions via social media networks, despite an ongoing crisis.

Explicit declaration of love

Past research suggests explicit declarations of love for a brand to be an outcome of brand love (Carroll & Ahuvia, 2006). Therefore, if event participants love a brand, they may openly declare their love for the brand within online brand communities.

Brand love outcomes within a crisis context

A crisis is defined as, "a sudden and unexpected event that threatens to disrupt an organisation's operations and poses both a financial and a reputational threat" (Coombs, 2007:164). The marketing concept of brand love is relevant in crisis situations, as it has been suggested that brand love has the potential to negate the negative impact of a brand crisis (Ali et al., 2021; Aro et al., 2018; Batra et al., 2012; Kang et al., 2021; Zhang et al., 2020). When consumers love their brands, they will often experience anticipated separation anxiety should the brand cease to exist

(Batra et al., 2012). They will also often defend the brand in a crisis (Dalman, Buche & Min, 2019:878). These crisis-related outcomes of brand love are thus also relevant to this study.

Anticipated separation distress

According to the brand love prototype, individuals will experience a form of negative emotional pain should the brand cease to exist (Batra et al., 2012). Consumers often feel that they are missing or lacking something when they cannot use their loved brands (Aro et al., 2018; Swanson, 2017). In this study, anticipated separation distress is relevant because the potential cancellation of the event may have caused intense separation anxiety for some regular event participants. Theoretically, anticipated separation anxiety about potential event cancellation, suggests evidence of event brand love.

Brand defence

When consumers love their brands, they are generally more tolerant of unfavourable experiences - this is based on their high expectations about the organisation's future performance, similar to the "love is blind" analogy (Zhang et al., 2020:417). These consumers will often defend the brand in an argument, criticism or attack (Wilk, Soutar & Harrigan, 2019). Brand defence is defined as "a state of positive WOM attributions, in which consumers in close consumer-brand relationships or brand love defend the brand from any criticism" (Dalman et al., 2019:878). Brand defence is relevant in the context of this study because if participants love the brand, they should arguably be more resistant to negative information about the brand and also potentially defend the brand against negative eWOM.

Brand love literature often holds varying views about brand love's role in crisis situations (Zhang et al., 2020). There are two basic effects that brand love might generate in a brand crisis, namely, the "love is blind" effect, and "love becomes hate" effect (Zhang et al., 2020:417). This study explores the effects of event brand love by first determining the extent to which the six potential outcomes of brand love (identified in the literature review) feature in online conversation and secondly, exploring the impact of the CRS on these proposed enduring effects of brand love. The main research aim is to determine to what extent event brand love is affected during a prolonged crisis. Specifically, do known desirable outcomes of event brand love sustain during the crisis? Do crisis-specific dimensions of brand love feature and in what context? What role does the organisation's CRS play in maintaining the brand relationship? How do these themes emerge in the online conversation of marathon runners of a high-profile marathon event in the early stages of the COVID-19 crisis?

METHODOLOGY

Research design and data collection

An interpretive paradigm was applied to conduct an in-depth exploration of eWOM of marathon runners (Creswell, 2013). A qualitative, exploratory and descriptive research design was employed (Denzin & Lincoln, 2011). The Comrades Marathon was selected as case study as a high-profile international marathon event that was

subjected to COVID-19 and little was known about how the organisation's response to the crisis may have impacted brand love. Conversations among online brand communities, such as Facebook, are often perceived to be more reliable and relevant than official marketing communications (Keller, 2013). It is also recognised that social media conversations by brand consumers play a significant role during a crisis (Nadeau, Rutter, & Lettice, 2020). Hence, data collection consisted of gathering Facebook conversations about the event organisation's CRS during different stages as the crisis unfolded (Heinonen & Medberg, 2018; Mehta, Sarvaiya & Chandani, 2020). This was an effective way for the authors to unobtrusively gather insights into runners' sentiments towards the organisation's CRS and was also appropriate, given the country's lockdown regulations with strict social distancing measures in place at the time (Metha et al., 2020; Swart & Maralack, 2020). Purposive sampling was employed (Kozinets, 2010) where an online Comrades Facebook brand community for the 2020 event was selected for data collection. All comments posted on the group were captured for a period of 10 weeks from 15 March 2020 until 30 May 2020. Ethical clearance was obtained from the researchers' institution and permission was granted from the administrator of the Facebook group before data collection commenced.

Data analysis and reliability

The data was recorded and transcribed verbatim. The material was first condensed and split into short one- or two-sentence long units resulting in 2454 text-based units for analysis (Aro et al., 2018). These text-based units were then interpreted in terms of the identified outcomes of brand love from the literature review, with 354 text-based units for inclusion in the final analysis. Directed content analysis was employed to analyse the data following a deductive approach. Existing theory was used to create theoretically derived codes and to determine how and when these applied to the text (Filo & Coghlan, 2016). A codebook and coding sheet were refined by the researchers and the categories were reviewed for overlap and homogeneity (Filo & Coghlan, 2016). The codebook was used as a guide to code the variables under investigation. In a content analysis, reproducibility is the most effective measure of reliability (Hayes & Krippendorff, 2007:78). Therefore, inter-coder reliability, referring to the degree of agreement between different coders, was applied (Hayes & Krippendorff, 2007:78). Krippendorff's alpha was used as this is most suitable for multiple coders and dichotomous nominal data (Hayes & Krippendorff, 2007:80-81). The final coding team consisted of four experts in the field of sports tourism and marketing, who coded the statements according to the predetermined codes to determine reliability of the analysis (Wimmer & Dominick, 2003). All statements were then classified into positive or negative eWOM, as per past studies that measure eWOM in two dimensions, namely, the percentages of positive and negative messages (Eliashberg & Shugan, 1997). The researchers reviewed and confirmed the frequencies of all statements reflecting positive or negative eWOM. The results of the analysis efforts follow, with descriptive evidence. Researchers generally agree that scores of 0.80 or higher are at an acceptable level of reliability for content analysis. Krippendorff's Alpha values for all outcomes of brand love fall within the range of ,9244 and ,9843 thus indicating high and acceptable levels of reliability for all outcomes included in this study.

FINDINGS

Table 1 shows the frequency of statements related to the outcomes of brand love from the content analysis. The percentage of statements that reflect positive, negative or neutral eWOM are also depicted.

Table 1: Frequency of outcomes and statements reflecting positive, negative or neutral eWOM

Brand love Outcomes	Frequency	Positive eWOM		Negative eWOM		Neutral	
		Frequency	%	Frequency	%	Frequency	%
Memorable experiences	156	94	60.26 %	5	3.20%	57	36.54%
Anticipated separation distress	115	44	38.26 %	11	9.57%	60	52.17%
Future participation intentions	109	47	43.12 %	1	0.92%	61	55.96%
Brand defence	61	61	100%	0	0	0	0
Interest in well-being of brand	34	32	94.12 %	1	2.94%	1	2.94%
Explicit declaration of brand love	5	4	80%	1	20%	0	0

Note: some of the statements overlapped to fall within more than one category, hence, the frequency of the outcomes is higher than the total number of actual statements analysed.

Table 1 shows memorable event experiences (n=156) as the most frequent outcome suggestive of event brand love, followed by anticipated separation distress (n=115), and relatively high future intentions to partake in the event (n=109). Despite evidence of negative eWOM in online conversation, many also defended the brand against criticism regarding the organisation's CRS (n=61). Interest in the well-being of the brand (n=34) did not feature as prominently and only a few statements explicitly stated love for the event brand (n=5). Table 1 also shows that although negative eWOM was present, a significantly higher amount of statements reflected positive eWOM, suggestive of event brand love as per previous studies with similar findings (Wallace et al., 2014). Neutral statements are general statements related to the brand love outcomes. Findings related to positive eWOM outcomes as a proposed enduring effect of brand love, are presented in Figure 1 and briefly elaborated upon

next. Sample statements for each of the outcomes of brand love are provided in Table 2 below.

Figure 1: Statements reflecting positive eWOM suggestive of event brand love



The most important factor that drove positive eWOM was the sharing of memories from past event participation (n=94). This became prominent in online conversation upon realisation that the 2020 event might be cancelled. Aspects about what would be most missed about the event experience were also common. This is followed by evidence of brand defence (n=61) and resistance towards negative information about the event brand – this is significant, given the crisis situation. Findings (from Figure 1) indicate future intentions to partake in the event despite the organisation's CRS (n=47). It is perhaps also important to consider the neutral statements (n=61) for this outcome (see Table 1), given that these are statements from novices who indicated their desire to partake in the event in future. Findings show anticipated separation distress regarding potential event cancellation (n=44), however, more of these statements were general comments (n=60) about potential cancellation or suggestions regarding the desired CRS (as reported in Table 1). A number of reasons for this distress regarding the potential event cancellation (see sample statements in Table 2) were evident.

Event participants were anxious of not being able to obtain an entry again soon due to high demand and limited entries. Anxiety also revolved around the chance that they might not be able to qualify again or obtain their same 'starting position' as achieved for the 2020 event. Another concern was regarding not having the financial means to enter the event in future. The high level of importance attributed to event participation for these individuals is clearly depicted in these findings. Although to a lesser extent (n=34), there was evidence of interest in the well-being of the event brand and a desire for the brand to prosper. Explicit declarations of love (n=4) for the event brand was the least common, nevertheless, this was explicitly expressed in online conversation as a direct portrayal of event brand love.

Table 2: Sample statements for event brand love outcomes

Brand love outcomes	Sample statements
Memorable experiences	“...2018 when I crossed the bridge at Moses Mabhida Stadium tears of joy went down and new energy kicked in. Wonderful memories”.
Brand defence	<p>“For CMA it's a huge blow too for the 2020 Ultimate Human Race, they are passionate to deliver the best ... With wild endless Facebook criticism CMA tried to keep the race going for 2020, CMA even considered a special 'adapted' 2020 Comrades Race, T-shirts, goodie bags were all ordered and complete, months and months of work complete in preparation of the big day”;</p> <p>“I don't feel it matters. They tried hard to postpone, and are trying to give back as much as they can”.</p>
Future participation intentions	“...Yes, I am definitely entering even if I lose my entry fees again. I will keep on supporting these events as it plays a huge part in my life”.
Anticipated separation distress	<p>“Say they just forward our entries to the next suitable time for this down run to take place, it just makes sense other than starting to fight for slots with new entrants”.</p> <p>“Imagine someone qualified this year and he or she is NEVER able to do so again!”</p> <p>“...let the seedings and qualifications at least be credited to 2021”.</p> <p>“...some people really struggle to even get that R600 to enter”</p>
Interest in the well-being of the brand	“I'm glad they are not giving refunds in order for us to have another great event next year. Plus, what comrades does for charities is phenomenal”.
Explicit declaration of brand love	“I love Comrades. It's my favourite race in the world”.

DISCUSSION

The CMA initially received much criticism (or negative eWOM) for not cancelling sooner and for the compensation offered. This sentiment was validated in open communications where the CMA chairperson apologised for the anxiety that may have been caused regarding the uncertainty of the 2020 event and highlighted the race entry terms and conditions (CMA, 2020). While such negative reactions pose one of the biggest threats to any brand's reputation (Grappi & Romani, 2015), the findings of this study suggest that this can be negated to some extent by the existing brand love among consumers. It strengthens the argument that brand love is an asset, and that positive outcomes can endure during a crisis situation.

Overall, the findings suggest evidence of event brand love through identification of outcomes of brand love in eWOM. Strong feelings expressed towards the event brand provide evidence that event brand love exists (as indicated by Batra et al., 2012). Love for the event brand was evident in varying degrees through evidence of recollection of past event experiences, interest in the well-being of the brand, future intentions to partake in the event and some explicit declarations of love for the event brand (similar to Aro et al., 2018). More statements reflected positive eWOM for all outcomes than those reflecting negative eWOM. Brand love may create tolerance of brand transgressions and encourage brand defence (Ali et al., 2021; Zhang et al., 2020). Despite evidence of negative eWOM in online conversation, many defended the CMA's efforts to keep the race going. Several commended the CMA for trying to give back as much as they can to those who had entered. Some even supported the notion of not receiving refunds because it would be carried forward to their next event participation. The organisation was also heralded for playing a huge part in the lives of many participants, as well as for the charities that benefit from the event.

The most important factor that drove positive eWOM, was the recollection of past experiences. Once consumers have had positive prior experiences, and especially also when repeated, this creates a stronger affiliation with the brand and the ability to garnish positive sentiments during the crisis (An et al., 2019). Interest in the well-being of the brand did not feature strongly, however, this aspect has scarcely been considered as an outcome of brand love (Aro et al., 2018) – its relevance in this context could be explored further. Explicit declarations of love for the event brand was the least common outcome which could be attributed to topics of conversation revolving mainly around the crisis at the time.

Specifically related to the crisis, findings show that event participants experience separation anxiety upon potential event cancellation. On the positive side, this shows evidence of love for the event brand (Aro et al., 2018). However, this may have a negative effect on sport consumers' overall well-being. The inability to participate in future, or fear of not qualifying or having the financial resources to participate, links to future intentions and indicates how the crisis creates anxiety amongst serious leisure participants if they cannot participate in their 'loved' events (as indicated by Aro et al., 2018). Event organisers need to understand the role that their event plays in the running career of participants and incorporate this into future communications. Brands need to develop communication that sets participants at

ease by clearly indicating how they intend to support future participation, for example, for those that had already qualified. This will arguably further strengthen event brand love. Importantly, there is significant evidence of brand defence which is most relevant in this crisis context as past studies suggest (Batra et al., 2012; Aro et al., 2018).

CONCLUSION

This study contributes to event marketing theory as well as practice by exploring event brand love and the impact of a unique brand crisis on the suggested enduring effects of brand love. Drawing upon a brand love prototype, this study shows evidence of outcomes of event brand love from authentic eWOM conversation. Overall, the findings show how sporting event brands have potential to be 'loved' brands. This is important for sport marketing and event brand managers as brand love can result in various favourable outcomes for event organisations, such as, positive eWOM and future participation intentions that remain despite a crisis (Aro et al., 2018). Brand love can also be most valuable in crisis situations because when consumers love their brands they are generally more tolerant of brand transgressions and will often defend the brand as seen in the current study (corroborating Ali et al., 2021; Zhang et al., 2020). Yet, there are inconsistencies in brand love research regarding the proposed enduring effects of brand love, it is thus relevant to further explore this concept within crisis situations (corroborating Ali et al., 2021; Batra et al., 2012; Kang et al., 2021; Zhang et al., 2020).

It is suggested that sport event marketers find ways to make their brands loved by consumers as it has the ability to negate at least some of the negative effects of a brand crisis (corroborating Zhang et al., 2020). Regardless, event organisations should still develop effective crisis response strategies and cannot only rely on brand love during a crisis. This was seen in the negative eWOM about the organisation's CRS which is often most damaging to an organisation's reputation (Grappi & Romani, 2015). Negative eWOM can even result in withdrawal of consumers' love for the event brand as seen in online conversation. More effective crisis responses can be developed by 'listening' to online brand communities (such as done in this study), particularly during a crisis, when developing interventions.

Although a single case study is used, the findings of this study are not limited to a local context or a single sporting event as the global events industry has been affected and this event has global participation. It is recognised that brand love can be relevant to other major running events, for example, the Boston Marathon or New York Marathon. Furthermore, these findings may not only be relevant to running events but also other sporting codes with major events. Sports spectators' love for event brands may also be affected by an organisations' CRS. Sport event marketers within different sporting contexts should consider the benefits of event brand love. It is also acknowledged that there may be differences regarding brand love for different types of leisure events, such as, more casual sporting events in comparison with more serious leisure events and this could be explored further. Finally, this study suggests that event marketers 'listen' continually to their online brand communities to identify trends in conversation during a crisis to offer more effective response

strategies which could aid in reducing the negative effects of a crisis (after Yuan, Lin, Filieri, Liu, & Zheng, 2020).

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MEASURING THE CONTRIBUTION OF EVENTS AND FESTIVALS TO SOCIAL SUSTAINABILITY

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INTRODUCTION

The number of events and festivals has increased over the years arguably due to the realisation of the value of the events and festivals for the host (Moscardo, 2007). Kemang, (2012) proposed that events and festivals be considered as tourist attractions. Scholtz et al. (2018) support this premise and go on to underscore the importance of understanding the social impacts of events and festivals. Similarly, events and festivals have been growing in number in South Africa to the point where there is a risk of festival fatigue (Van Zyl, 2011). Despite this large number of events and festivals in South Africa, the majority of the research conducted in this area focused on economic benefits of events (Gozini & Tseane-Gumbi, 2017), destination branding (Hemmonsby & Tichaawa, 2018), positioning of events (Van Zyl, 2011), and the most common area of focus has been the perceptions of residents' perceptions on the impacts of events (Scholtz et al., 2018; Muresherwa et al., 2017).

There appears to be a general lack of research on the social impacts of events and festivals, although some studies have investigated the socio-economic impacts of events and festivals (Bob et al., 2019). This is an important step towards a more in-depth investigation and therefore understanding of the social impacts of events and festivals. This study is designed to contribute to this area of interest by investigating the social contributions of events and festivals. In their study, Bob et al, (2019) identify a government funding programme for cultural and arts initiatives which include events and festivals. They found that the events and festivals supported by this programme had social initiatives which were geared towards social inclusivity, cohesion and empowerment. They also highlighted that sustainability is one of the key objectives of the programme.

Previous research that investigated impacts of events and festivals (Scholtz et al., 2018; Muresherwa et al., 2017) adopted the social exchange theory as the grounding theory for their research. More recently, due to the Covid-19 pandemic, research on events has led to the rise of the resilience theory (Lew & Cheer, 2017; Lew et al., 2020). Meanwhile, in sport research, theories such as the social identity theory (Tajfel, 1974; Turner, 1975) have been used to explain the social influence of sport as well as social networks and social groups (Thibault, 2017; Petty, 2018). The current study however investigated the contributions that events made to society and did not focus on social groups. While the social influence of sport cannot be ignored, the social exchange theory was selected as the grounding theory for this research. The social exchange theory proposes that human relationships are created and sustained by an evaluation of the benefits that can be gained from the relationship weighed against the cost of creating or maintaining the relationship (Crossman, 2016). This cost-benefit analysis can be a conscious or sub-conscious evaluation. Furthermore, the more the perceived benefits from the relationship, the

higher the likelihood of the relationship becoming more sustainable to create long-lasting benefits (Andersen, Taylor & Logio, 2014:118).

Having identified the benefits of events and festivals, the Western Cape Government has adopted the Cape of Great Events Strategy (2014-2030). This document is designed to create strategies that will enhance the image of the Western Cape (Western Cape Government, 2011). The document comprises of eight key objectives the most relevant to this paper is the first objective which is quoted as follows: "To leverage events to address economic development, social inclusion, cultural diversity and environmental responsibilities and challenges." (Western Cape Government, 2011:10). In light of the above discussion, this study aimed to examine the current assessment indicators pertaining to social impact used by event and festival managers in the Western Cape and to propose revised criteria more closely aligned with social sustainability imperatives.

LITERATURE REVIEW

The role of events in sustainable development

Yürük et al. (2017) defined social impacts as the influence that the event has on the value systems, quality of life as well as the direct and indirect beliefs of the community. In 1999, The United Nations World Tourism Organisation (UNWTO) formed a relationship with one of the most influential sport governing bodies the International Olympic Committee (IOC). This relationship was re-affirmed in 2004 because they recognised sport as one of the main tools for sustainable development (Cantelon & Letters, 2000). In 2015, the United Nations identified sport as a fundamental tool to achieving the sustainable development goals (SDGs) as sport has been argued to have the power to make society more peaceful, cohesive and equal (Svensson et al. 2018). It therefore follows that sport events have significant implications to sustainable development (Gibson, 1998; Ramshaw & Gammon, 2006). Research on sport events alludes to the impacts of sport events as the 'legacy' of that particular event. However, the indicators used in identifying and discussing legacies coincide with the indicators of social impacts identified namely: change in value systems of individuals and societies, changes in the behaviour of local residents as well as tourists, change in lifestyle and quality of life for residents, concerns about resources and costs (Moyle et al., 2018; Hinch & Highman, 2016).

Furthermore, festivals and cultural heritage related events are identified as events that have potential for sustainable development (Malchrowicz-Mosko & Poczta (2018). This supports the premise presented by Dimmock and Tyce (2001) that events and festivals are useful for sustainable development. Moscardo (2007) conceptualised the benefits of events and festivals and proposed that outcomes such as an enhanced sense of place and local identity, positive social interaction and stakeholder partnerships led to the creation of social capital and community capacity. These two phenomena are argued to be important for sustainable development. Valera and Guardia (2002) uses the example of Barcelona Olympics to highlight how the event made impacts to the urban design of the city. This is a good example of sustainable development as the Olympic city accommodation for

athletes was incorporated into the community and addressed housing issues (Smith, 2009).

Snowball et al. (2017) called attention to transformation in South Africa as an important post-apartheid impact of events and festivals. Moreover, a study conducted in a South African context proposed that hosting events enhanced the social development of communities. Social challenges like education, crime and housing were identified as challenges that can be addressed through engaging the community in sport and strategic partnerships (Hemmonsbey & Tichaawa, 2018). This premise coincides with the ideas presented by Moscardo (2007) as discussed above. These types of events have also been referred to as transformative events (Jarman, 2018). Furthermore, Fletcher and Meir (2017) posit that sport events and festivals have the potential to address complex social issues in the areas that they are held, thus generating transformative outcomes for the community. Recent literature however identifies the COVID-19 pandemic as a pandemic that is impacting the global economy, political systems and socio-cultural structures (Sigala, 2020). This then raises the question of how these impacts will influence transformative events and festivals going forward.

Measuring the social contributions of events

Measuring the social impact of events has been a growing area of interest in events research. This area of research has however been dominated by a focus on single case studies (Liu, 2016). However, social impacts have been argued to be difficult to measure as they often differ depending on the host community (Fredeline et al., 2003). The majority of the literature reviewed highlighted that studies designed to investigate social impacts often considered consumer perceptions (Ap, 1990; Gursoy, et al., 2004; Jurowski, et al., 1997; Kim et al., 2015; Liu, 2016) and rarely investigated the event and event stakeholders' perceptions thus making the current study unique. Fredeline et al. (2003) went on to identify and propose six factors that can be used to analyse social impacts of events namely: social and economic development benefits; concerns about justice and inconvenience; impact on the public facilities; impacts on behaviour and environment; long-term impact on the community; impact on prices of some goods and services.

These six factors are also identified by Small (2007) who put forward the SIP scale. The SIP scale uses these factors in an attempt to measure the social impact of events; however its validity is influenced by the community as well as the environment. Recent research has attempted to refine the definition of social impacts of events, as this is the key to identify what exactly should be measured (Wallstam et al., 2018). Yuruk et al (2016) further conceptualised the social impacts of events and suggest that social benefits (community benefits and cultural and educational benefits), should be considered and weighted against social costs (quality of life and community resource concerns), when measuring social impacts.

Wood (2005) inferred that for local governments to be able to take advantage of the social contributions of events, it is essential to establish systematic evaluation processes to collect data during and after the event. Despite this, methods of

leveraging events for sustainable community development remain a gap in event literature (Getz, 2015), thus the data collected might not reflect the true potential of the event. Wallstam et al., (2018) focused on identifying factors that can be applicable in different destination contexts. They offered five indicators that included: community quality of life; community pride; social capital; sense of community; community capacity enhancement and facilities impact. They built on the ideas proposed by Sherwood 2007 and Deery and Jago (2010). Sherwood (2007) offered a means to standardise the indicators economic, environmental and social impacts of events, however, these means were difficult to operationalise. Meanwhile Deery and Jago (2010) provided an overview of the indicators of social impacts of event and Wallstam et al (2018) selected the most universally applicable indicators.

In a South African context, Maralack et al (2017) attempted to develop a standardised methodology for event impact assessments. They proposed that in designing a methodology to assess event impacts, the instruments used must apply to the government and event organiser and there must be constant communication between the research team and the stakeholders. Furthermore it was proposed that economic, social and environmental data should be collected consistently from the event organisers. This could address the "lack of a framework for the collection and aggregation of information about events in the national and global arena; absence of a standardised set of event evaluation criteria used consistently across funding agencies; and absence of an aggregated set of baseline data regarding the past impacts of events" identified in the Cape of Great Events Strategy (2014-2030) document (Western Cape Government, 2011:29). They additionally identified that the event impact assessment process is inevitably political and that there are multiple stakeholders to be considered in the process and which could inexorably impact on the process and outcomes of these events and festivals.

METHODOLOGY

This study embraced a post-positivism research philosophy and engaged mixed methods to collect empirical data. The current research adopted a descriptive approach as the objective was to provide accurate descriptions of the social impacts of events and festivals (Neuman, 2006). The research followed a QUAL–QUANT sequence which was conducted in two phases. Firstly, the Western Cape Government together with various events stakeholders and partners implemented an Integrated Events Strategy (IES) from 2015. The IES together with a document referred to as the strategic Vision Inspired Priorities (VIPs) and the Western Cape Government's strategic vision were used to develop the Impact Assessment Report that events and festivals used to report their outcomes. The annual data collected in the Impact Assessment Report for the period of 2015-2019 was reviewed and analysed. 21 events and festivals reported their outcomes through the Impact Assessment Report, these then became the focus population of this study

In the second data collection phase, an online questionnaire was compiled using google forms. The questionnaire was comprised of closed and open ended questions. The closed ended questions sought to bring out how aware the event organisers were of the strategic focus areas of the Western Cape Government and the events' social impact statuses. The open ended questions attempted to bring

out perceptions of the event organisers on the importance of social impacts as well as the suggested indicators used in the Impact Assessment Report. Emails were used to distribute the questionnaire to the 21 event and festival stakeholders, a total of 15 responses were received. The responses were captured directly through google forms and the system generated tables from the responses that were used to analyse the data collected.

FINDINGS AND DISCUSSION

Understanding social impacts and setting goals

Literature reviewed revealed three indicators of social impacts that identify the relation between social impacts and value systems of individuals and societies. The three indicators are changes in the behaviour of local residents as well as tourists, changes in lifestyle and quality of life for residents as well as concerns about resources and costs (Hinch & Highman, 2016; Moyle et al., 2018). The respondents were asked for their understanding of the term 'social impacts' in the context of their respective event. The majority of the respondents identified transformation of communities, participation, education, economic enhancements and healthy lifestyles as social impacts. These ideas coincide with the concepts proposed by Hinch and Highman (2016) as well as Moyle et al., (2018) and are apparent in the SDGs. Moreover the document presented by the Western cape government (2011) identified economic development, social inclusion, cultural diversity and environmental responsibilities as important outcomes of events, thus underlining the ideas presented in the responses as well as in literature. Furthermore, 60% of the respondents proposed that social impacts were different from CSR because their perception of CSR was that it is more deliberate and strategic and therefore more business focused, unlike social impacts which they perceived to be the events' effect on the community. These sentiments were apparent in the following quoted responses:

“One is the intended and unintended consequence of the event being held, whereas the other is the deliberate decision of a "corporate" to invest in a specific area of social upliftment”.

“CSR relates to a corporations deliberate integrated social and environmental concerns into their business operations vs. Social Impact that is a result of policy or action by any member of society”.

The respondents were then asked about the goals for their social impacts from their events. Three themes emerged from their responses, namely: job creation, economic benefits and social inclusion. These themes are similar to the factors that can be used to analyse social impacts brought forward by Fredeline (2003). Interestingly there was an apparent correlation between the respondents' perception of social impacts, their social impact goals, and some of the 17 SDGs namely: goals 1, 3, 4, 8, 11, 13 and 16. This correlation is summarised in Table 1 below.

Understanding of social impacts	Social impact goals for event	Sustainable Development Goals
“...how the event impacts socially on the local community”	Social cohesion, Racial harmony and Rich diversity Create jobs and Safe and viable business and tourist location	Goal 1: To bring poverty to an end.
“...showcase and educate the youth on the transformative and therepeutic impact of utilising positive hip hop skillsets”	Positive values and Changing the mindset of the youth Showcasing theatre and Safe positive space for participation Breaking Olympics National qualifiers for World Champs, Youth Olympic Games and the Olympics	Goal 3: To promote and ensure healthy lives and well-being for all. Goal 4: To promote inclusive and equal education opportunities.
“Impacts on participants, local residents and communities ...economic benefit to the City and Province [through] the event”	Social upliftment and cycling development and Active and healthier lifesyles and Positive economic impact	Goal 8: To promote sustainable economic growth.
“...improve the lives / situations of the communities affected by the event”	Leave a lasting and meaningful impact in the communities that the event passes through.	Goal 11: To build sustainable and inclusive settlements.
“What positive change does our festival foster in the attendees and communities surrounding”	Awareness on key environmental issues Low-income youth scholarship programs Restore degraded ecosystems in the Garden route Uplift local communities- Host workshops -for future green job creation.	Goal 13: To act against climate change.
“Make all communities in our target area feel at home and proud to be associated with the Greater Stellenbosch District”	Social engagement and Create job opportunities	Goal 16: To build peaceful, inclusive societies for sustainable development.

"The effect the event has on communities and its constituents.	Encourage and promote active lifestyles
"We try to hire 80% local people and services. ...funds remain in our immediate area and are spent"	Provide jobs
"...to learn, network and grow...regular and part time employment opportunities"	Job creation and Boosting local tourism
"The impact the event has on the immediate community and communities that support our event [funders]"	Mental health awareness and Education and inclusiveness
"Support healthy lifestyle through sport, we have managed to get to 40% of swimmers of colour"	All swimmers together from Robben Island.- inclusiveness
"Help small business to start making a living for themselves"	Helping people in [jobs] - through entrepreneurship
"Activity that takes place in a community structure and how this have an influence on the lives"	Empower and [connect] communities of different cultures
"Developmental & Economic Impact that results from hosting the event"	Economic development by supporting local businesses and Social inclusion Effective facility management and Fundraising initiatives
"Inclusion of participants from all sectors of society; regular industry related workshops; financial, organisational, training support to assist social capital."	Train and support the unemployed Promote healthy, positive activity in communities Create jobs and Training and capacity building

	Showcasing local arts and culture. Attract tourists to our Province	
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Table 1: Event owner understanding of social impacts versus social impact goals versus SDGs

In addition to job creation, education and skills development through training and workshops emerged as a key imperative for social impacts of events. This may also link to promoting jobs. This has been highlighted in previous research (Snowball et al., 2017; Hemmonsby & Tichaawa, 2018) as challenges that can be addressed through events particularly in a South African context. For example, a respondent enunciated one of their social impacts objectives is:

“to support low-income youth [who] attend [events] with scholarship programmes...[and] [invite] expert facilitators giving talks and hosting workshops on subjects that inspire attendees to study further [as well as being] a platform for future green job creation”.

When addressing social inclusion through their events, an overwhelming number of respondents identified race, culture, physical or participatory inclusion as focus areas. Some of the responses that highlighted these ideas are quoted below:

“To promote greater levels of racial harmony amongst our people”.

“To create a sustainable platform for social engagement of all communities regardless of race, religion and gender”.

“To empower and bring communities with different cultural beliefs together”.

“Social inclusion by persuading the local community and schools to participate in organising and taking part in the events”.

These ideas can also be seen in literature as outcomes such as an enhanced sense of place and local identity, positive social interaction and stakeholder partnerships are proposed to lead to the creation of social capital and community capacity (Moscardo, 2007).

Strategic alignment of social indicators:

The content analysis of the Western Cape Government Assessment reports revealed that there were only two socially related topics that the event organisers reported on and these are; job creation and donation to charities. This limited scope of social impact indicators cannot provide a clear and comprehensive insight into a broader social impact of events in the Western Cape, especially since their social impact goals extend beyond these two indicators. While the Strategic VIPs focus areas of the Western Cape Government include more social impacts, such as, ‘safe and cohesive communities’, ‘empowerment of people’, ‘mobility and special transformation’, and ‘innovation and culture’, these indicators are not included and used in the current Assessment Reports. The Strategic VIPs coincide with indicators identified in literature which include: community quality of life; community pride;

social capital; sense of community; community capacity enhancement and facilities impact (Sherwood (2007); Deery and Jago (2010); Wallstam et al. (2018). This therefore extends the need for a more all-inclusive assessment across Western Cape events that incorporates the goals set out by events as well as VIP focus areas.

The findings revealed that 46.7% of the respondents indicated that they are aware of the VIPs, while an equal amount of respondents indicated the negative. It is apparent therefore that despite the considerable awareness, a significant amount of respondents are still uninformed on the social indicators, this then means they cannot strategically align their social impact goals to the VIPs.

Nonetheless, of the respondents that indicated 'yes', almost all (91.7%) indicated that social impacts of their event was linked to the VIP area of 'empowering people'. The other VIPs mentioned were: 'safe and cohesive community' (66.7%); 'innovation and culture' (66.7%); 'growth and jobs' (58.3%); and 'mobility and spatial transformation' (50%).

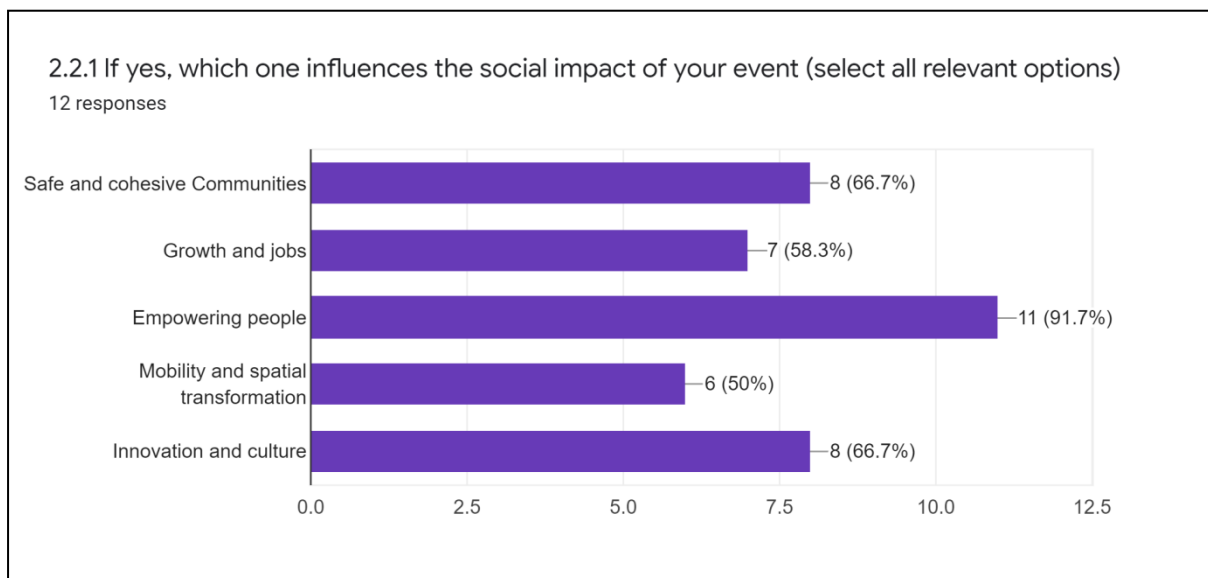


Figure 1: Influence of VIPs on social impacts

The respondents were additionally asked if they would add any social indicators for impact assessment in addition to what is already used. Although avidly expressing their opinion on 'diversity', 'health' and 'inspiration to communities', one key informant re-emphasised the importance of the current indicators, for example, the green environmental aspect. The following excerpt illustrates their response:

“Diversity of participation, environmental impact and education, encourage healthy and safe life style, and inspire communities”.

Another key informant in a local sport event further added to the diversity of participation in the “accessibility for physically and mentally disabled”. This finding not only underscores the goals for social impacts to social inclusion/ cohesion, but it further reinforces the need for a strategic alignment with the events' impacts and Western Cape Governments' social indicators. Notably, one respondent urged that “social cohesion needs to be defined so that there are clear measurables against

which we all can report". This confirms the premise of Wood (2005) that it is important for the government to set up systematic evaluation systems to maximise on the social outcomes of events.

Assessing social impacts for events:

The respondents were then asked if the social impacts had an influence on their event planning process. 86.7% of the respondents implied that social impacts had an impact in their event planning while 6.7% indicated that the influence was "to some extent". they further elaborated that the key influencing factors in event planning included supporting the local community and local businesses. This finding provided empirical evidence to support the affirmation that engaging the community and strategic partnerships are imperative to maximising social impacts (Hemmonsby & Tichaawa, 2018). When asked about completing the Western Cape Government online assessment, about 66.7% of the respondents said they do complete the assessment while 20% said they are not sure and a further 13.3% said they did not complete this assessment. The importance of the assessment of social impacts is however emphasised in literature, in fact Maralack et al. (2017) argues that there ought to be a standardised impact assessment. The question however remains on how effective these measures are to determine the efficacy of social impacts against the assessment indicators as set out in the organisations' goals as well as by the Western Cape Government.

IMPLICATIONS AND CONCLUSIONS

A review of existing literature revealed that there has been an increase in social impact research over the last decade in contrast to earlier literature which largely focused on economic impacts and were often structured as single case events. there is therefore a rise in interest in social impacts of events with concepts such as social capital and community capacity emerging as areas of interest. Furthermore, there is a growing awareness of unique context such as South Africa, whose unique social and economic structure and challenges play an important role in prioritising the impacts of events. Event owners highlighted a number of key priorities and strategic initiatives through their events that focused on regional priorities such as: social inclusion; education and skills development; and promotion of a healthy, positive and active lifestyle. It can therefore be concluded that while economic impacts have dominated events impact research, this perspective is changing.

The findings revealed that social impacts are increasingly becoming an important part of event planning. Purposeful attention is engaged upon the selection of social impacts based on community needs and priorities. Each one of the events reviewed identified examples of deliberate social impacts through their events, thus making apparent their strategic planning and social awareness. While this study attempted to draw commonalities from this assessment, it is noteworthy that the events encompass a wide range and variety of social impacts and a range of diverse and often innovative activities aimed at achieving these impacts. there is also an opportunity to incorporate the SDGs into the planning process thus making a deliberate contribution towards the country' s SDG agenda.

It was further found that the event stakeholders perceived the reporting and assessment of social impacts to be important, meanwhile there is still a need for a standardised impact assessment to be designed. While the Western Cape Government's impact assessment report is an important step in that direction, with the findings showing a high level of accuracy in the reporting of social impacts, the effectiveness of this assessment tool remains undetermined. The findings revealed that the event owners prioritise the specific needs of their host communities rather than the set of regional priorities. In conclusion, the respondents clearly indicated their value for social impact assessment, and they also indicated the costly nature of formally doing so. Indicators of success are often sought through social media and informal reporting. This may therefore provide justification and support for a regional government assessment mechanism such as the one reviewed, with the intention of facilitating this process.

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THE INFLUENCE OF TOURISM EXPERIENCE AND SPORTS EXPERIENCE ON TOURISM SATISFACTION AND REVISITING INTENTION

CHAO-CHIN LIU AND FLORA CHANG

INTRODUCTION

Research background

In recent years, there have been revolutionary changes in consumers' perception of experiences and their market value. Not only are modern consumers getting more experienced, they are also becoming more demanding in search of a wide range of experiences for which they are willing to pay (Perić, 2010, 2015). The trend is recognized through economic supply and it puts the actual focus of research activities on experiences (Bille, 2012; Chang & Horng 2010). When it comes to experiential tourism, either active or passive participation in tourism or sports can provide tourists with extraordinary adventures and experiences. Tourism and sports managers are faced with the need to create new tourism and sports products, which can serve as the representation of their destination, and to transform them into inspiring travel experiences.

Sports in modern tourism has not only a perceptual role, but also becomes important contents of stay, with tourists actively participating in various sports activities. Besides, not only is sports the main motive for travelling to a certain tourist destination, it also provides a good foundation for making tourism and sports tourism choices. Tourism and sports are two cognate and closely interrelated social phenomena, they are similar in functions, and the bearers of these two occurrences originate from the same subjects (Standeven & De Knop, 1999). As was pointed out by Keller (2002) that tourism as an experience-oriented activity, and sports, as a performance-oriented activity, are very much like Siamese twins.

New challenges are set by tourism and sports currently for both destination management and tourists. The former is faced with the need for creating new tourism and sports products, representation of their destination, which can be turned into stimulating tourist experiences. Understanding the content of tourists' experience not only can help plan to maximize tourism benefits (Weed, 2008), but also help understand the behavior and decision-making process of tourists (Gibson, Qi, & Zhang, 2008). Therefore, this study intends to investigate the way of tourism and sports experience from the places visited, people contacted and activities engaged in tourism. Also included in this study is to analyze the connotation of tourism and sports experience, as well as the impact of tourists' tourism and sports experience on satisfaction and revisit intention.

Research Objectives

1. To analyze the demographic characteristics of tourism activities, the characteristics of the system, as well as the content of tourism experience and that of sports experience.

2. To examine the influence of tourism experience and sports experience on tourism satisfaction and revisiting intention.

LITERATURE REVIEW

Tourism experience

Experience is often defined as "a process of continuing to provide a meaningful experience for individuals" (Boswijk, Thijssen, & Peelen, 2007). In recent decades, tourist experience has become one of the most popular academic topics, reflected in the constant growth of the research literature (Björk, Prebensen, Rääkkönen & Sundbo, 2021; Kim, Ritchie, & McCormick, 2012; Maghrifania, Lib & Liu, 2019; Park, & Park, 2016; Sthapit & Coudounaris, 2018; Upadhyay, 2020). The two terms "tourism experience" and "tourist experience" often appear in famous tourism academic journals, and most of them express the same definitions and concepts (Ritchie, Tung & Ritchie, 2011), the former is of a more organizational point of view, while the latter is more of a consumer's point of view. Walls, Okumus, Wang & Kwun (2011) believes that tourism experience is a multidimensional structure consisting of external and internal factors which shape and influence consumer experience.

Regardless of being predominantly active or passive, tourists usually seek experiences related to entertainment, edutainment, aestheticism, and escapism (THR and Horwath Consulting Zagreb 2003). Tourist experience integrates all of the above elements, including entertainment experience, edutainment (education + entertainment) experiences, aestheticism experiences and escapism experiences (Perić, 2010). Based on the aforementioned various definitions, this study defines tourist experience as a multidimensional structure composed of external and internal factors, where tourists are prepared to be involved in the experiences of entertainment, edutainment, aestheticism, and escapism.

Sports tourism experience

Kurtzman (2005) considered that sports experience has been created and structured as a particular type of tourist experience. Shipway and Kirkup (2011) further explained that event and tourism experiences are central for both active and passive sports tourists, and these distinct experiences are greatly enhanced by the sense of identity that sports tourists attach to their chosen activity in the respective tourism locality. Sports tourism experience is actually something to be controlled and stage-managed (Wang & Li, 2021). In fact, sports tourism experiences are created through a unique interaction of people, activities, and places (Weed & Bull, 2009), where places could take the form of a natural or artificial, outdoor or indoor sports facility and are the determinants in supporting the creation of overall sports and sports tourism experiences (Kaplanidou & Vogt, 2010).

Based on the analysis of Perić (2010) sports tourism experience is classified into five types, depending on tourists' involvement and participation in different sports experience, whether active or passive. This study defines the sports tourism experience as a unique interpersonal, activity and local experience which is created and structured by sports tourists' active or passive involvement in the sports process during travel.

The influence of tourism experience and sports experience on satisfaction and revisiting intention

Experience plays an important role in individual attitude-behavior theories and is also an important variable on the predictive effect of the planned behavior theory model (Hagger, Chatzisarantis & Biddle, 2002).

The influence of tourism experience and sports experience on satisfaction

In the field of tourism research, the mediating role of transaction-level satisfaction and global-level satisfaction was confirmed by Cole and Illum (2006), and experience quality was found to have a direct impact on visitors' future behavioral intentions. Cutler and Carmichel (2010) established a conceptual model of travel experience based on influence and results in which travel experience is all the memories that occur during travel, including activities during the journey, on-site and the return journey. In addition, many research results show that tourism experiences significantly influence satisfaction (Eg Atmari & Putri, 2021; Lončarić, Perišić Prodan & Bagarić, 2018; Seetanah & Nunkoo, 2020).

In the field of sport tourism research, sports experience was found to play a key role in overall activity quality and satisfaction (Davies & Williment, 2008; Duerden, Ward, & Freeman, 2015). The experience of sports and entertainment services has a positive impact on tourists' satisfaction (Markus, Perovic, Pekovic & Popovic, 2019). In addition, the sport event attributes which have the greatest impact on tourists' overall satisfaction and willingness to revisit are the overall organization of the sports event, the layout of the arena, and the city's preparation for the sport event (Škorić, Mikulić & Barišić, 2021). Therefore, good experiences lead to positive memories, which in turn can shape visitors' attitude in the future, that is, overall satisfaction is related to future intentions (Mehmetoglu & Engen, 2011). This study infers the following research hypotheses:

H1: Tourism experience has a positive influence on tourism satisfaction.

H2: Sports experience has a positive influence on tourism satisfaction.

The influence of tourism experience and sports experience on revisiting intention

The meta-studies from the past show that experience can be used as a predictor of future behavior (eg Hagger et al., 2002). Ajzen's (2002) "plan behavior theory" believes that past behavior plays an important role. It is found by Lončarić et al. (2018) that tourism experience has a significantly positive effect on future behavioral intentions. Similarly, the research results of Atmari and Putri (2021) indicate that tourism experience has a direct effect on revisit intention. Service experience is found by Seetanah and Nunkoo (2020) to significantly influence the probability of repeat tourism. Therefore, the results of research on tourism show that tourism experience has a positive influence on the intention of tourists (Kozak, 2001).

As for the influence of sports experience on revisit intention, the empirical research results of Jeong, Kim and Yu (2019) show that quality experience of sports events has a positive effect on behavioral intention. Experience is the sports event attribute which has the greatest impact on sports tourists' willingness to revisit (Škorić et al.,

2021). Most of the past studies support that experience has a positive impact on destination imagery, consumption intentions and reuse (Atmari & Putri, 2021; Kaplanidou & Gibson, 2010). Therefore, this research deduces the following research hypotheses:

H3: Tourism experience has a positive effect on revisiting intention

H4: Sports experience has a positive effect on revisiting intention

The influence of tourism satisfaction on revisiting intention

Tourism satisfaction has been proven to be a powerful predictor of behavioral intentions in the post-tourism stage (Lee, Graefe & Burns, 2004). Many other related research also supports that satisfaction has a strong positive influence on revisiting intention (Showkat, Mehraj & Qureshi, 2021; Wu, Chi & Nguyen, 2018). Highly satisfied individuals will have the intention and behavior to participate in activities again, positive satisfaction is the drive to participate in the competition again (Viet, Dang & Nguyen, 2020). Similarly, prior sports tourism studies have also shown that satisfaction has a positive effect on participation intention and behavior (Kaplanidou & Gibson, 2010; Nguyen, Nguyen & Le, 2020). It is found that satisfaction and sports event experience both play an important role in tourism behavior, and event satisfaction can be used to predict event commitment and intention towards future event participation (Funk, Jordan, Ridinger & Kaplanidou, 2011). Through the above-mentioned literature discussion, it is shown that sports experience satisfaction has a positive effect on revisiting behavior. This research deduces the following research hypothesis:

H5: Tourism satisfaction has a positive effect on revisiting intention

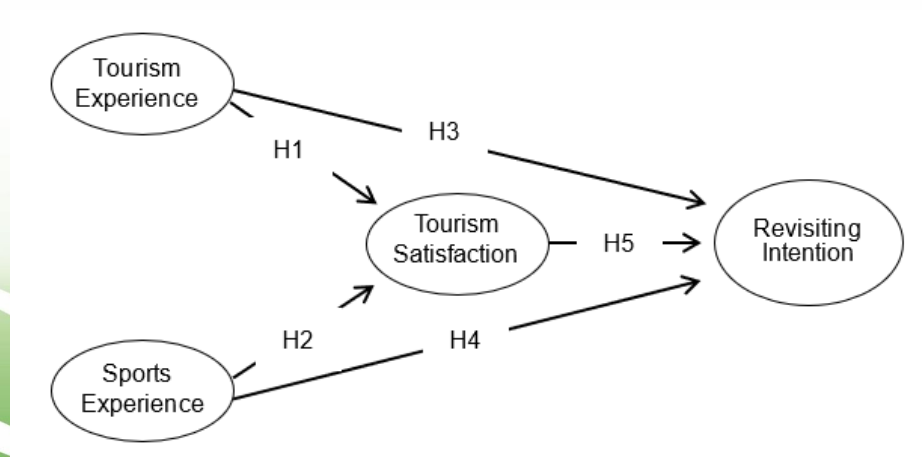
METHODOLOGY

Research Framework

The aforementioned theories and literature are synthesized to construct the research framework of this study (Figure 1):

Figure 1

Research model



Data Collection

The survey of this study integrated the literature on tourism experience, sports experience, tourism satisfaction, and revisiting intention to develop a draft scale on "Tourism Experience, Sports Experience, Tourism Satisfaction and Revisiting Behavior during Tourism Activities" as a tool. The draft scale was revised by scholars and experts. Likert seven-point scale was used for the questionnaire items. About 200 subjects were selected for pre-test based on the distribution of the research object population. The process of item analysis, reliability analysis, exploratory factor analysis, and confirmatory factor analysis was carried out before completing the revision of the formal questionnaire. The survey targeting Taiwanese residents aged 18 and above with domestic tourism experience in the past year, was conducted. Purposive sampling was used to obtain 1,361 valid questionnaires.

RESULTS AND DISCUSSION

Demographic and tourism behavior analysis of subjects

The demographic analysis of questionnaire responses is comprised of 699 males (51.4%) and 662 females (48.6%), whose average age is 37.23 (SD=10.58) years old, and the age group of 21-30 years shows the highest proportion. The highest degree of education with the highest proportion is universities (47.9%). Monthly income is NT \$20,000-39,999 (29.8%) and NT \$40,000-59,999 (28.2%). The proportion of residents in southern Taiwan is the highest (28.5%). The number of times of domestic tourism a year is an average of 3.44 (SD=3.32) times, 2-4 times a year has the highest proportion. The gender, age groups, education, monthly income, residency and the number of times of domestic tourism a year are shown in Table 1.

Table 1

Participants' Demographics and Tourism Behaviors Analysis (N=1361)

Variable	Category	Frequency	Percentage
Gender	Male	699	51.4
	Female	662	48.6
Age	18-20	232	17.0
	21-30	474	34.8
	31-40	286	21.0
	41-50	190	14.0
	Over 50	179	13.2
Education	Secondary school or below	57	4.2
	High school	283	20.8
	College	206	15.1

	University	652	47.9
	Graduate school or above	163	12.0
Monthly income	NT \$19,999 or less	370	27.2
	NT \$20,000-39,999	406	29.8
	NT \$40,000-59,999	384	28.2
	NT \$60,000-79,999	115	8.4
	NT \$80,000 or above	86	6.3
Residency	Northern Taiwan	366	26.9
	Central Taiwan	374	27.5
	Southern Taiwan	388	28.5
	Eastern Taiwan	121	8.9
	Outlying islands	112	8.2
Times of domestic travel in a year	1 time or less /year	269	19.8
	2-4 times /year	784	57.6
	5-10 times /year	259	19.0
	11 times or above /year	49	3.6

The content and characteristics of tourism experience and sports experience

As is shown in Table 2, the domestic tourism experience of Taiwanese people is divided into four factors: "Entertainment Experience", "Edutainment Experience", "Aestheticism Experience" and "Escapism Experience"; while the sports experience is divided into three factors: "Activity Experience", "Place Experience" and "Interpersonal Experience"; tourism satisfaction is divided into three factors: "Service Demand", "Quality Commitment", and "Overall Satisfaction"; while revisiting intention is divided into three factors: "Re-travel Intention", "Re-purchase Intention" and "Recommend Others Intention". Overall, the domestic tourism participants have a positive and medium-to-high degree of recognition of the above-mentioned factors.

Table 2

Summary of tourism experience, sports experience, tourism satisfaction, and revisiting intention (N=1361)

Subscale	Factor	Mean	SD	rankin g
	Entertainment Experience (ENE)	5.87	.85	1

Tourism Experience (TE)	Edutainment Experience (EDE)	5.65	.96	4
	Aestheticism Experience (AEE)	5.76	.91	3
	Escapism Experience (ESE)	5.85	.97	2
Sports Experience (SE)	Activity Experience (ACE)	5.60	1.00	3
	Place Experience (PLE)	5.79	.94	1
	Interpersonal Experience (IPE)	5.79	.91	1
Tourism Satisfaction (TS)	Service Demand (SED)	5.31	1.08	2
	Quality Commitment (QUC)	5.30	1.00	3
	Overall Satisfaction (OVS)	5.42	.99	1
Revisiting Intention (RI)	Re-travel Intention(RTI)	5.79	.94	1
	Re-purchase Intention(RPI)	5.27	1.25	3
	Recommend Others Intention(ROI)	5.64	.93	2

Relationship of tourism experience, sports experience, tourism satisfaction, and revisiting intention

Analysis based on the correlation coefficient matrix (Table 3) shows that tourism experience and sports experience have significant positive correlation ($p < .01$) with participants' tourism satisfaction and revisiting intention, with correlation coefficient ranging from .510 to .672. The results are similar to those of relevant literature, which shows satisfaction of tourism activities is significantly correlated with participants' tourism experience (Cutler & Carmichel, 2010; Atmari & Putri, 2021; Lončarić et al., 2018; Seetanaah & Nunkoo, 2020) and sports experience (Davies & Williment, 2008; Duerden et al., 2015; Mehmetoglu & Engen, 2011). Revisiting intention is also significantly correlated with participants' tourism experience (Atmari & Putri, 2021; Hagger et al., 2002), sports experience (Kaplanidou & Gibson, 2010; Kozak, 2001) and satisfaction (Funk et al., 2011; Kaplanidou, & Gibson, 2010; Lee et al., 2004).

Table 3

Summary of Pearson correlation coefficient for the relationship of tourism experience, sports experience, tourism satisfaction, and revisiting intention (N=1361)

Variables	M	SD	TE	SE	TS
Tourism Experience (TE)	5.78	.78			
Sports Experience (SE)	5.73	.85	.675**		
Tourism Satisfaction (TS)	5.34	.92	.536**	.510**	
Revisiting Intention (RI)	5.57	.91	.526**	.581**	.672**

** $P < .01$ (two-tailed)

Regression analysis of tourism satisfaction

The relevant factors for tourists' satisfaction cognition were selected according to stepwise regression analysis results. The chosen variables included tourism experience and sports experience. Tourists' satisfaction fixed standard, residual figures in frequency histogram, normal probability distribution, collinearity between normal distribution and independent variable matched the variance inflation factor. VIF=1.837 and the maximum CI was 21.82 (CI<30) (Kleinbaum, Kupper, & Muller, 1988). Thus, no significant collinearity exists among independent variables in this research, and the test for residual autocorrelation (Durbin-Watson=1.925) revealed no autocorrelation. An equation was generated from all influencing factors of tourism satisfaction analyzed by stepwise regression (Table 4).

Table 4

Regression coefficient of participants' tourism satisfaction (N=1361)

Model	R2	F	Unstand. Coeff.	Standard Coeff.	t	Collinearity		Durbin-Watson
						Toler	VIF	
Intercept			1.261		7.88*			
Tourism Experience	.288	548.57*	.414	.353	11.71*	.545	1.837	1.925
Sports Experience	.040	81.01*	.295	.271	9.00*	.545	1.837	

Dependent variable = tourism satisfaction; *p < .01

$$\text{Tourism Satisfaction} = .353 (\text{Tourism Experience}) + .271 (\text{Sports Experience}) + e (.160)$$

The above equation reveals that participants' tourism satisfaction can be explained by their tourism experience and sports experience. The total explained variance is 32.8%, with tourism experience being the most significant factor in explaining the variance (28.8%), followed by sports experience (4.0%). Foregoing results show that tourism experience is the most salient factor impacting tourism satisfaction. The results of this study show that tourism experience is particularly evident with its influence on tourism satisfaction (Atmari & Putri, 2021; Cole & Illum, 2006; Cutler & Carmichel, 2010; Lončarić et al., 2018; Seetanaah & Nunkoo, 2020). The above study results are similar to those of previous studies. Although sports experience has less obvious influence on tourism satisfaction, it still has a significant impact on tourism satisfaction as was shown in past studies (Duerden et al., 2015; Mehmetoglu & Engen, 2011; Markus et al., 2019; Škorić et al., 2021).

Regression analysis of revisiting intention

The relevant factors for tourism activity participants' revisiting intention were selected based on stepwise regression analysis results. The chosen variables included tourism experience (TE), sports experience (SE), and tourism satisfaction (TS). The verification of tourists' revisiting intention indicates that neither significant collinearity (VIF=2.02; Max CI was 25.26) nor autocorrelation (Durbin-Watson=1.963) exists in this

research. An equation was generated from all influencing factors of tourists' revisiting intention analyzed by stepwise regression (Table 5).

Table 5

Regression coefficient of tourism participants' revisiting intention (N=1361)

Model	R2	F	Unstand. Coeff.	Standard Coeff.	t	Collinearity		Durbin-Watson
						Toler	VIF	
Intercept			.728		5.36*			
Tourism Satisfaction	.452	1118.90*	.486	.489	21.56*	.672	1.487	1.963
Sports Experience	.077	222.28*	.306	.283	10.93*	.514	1.946	
Tourism Experience	.003	7.55*	.085	.073	2.75*	.495	2.022	

Dependent variable = participants' revisiting intention; *p < .01

$$\text{Revisiting Intention} = .489 (\text{Tourism Satisfaction}) + .283 (\text{Sports Experience}) + .073 (\text{Tourism Experience}) + e (.136)$$

The above equation reveals that tourism activity participants' revisiting intention (RI) can be explained by tourism satisfaction (TS), sports experience (SE), and tourism experience. The total explained variance is 53.2%, with tourism satisfaction being the most significant factor in explaining the variance (45.2%), followed by sports experience (7.7%), and tourism experience (0.3%). Foregoing results show that tourism satisfaction and sports experience are the more salient factor impacting revisiting intention, while tourism experience is less obvious. These results are similar to those of previous studies. Tourism satisfaction (Funk et al., 2011; Kaplanidou, & Gibson, 2010; Nguyen et al., 2020S; howkat et al., 2021; Wu et al., 2018), and sports experience (Atmari & Putri, 2021; Jeong et al., 2019; Kaplanidou & Gibson, 2010; Kozak, 2001; Škorić et al., 2021) are particularly evident with their influence on revisiting intention.

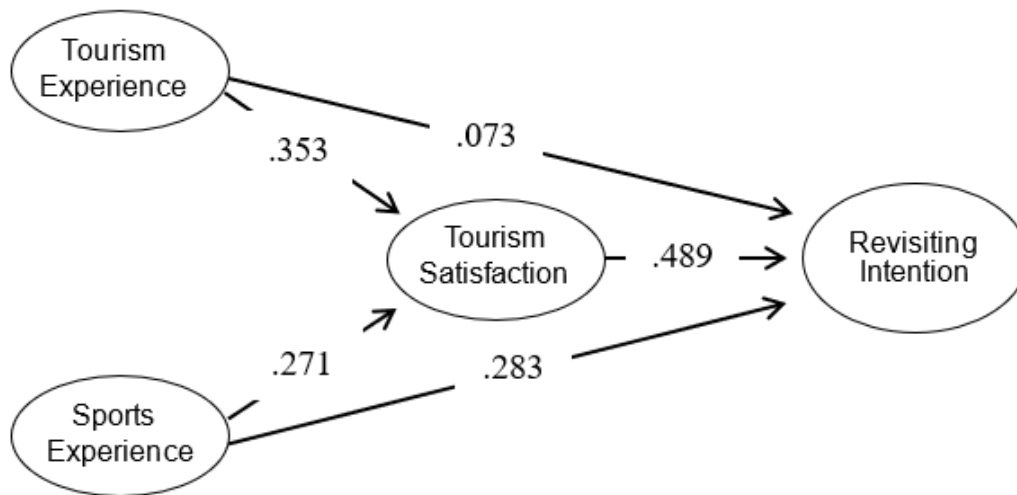
CONCLUSION AND RECOMMENDATIONS

The main findings of this study reveal that tourism experience and sports experience have a significant impact on tourism satisfaction, and these two independent variables explain 32.8% of tourism satisfaction; secondly, tourism experience, sports experience and tourism satisfaction have a significant influence on revisiting intention, the three independent variables explain 53.2% of revisiting intention. The path coefficient of the path analysis results is shown in Figure 2. Its causality is roughly fit with the hypothetical model. This indicates that tourism experience and sports experience play a significant role in tourism satisfaction towards tourism activities, and tourism satisfaction and sports experience play a key role in tourists' intention to participate in tourism activities again. However, the coefficient of determination in

this study is moderate, and its interpretation is between 32.8% and 53.2%, indicating that the factors affecting tourists' satisfaction and revisiting intention are more complicated, and there are other factors that could affect the results. Therefore, when applying this model, different conditions and factors should be considered, including personal characteristics and needs, surrounding tourism environment and other related factors.

Figure 2

The influencing causal path of tourism satisfaction and revisiting intention



Through the analysis of participants' background, people who participated in domestic tourism activities in Taiwan are found to be very diverse. It is advisable to integrate sports activities with domestic tourism, which should be of great help in expanding people's participation in sports and to improve health. Through participants' tourism experience, sports experience, tourism satisfaction and revisiting intention analysis, a high degree of recognition is indicated among Taiwanese people. Tourism activities can be used as the basis for national leisure activities and programs, especially the integration of tourism with sports activities, which is essential to help improve the quality of life for the people. From the analysis of the impact of people's tourism experience and sports experience on tourism satisfaction and revisiting intention, we can see that tourism experience and sports experience are both very important variables affecting tourism satisfaction and revisiting intention. Therefore, the planning of sports activities for domestic tourism is of importance, and it has a significant effect on improving tourism satisfaction and revisiting intention. The results of this study can provide government authorities, commercial organizations and research institutions with an understanding on the business opportunities of sports tourism in the tourism market, further planning of marketing strategy for sports tourism and domestic tourism, and improving the quality of people's tourism and sports experience. There are other factors that could affect the satisfaction and revisit intention of tourists, future research can further investigate the influence of personal characteristics and needs, surrounding tourism environment, service supply and other related factors.

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SAFETY-SENSITIVE ROLES AND THE IMPLICATIONS OF INTOXICATION AT FESTIVALS AND EVENTS IN SOUTH AFRICA: A LITERATURE REVIEW

CHERYL RIELANDER

INTRODUCTION

Why do people go to festivals/events? Mainly to have fun. The distinct setting and vibe from festivals and events foster the practice of festivities, dancing, joviality, and general enjoyment of the festival/event. (Valente, Martins, Carvalho, Vale Pires, Carvalho, Pinto, & Barret, 2019, p.88). Festivals are cultural celebrations that are in pursuit of a specific kind of experience. Festivals have a specific theme and a diverse program, style, and attendees. They are connected to specific cultures and even places, which gives festivals a unique identify. Festivals and other events create and foster a specific identity/culture (Getz, 2019:7-8). To enhance the pleasure obtained from festivals/events many festival/event attendees may make use of substances such as alcohol and cannabis (dagga) to ensure a more pleasurable experience (Valente et al, 2019:88). Valente et al (2019:88) reference that the frequent use of substances (drugs) can be framed within a particular settings, such as nightlife, festivals, and events.

With this in mind and the legalisation of personal cannabis (dagga) use in South Africa one needs to consider what the policy on recreational drug use at festivals/events is. Currently, festivals and events are being examined and researched in the context of corporate social responsibility and sustainability to the country, with the inclusion of festival management and festival tourism (Getz, 2010:4). Festivals/events are used as an image-making tool for re-positioning strategies and branding within a specific country (Getz,2010:12). Copious research is available related to festivals/event planning and management, yet there is little literature and research that could be found related to the safety aspects of festivals and events.

This paper seeks to identify the safety legislative prescripts and the implications of safety at festivals/events where there is a potential indulgence of substance use, such as alcohol and cannabis.

LITERATURE REVIEW

Legislation related to festivals and events

Research related to festivals and events emerged in the late 1980s and gained some momentum in the 1990s where most of the research was concentrated on tourism. As such many festivals and events have been under-researched (Laing, 2018:165). This also links to the integration of legislative prescripts and policies related to planning and managing festivals and events. Getz (2009:61-62) made mention, that at the time, festivals and events were fractionalised and failed to integrate policies effectively as the bulk of the research relates to tourism, marketing and the economic impact of festivals/events. According to Getz (2009:165) the events sector should be interested in all types of festivals/events ranging from smaller private

parties to mega-festivals/events. As festivals/events have a broad range with a number of aspects and stakeholders it is unlikely that a single legislation and/or policy will be able to address all aspects.

So what legislation is applicable to festivals/events?

It is required that all events comply with the Occupational Health and Safety Act No. 85 of 1993, the Safety at Sports and Recreational Events Act. No. 2 of 2010. Festivals and events are required to be compliant with the city by-laws on fire and disaster management, waste, the construction regulations, and the building regulations, namely SANS 10366:2015 related to the requirements of health and safety and events.

Occupational Health and Safety Act No. 85 of 1993

The purpose of the Occupational Health and Safety (OHS) Act No. 85 of 1993 is to provide for the health and safety of persons at work and the protection against hazards and risks. Section 8 of the OHS Act No. 85 of 1993 requires that an employer (event manager/organiser) ensures a safe working environment that is free from hazards and risks to employees (event vendors and event attendees). Similarly, section 14 requires employees to ensure their own health and safety as well as the health and safety of persons who may be affected by their actions (Lexis Nexis, 2017:10 & 11).

In addition to the requirements of the OHS Act No. 85 of 1993, there are a number of regulations that must be adhered to, such as the general administrative, general safety, construction, and environmental regulations for workplaces, hazard chemical substances, noise-induced hearing loss, and the electrical installations regulation (Lexis Nexis, 2017).

Safety at Sports and Recreational Events Act. No. 2 of 2010

The purpose of the safety at sports and recreational events Act No. 20 of 2010 is to ensure the physical wellbeing and safety of people and property at sports, recreational, cultural, religious, exhibitional, and organisational or other related events held at venues and/or stadiums. The Act provides for the accountability of event role-players and to provide for the establishment of safety and security measures at events. This Act defines an event as any sporting, recreational, entertainment, cultural, religious, exhibitional and organisational or similar activities held in a venue and/or stadium (South Africa, 2010:1).

An event owner is the person(s) funding the event, or the person(s) who holds the rights (permit) to an event. An event organiser is a person appointed by the event owner to apply for an event permit and to plan and manage the event. The event safety and security planning committee is the committee as contemplated in section 15 of the Safety at Sports and Recreational Events Act No. 2 of 2010. A venue is defined as any area or place where an event is to be hosted. It may consist of seating for spectators and/or a field of play with a permanent/temporary podium or other recreational area for a safe seated/standing spectator or both. The event attendance capacity may be at least 2 000 people at any given time South Africa (2010:7 & 11).

Section 16(1) of the Act requires a safety and security plan to provide for the co-ordination of role player functions who are involved in the provision of safety and security at the festival/event. The safety and security plans are to be submitted in advance, together with the permit of application. Section 16(1) outlines the functions of the event safety and security planning committee that must be adhered to during all festivals/events. A safety file must be compiled and must contain all certificates of compliance and be available for inspection (Openbylaws.org.za, 2019; Constitutionhill.org, 2020).

SANS 10366:2015 related to the requirements of health and safety and events

SANS 10366 is a South African standard based on the international standard of ISO 10366 that specified the minimum requirements for planning, organising and staging events. SANS 10366 makes use of the definitions for events, event's organiser and event safety and security planning committee and venue as indicated in the safety at sports and recreational events Act No. 20 of 2010. Section four of SANS 10366 addresses the aspect of health and safety responsibility whereby the event organiser is subject to all relevant legislation related to festivals/events. It addresses the duties of the employer, venue owner, contractor, and employees. Section five outlines the aspects of a safety plan, section six address the risk assessment and section eight-seventeen (8.17) address signage and safety signs. Section 9 focuses on fire safety, emergency exits, ramps, and stairways. Section ten focuses on incident planning and event risk assessment. The latter part of SANS 10366 focuses on general aspects of event planning, communication, facility maintenance, and personal management. Important sections are 255.2 and 25.3 which looks at the safety of participants and spectators with specific reference to water activities (archive.org, 2012).

Scoping of policies related to the festival and events

As previously indicated the festival/events sector is extremely broad and diverse and polices are unable to address all aspects within this diverse field. SANS 10366 as discussed above has a comprehensive perspective on festivals/events. As stated by Getz (2009:65) festivals/events are justified on the impact made on the economic benefit of the country. As a result, polices can be misleading as they are based on the perception of economic viability.

The international level where drug policies are developed is at the Global Commission on Drug Policy where science-based discussion related to humane and effective ways of reducing the harm caused by drugs to people and societies. These drug policies are not easy to develop, legislate and implement, as a response to policies is based on people's perceptions and beliefs (GCDP, 2017).

An article by Skliamis and Korf (2018) reviews drug policies and cannabis festivals in four European countries namely the Netherlands, Germany, Italy, and Greece. According to Skliamis and Korf (2018:139), the Netherlands cannabis policy is said to be the most liberal where cannabis is listed as a 'soft drug' (schedule II). The drug market for cannabis has been decriminalised under the policy of "tolerance" where cannabis can be used and sold in coffee shops. In Germany cannabis is listed as a schedule III drug that is marketable and available for special prescription. In Italy

cannabis is listed as a less dangerous drug in Act 97 of 20114 as a schedule II drug. In Greece cannabis is listed as a drug, eligible for prescription (schedule II) since 2017. Possession of 'personal use' is allowed in the Netherlands (5 grams), Germany (6 grams or more, Berlin – 15 grams) and Italy (1.5 grams). Greece did not allow for personal drug use during the research conducted in 2018 by Skliamis and Korf (2018:139).

In the United Nations (UN) there are three entities assigned by the global drug control convention to manage drug policies. These entities include the Commission on Narcotic Drugs (CND), the International Narcotics Control Board (INCB) and the World Health Organisation (WHO). Where the CND is the central driving force behind drug policy decision-making in the UN (Feher, 2019a). The UN continues to debate the restrictions of cannabis and the listing of a schedule in the 1971 Convention. This debate and decision for action was to be taken as the 63rd session of the CND to be held in March 2020 (Feher, 2019b).

With the change in legalisation related to cannabis use in South Africa in 2018, this developing country is seeing the occurrence of unrestrained use of dagga (cannabis) at many festivals/events (De Lange, 2019:n.p.). The National drug policy of South Africa (NDP SA) of 1996 governed the restrictions on cannabis use, purchase, and sale in South Africa. The NDP SA included legislation and regulations related to the Medicines and related substance Act No.72 of 2008 as amended in 2017 (gov.za. 2020). There has much debate since the decriminalisation by the South African Constitutional court in 2018 on cannabis use, possession and cultivation for personal consumption. A new Bill/policy is awaited in South Africa to address these changes related to cannabis. This ruling is however related to 'personal' cannabis use that is permissible by persons over the age of eighteen as well as when together with friends and family. It does not however, include the use of cannabis in public places. According to Oppenheim (2019), a grey area exists as the Constitutional court did not specify quantities related to personal use. This is left to the discretion of South African law enforcement officials and a person could still be charged in accordance with the Drugs and drug trafficking Act No. 140 of 1992. Due to the fact that legislation and policy have still to be drafted in South Africa related to cannabis use Morris (2019:34) suggests that organisations address cannabis impairment as they would address alcohol intoxication. As for the use of cannabis at festivals/event sby both event employees and event attendee's urgent guidelines are required with well-defined safety-sensitive roles.

Safety-sensitive roles at festivals and events

The OHS Act No. 85 of 1993 defines safe as being free from any hazard (Lexis Nexis, 2017:8). A Safety-sensitive role is unanimously defined as a sensitive position held by a person(s) that is responsible for their safety as well as the safety of other persons (definitions.uslegal.com, 2019; Randis (2020) workplacetesting.com, 2020). The Canadian Human Rights Commission defined safety-sensitive roles in 2017 as a position that when not performed correctly could cause direct and significant damage to property and/or injury to an individual, to other persons in the surrounding environment (osg.ca., 2018). The designation and appointment of safety-sensitive roles can have a significant impact on an events planner and

manager as it changes the legal obligation and accountability of safety-sensitive aspects (osg.ca., 2018). To ensure continued safety at festivals/events the events planner, co-ordinator and manager should determine whether the roles, tasks and/or activities are dangerous to the extent that it could cause harm/injury to a person or damage to property (osg.ca., 2018).

As previously stated the purpose of the safety at sports and recreational events Act No. 20 of 2010 is to ensure the physical wellbeing and safety of people and property during festivals and events. The Act provides for the accountability of event role-players and to provide for the establishment of safety and security measures at events (South Africa, 2010:1).

Safety is an essential component, not only in the workplace, but also during festivals and events. In reviewing the definition of a workplace in the OHS Act No. 85 of 1993 as being a premises or place where a person works, as such a festival/event venue can be considered to be a workplace where event organiser and exhibitors are at work (Lexis Nexis, 2017:8). There are a number of legislative prescripts, some of which have already been outlined. It is logic to assume that these legal prescripts should be applied by safety-sensitive role players when planning and managing festivals and events. With the vast number of tasks and activities event planners manage, this is however not always the case. Unfortunately, in event planning, there is little guidance related to safety-sensitive roles (workplacetesting.com, 2020).

In a Safety-sensitive role, the absence of attention to safety at festivals and events could result in catastrophic incidents to the health and safety of employees, contractors, event attendees and the public in general. Not to mention the negative impact on the festival/event planners and co-ordinators (workplacetesting.com, 2020).

The sports and recreational events Act No. 20 of 2010 section 16(1) requires the submission of safety and security plans that provides for the co-ordination of role player functions. A safety file must also be compiled and contain all certificates of compliance and be available for inspection (Openbylaws.org.za, 2019; Constitutionhill.org, 2020). It is essential that these safety and security plans are scrutinised to ensure that all safety aspects have been addressed to avoid tragedy at a festival/event. A tragedy can be defined as a great loss to property and human life, tragedies can be related to natural events or human-related events such as drug-related incidents and/or death. In most cases, event organisers do not consider including drug usage in the safety plans and safety files.

Drug use at festivals and events

As festivals and events such as music, art, and cannabis festivals are increasing globally, so is the use of recreational drugs such as alcohol and cannabis. The use of any drug substance comes with risk, and it is essential the knowledge of this is made available to safety-sensitive role players (Brandt, 2019). Festivals/events are places where people go to enjoy the festivities. However there is also a dark side to these festivities as some individuals may attend these festivals/events to experiment and indulge in potentially dangerous drugs and alcohol (Patterson, 2019).

Cannabis is the most widely used drug around the world (O'Neill, Bachi and Bhattacharyya, 2019). Research has established that the environment where drugs and alcohol are consumed dictates the impact of the consumption as well as the person's behaviour (ADF, 2019). As a group festival attendees are more likely to consume alcohol and use drugs than the general population (Patterson, 2019) and it is said that almost 50% of festival/event attendees have reported to have willing to engaged in 'activities' that they would otherwise not have done. 21% of attendees have reported the use of illegal drugs whilst at festivals/events (worksafebc.com, n.d.). The majority of festival attendees reflect that attendance positively influenced the social and cultural acceptance of cannabis use and the main reason for attendance was for entertainment and leisure and in some cases curiosity (Skliamis and Korf, 2019:147). Brande (2019) indicates that the increase in drugs at festivals and events since 2004 had more than double in 2011.

According to a national study conducted in the United States of America related to cigarette smoking and the use of cannabis over the period 2007 to 2017 the prevalence of recreational cannabis use nearly doubled. The study revealed that regular cigarette smokers had an 87% chance of using recreational cannabis while non-smokers had a 124% chance of using recreational cannabis (Coughlin et al, 2019:n.p.). In a 2016 article based on the United Kingdom (UK) BoomTown festivals polices seized drugs to the value of £79,000 and report the death of a fourth person suspected to be from a drug overdose (Mitchell, 2016). An special report developed by Turris, Jones, and Lund (2018) related to the mortality at music festivals over the period 2016 to 2017 documented 722 deaths at festivals ranging from trampling (18%), poisonings (13%), environmental causes (1%), natural causes (1%) with the majority begin related to overdoses (75%). In another article by Dias (2019) a high-risk festival in New South Wales lead to sixty-six drug emergencies, and five people died over a five-month period at music festivals. At the Fomo music festival in Paramount park in New South Wales, another five potential drug-related deaths were reported in January 2019, where one overdose victim was reported to have consumed alcohol and taken five-nine MDMA (ecstasy) pills with a purity level ofc77% (McGowan, 2019a). At the Defcon.1 festival in Sydney in 2019 six reported deaths were related to substance use (McGowan, 2019b).

Drug and alcohol use at festivals and events, while used for enjoyment, creates an impairment factor that results in the physical and behavioural changes of a person. Recreational use of cannabis is said to have a low acute toxicity, however, with the increase in potency of cannabis (Schmid, Scholtz, Mueller, Exadaktylos, Ceschi, Liechti and Liakoni, 2019) it may affect a person ability to judge, to think clearly and decreases the motor co-ordination, sensory perception and reaction time (worksafebc.com, n.d.). Cannabis use has also been associated with psychotic disorder, anxiety symptoms, depression, as well as violence and social impairments (O'Neill et al, 2019). Between 1999 and 2014 75% of non-traumatic deaths at festivals/events, with specific reference to music festivals, were related to the use of drugs and alcohol. In 2016 twenty-four people were hospitalised after a music festival in Ohio due to over-indulgence of marijuana (cannabis) nourishments. In 2017, twenty-one people were hospitalised after an Australian festival after consuming a drug known as liquid ecstasy (Patterson, 2019).

The dangers of substance (drug) and alcohol use at festivals/events may vary considerably depending on the type of substance (drug) together with the environmental conditions of the festival/event venue. Considering the environment, the physical activities undertaken such as dancing the dangers may include dehydrating due to limited water consumption and hyperthermia (heat stress) due to an increase in both internal and external environmental temperatures. As a result of substance and alcohol use, impaired judgment, may result in injuries, violent or erratic behaviour. The use of drugs may also result in hallucinations, where some drugs may illicit a terrifying experience, which is intensified by the loud festival environment. The combination of alcohol and cocaine use could result in heart damage caused due to heart toxicity (Patterson, 2019).

Skliamis and Korf (2019:145) makes mention that the use of alcohol and cannabis may vary between different festivals/events as well as from country to country. However, Skliamis and Korf (2019:145) state that cannabis use at most festivals/events is wide spread to the extent that vendors selling cannabis, cannabis products, and alcohol were noted. The broad open use of alcohol and cannabis at festivals/evenest has led to the development of similarities refer to as the 'cannabis culture' (Skliamis and Korf, 2019:145).

The cannabis culture

The cannabis culture is defined as shared ideas, beliefs, practices, social behaviours and ethics between cannabis enthusiasts. This culture is constantly developing to the extent that there is a common language, symbols, expressions and etiquette amongst cannabis groups. The cannabis festivals constitute a number of similarities where the festival attendees establish the basic features of the cannabis culture that is dependent upon the consumption of cannabis (Skliamis and Korf, 2019:145). The cannabis culture has emerged regardless of the global differences and perceptions. Each variant festival has its own style and symbolic characteristics of a cannabis culture, meaning the culture at a cannabis festival compared to a music festival will have differences, as well as some similarities (Skliamis and Korf, 2019:145).

The cannabis festivals are special events that have a dual audience and that shares a common characteristic, the support of cannabis reform (Skliamis and Korf, 2019:148). One being those opposed to the legalisation and use of cannabis and cannabis products, the other celebrating the cannabis culture. Historically this platform was used from a political point of view to protest against the cannabis legalisation and the emerging cannabis entrepreneurs and industry (Skliamis and Korf, 2019:139 & 149).

Safety at festivals/events

What has become apparent through the literature review is that alcohol and cannabis use at most festivals/events is a frequent occurrence. To this point, the enjoyment of such festivities goes hand-in-hand with the consumption of alcohol, cannabis use and other substance (drug) use where more than 50% of attendees have indicated the use of either alcohol or cannabis or both. Getz (2010:12) relates to the personal impact of festival/event attendance is an important facet of research and should by nature attract an interdisciplinary approach. Getz (2010:12)

also relates to health and wellness as a sub-theme of research, together with the environmental impact of festivals/events. It was further stated that attention is not being placed on the effectiveness or efficiency of festivals/events as well as the evaluation of unanticipated outcomes (Getz, 2010:15). Health, safety, risks, hazards, crowding and overcrowding, security, lawlessness and substance use/abuse are major concerns at festivals/events. Along these lines, the authors links these unanticipated outcomes to safety at festivals/events, and the connection with unsafe incidents, injuries and the interconnected use of alcohol, cannabis and other substances (drugs).

Festivals/events are currently being researched in relation to sustainability and corporate social responsibility (Getz, 2010:5) while cannabis is being researched in relation to a political and economic agenda associated with the legalisation of personal use. Research in this field is mainly related to events management, tourism, human resources, marketing, and risk (Getz, 2010:5), there was very little literature found related to festivals per se, the research found related to music and arts festivals with no safety literature.

While legislation is available in South Africa in the form of the National drug policy of South Africa (NDP SA) of 1996 it is outdated and the Constitutional court has given policy-makers twenty-four months, from the when cannabis was legalised in 2018, to update the legislation (Oppenheim, 2019).

FINDINGS

Through the literature review festival and events research is well established, as well as that of alcohol and cannabis use during these festivities. However, there are gaps in the literature related to the safety aspects at festivals and events. Safety being used in a broad context to incorporate various safety-related aspects, such as safety facility management, safety plans, and safety files, safety in relation to crowd management, and safety-related to alcohol and substance use during festivities.

DISCUSSION AND CONCLUSION

Festivals/events are created for a specific purpose, on the part of attendees to have fun. There is very little research related to safety planning and management.

According to Getz (2009:65) the actual experience and the effect of the festivals/events social activities, on the individual, are not being addressed, with specific reference to the recreational use or miss-use of substances, such as alcohol and cannabis. News media reports on tragic incidents that occur at festivals/events, some of those drug-related death, yet many drug-related deaths may still be unreported. While success factors receive much attention little research has been conducted related to safety-sensitive roles, safety aspects of site planning, facilities management, overcrowding and specifically alcohol and substance (drug) control.

Harm-reduction that is often strategies would be recommended due to its significant and broad reach of the population immune to general health warnings about recreational drug use, and as a result, tend to be at a higher risk of harm. Harm reduction interventions at festivals/events provide an important opportunity for awareness and education related to the risks associated with recreational drug use.

This may also present an opportunity to influence the frequency and intensity of recreational drug use. Another recommendation would be the prohibition of alcohol sales at festivals/events, as well as entry searcher for possession of alcohol and/or substances. Further in-depth research in the field of festival/event safety is required

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'ELEGANZA EXTRAVAGANZA': INVESTIGATING THE APPEAL OF DRAG THEATRE IN SOUTH AFRICA

CHRIS HATTINGH

INTRODUCTION

Theatre, in dramatic arts, relates to art in the form of live performances where the action is deliberately planned to stage a show or performance (Chaillet, Guthrie, & Davis, 2019). The word 'theatre' derives from the Greek word 'theaomai', meaning 'to see' (Chaillet et al., 2019) and typically refers to a configuration in which performers tell stories or put on a show for an audience (Ali, 2016). The foregoing points to the importance of performers and audiences to theatre productions, with the latter serving as the focus of the study. Hill, O'Sullivan, and O'Sullivan (2012) state "the audience is an integral part of an artistic experience ...[o]nly when the public experiences what the artist wishes to communicate is the creative process complete" (p. 36). However, in a competitive post-modern society, traditional theatre genres such as inter alia satire, plays, orchestras, contemporary ballet and dance, opera, and musicals, battle to attract audiences as a result of a myriad of more modern entertainment and leisure activities (Passebois & Aurier, 2004).

In recent times, however, in contrast, it appears that cabarets in the form of drag entertainment are growing in popularity (Brennan & Gudelunas, 2017; McCormick, 2019; Sidi, 2018) with several entertainment venues across South Africa (and elsewhere) competing for this niche audience (Grootboom, 2019). Drag performances have however only become an accepted part of mainstream arts and culture during the last decade (Roschke, 2018), arguably due to the influence of RuPaul Andre Charles, the most respected and well-known drag artist in the world; the only one to have a star on the Hollywood Walk of Fame (Mahanty, 2018). RuPaul is widely recognised for revolutionising the portrayal of the Lesbian, Gay, Bisexual and Transgender (LGBT) community (Brennan & Gudelunas, 2017), largely due to the award-winning RuPaul's Drag Race television show which has close to 1.2 million viewers for each episode (Petski, 2018). The show is described as a show business phenomenon that educates many people otherwise unfamiliar with aspects of LGBT culture (Rimalower, 2015) and has been so well accepted that it has become a remarkable international hit television series with catchphrases like "condragulations", "lip sync for your life", "sashay away" and "Eleganza Extravaganza" which all left an impression on popular culture (<https://rupaulsdragrace.fandom.com/>).

Although drag performances are growing in popularity, the appeal of these performances among audiences has been neglected in performing arts studies, cultural studies, and comedy studies. Additionally, due to the perceived "demographic homogeneity of arts audiences", performing arts venues "tend to see only a single audience for the arts" (Johnson & Garbarino, 2001, p. 74). This lack of research leaves a gap in arts, hospitality and leisure literature and could result in marketers not incorporating their audiences' needs into their relevant marketing

strategies. Assessing the needs that performing arts audiences want to have met, what motivates and drives them to attend a specific genre (Scollen, 2008), gives room for a more customised in-tuned customer profile to be built and can assist performing arts venues in not only improving their offerings by catering for the specific needs and preferences of its audiences but also in “increasing satisfaction with the theatre experience considering the increasingly crowded and competitive marketplace in which theatres operate” (Hattingh, 2018, p. 5).

The purpose of this research is therefore twofold; i) to provide insights into the dynamics of human and social behaviour in a post-modern society by determining the motives of attending an increasingly popular theatre genre: cabaret/drag productions and ii) to determine if there are significant differences among audience members' socio-demographic characteristics and their motives for attendance to challenge the myth regarding the perceived homogeneity of arts audiences by focusing on audiences at Beefcakes Cabaret Theatres located in Cape Town, Johannesburg and Pretoria.

DRAG CABARET AS A FORM OF LEISURE AND ENTERTAINMENT

Although the origin of the word 'drag' has been debated for a long time, it seems to date back to the Elizabethan era in England, where it was used to refer to male actors playing women's roles in theatres (Gerstner, 2011; Slupeka, 2018). During this era, the freedom of women was highly controlled and it was not acceptable for them to take part in sociable activities even more so for them to perform in any professional developments, including theatre. It was common for pubescent boys to act as women in certain roles with the main reason being their ability to look rather convincing in female garments, their smaller body frames and more gentle facial features (Rimalower, 2015).

Drag is more recently associated with performance and parody by drag queens, usually – but not always – gay men or transgender women dressing purposefully eccentric, often vulgar, in stereotypical feminine clothing with elaborate makeup and wigs (Gerstner, 2011). Drag artists' entertainment commonly involves lip-syncing, choreographed dances or other talents such as stand-up comedy (O'Brien, 2018), usually in the form of cabarets, or performing in clubs or Gay Pride events and parades (Gerstner, 2011). Cabaret is identified as a distinct art form, different from other performing arts genres, and refers to an artist in an intimate venue with an audience at close range, placed around cosy tables, with the performer just a few feet away from the audience (<https://www.thecabaret.org/>). Performances are usually introduced by a master of ceremonies and are often (but not always) oriented towards adult audiences. A striptease, burlesque, solo vocalist with a pianist, drag shows as well as the venues which offer this type of entertainment, are often advertised as cabarets (Kelz, 2018).

One drag entertainment venue is Beefcakes Cabaret Theatre, “inspired by the heydays of the 1950s and the trend-setting styles of Miami's South Beach offering nightly performances, beefy table hosts, luscious libations and mouth-watering burgers ... in a place that welcomes everyone and anyone to experience drag dining at its finest” (<https://beefcakes.co.za/>). The waiters working at Beefcakes are

hired specifically for their sexual appeal, hence the name Beefcakes. Hamburgers and cocktails come with catchy names such as “Buffy the Hamburger Slayer”, “Hawaiian Hunk”, “Muscle Mary” and “Nine Inches Long Island Iced Tea” (Taraldsen, 2015). As entertainment, the venue offers a variety of live entertainment acts by South Africa’s top drag artists, themed nights and special events such as the popular “Bitchy Bingo” nights described as “a hilarious night of wacky prizes, crazy banter and sequins for days” (<https://beefcakes.co.za/>).

MOTIVATIONAL FACTORS INFLUENCING ATTENDANCE AT DIFFERENT TYPES OF THEATRE GENRES

Motivation is considered an important subject in leisure studies and is described distinctly by different authors. Iso-Ahola (1982) argues that motivation can be regarded as psychological wants, forces or needs that direct, arouse, and initiate human behaviours and activity. Moutinho (1987) defines motivation as “a state of need, a condition that exerts a push on the individual towards certain types of action that are seen as likely to bring satisfaction” (p. 16). Motivation can, therefore, be seen as “the internal, psychological influences affecting individuals’ choices” (Middleton, 1994, p. 51) that act as “triggers that lead somebody to act on a salient, unmet need” (Slater, 2006, p. 151). Consumers of the Arts may have, for instance, several unmet needs, which could be met through engaging in leisure activities such as attending a theatre production (Kruger & Saayman, 2012). According to Dikmen and Bozdağlar (2013), motivation is not the only psychological force influencing human behaviours, however, it is the main aspect affecting their decision-making processes. The first stage of the decision-making process involves recognising the needs of consumers and is therefore useful in determining an individual’s motivated behaviour (Boekstein, 2012). Thus, performing arts venues can increase their understanding of the main needs that audiences seek to satisfy through attendance by identifying the motivational factors that influence their decision-making processes (Slater, 2006).

Table 1 emphasises the limited research conducted on drag theatre in South Africa. It identifies some of the most common motives identified from a selection of leisure studies that focused mainly on performing arts audiences, particularly theatre audiences. Although certain motives such as entertainment, escape, social interaction, edutainment, personal enrichment (learning) and status seem to overlap in Table 1, the order and importance seem to vary for each study. Indeed, some studies suggest that motives are subject to the type of production or arts performance (Dikmen & Bozdağlar, 2013), attendees’ socio-demographic and geographical backgrounds (Kruger & Saayman, 2012), and group composition (De Rooij, 2013), implying that “the motives of audiences at a particular theatre genre (e.g. musical) cannot be applied to audiences at other theatre genres (e.g. comedy)” (Hattingh, 2018, p. 2). Therefore, to improve and guide marketing campaigns for particular theatre productions, performing arts venues have to be cognisant of the audiences’ motives for attending different theatre genres (Hattingh & Swart, 2016).

METHODOLOGY

Sampling method and data collection

This study applied a quantitative research method utilising a self-administered web-based electronic survey, primarily due to the owner of the Cabaret Theatre's concerns regarding the intimate environment of drag theatre in that data collection inside smaller venues could negatively affect the audience's theatre experience. Drag theatre audiences were invited to participate in the study by distributing the survey hyperlink to customers on the Beefcakes email database who had previously visited the venue. Audience members were asked to follow the hyperlink which redirected them to the survey on the Survey Planet website.

The questionnaire

The structured questionnaire was adapted from similar studies and included the works of Hattingh (2018), Kruger and Saayman (2017), Swanson et al. (2008), and Walmsley (2011), and thereby enhancing the questionnaire's reliability and validity. It comprised two sections. Section A obtained socio-demographic details (age, gender, relationship status, level of education, occupation, sexual identity, and racial classification). Section B obtained audiences' motives to attend drag shows by measuring 19 motivational factors on a five-point Likert scale (1 = not at all important, 2 = unimportant, 3 = neither important nor unimportant, 4 = important, 5 = very important). The survey was completed by a sample of 670 drag theatre audience members.

Table 1

PREVIOUS RESEARCH ON MOTIVATIONAL FACTORS INFLUENCING ATTENDANCE AT DIFFERENT TYPES OF THEATRE GENRES

Researchers	Type of leisure activity	Motivational factors
Caldwell (2001)	Performing arts in general	Enrichment, reduction, communion, distinction (status or ego-enhancement)
Johnson and Garbarino (2001)	Theatre in general	Leisure (relaxation, entertainment, social goals) and enrichment (including emotional and educational experience)
Swanson, Davis and Zhao (2008)	Live performances in general	Social interaction, recreation, education, aesthetics, escape and enhancement of self-esteem
Lockyer and Myers (2011)	Live stand-up comedy production	Sharing the comic experience, expecting the unexpected, respecting the stand-up comedian, opportunities for interaction, and proximity and intimacy

Kruger and Saayman (2012)	Live music concert	Artist affiliation and unique experience, socialisation and event novelty, fun and group affiliation, enjoyment and entertainment, and nostalgia
De Rooij (2013)	Performing arts in general	Cultural aesthetics, cultural reduction, cultural stimulation, social duty, social attraction, social distinction, and social bonding
Saayman and Saayman (2014)	Orchestral production	Escape, socialisation and event attractiveness
Kruger and Saayman (2015a)	Musical production	Group affiliation, artist affiliation and entertainment, social interaction and unique experience
Kruger and Saayman (2015b)	Circus production	Entertainment and fun, social status and socialisation, aesthetics and enchantment, act affiliation and uniqueness
Kruger and Saayman (2017)	Opera production	Group affiliation and fun, unique experience, entertainment, appraisal and socialisation
Hattingh (2018)	Live stand-up comedy production	To be entertained by a favourite comedian(s), to enjoy the unique atmosphere, to socialise with friends, family or colleagues, to relax and have fun, to enjoy comedy (i.e. crying from laughter)

Data analysis and ethical considerations

The data obtained from the web-based electronic survey were electronically extracted to a Microsoft Excel spreadsheet and then imported to the IBM Statistical Package for the Social Sciences (SPSS) (version 25). Several statistical analyses, with the assistance of SPSS statistics, were used to analyse the data. Descriptive statistics such as means and standard deviations were used to determine the ranking of the most important motives. Analysis of variance (ANOVA) was used to test for significant differences among audience members' motives.

Ethical considerations were taken into account throughout, especially with the web-based electronic survey by providing an introductory statement that identified the researcher and the university; stated the significance of the study; guided the best way to complain to the university if necessary; indicated that participation was voluntary; noted that no incentives would be offered for partaking in the study – to keep away from respondent bias; indicated the expected time to complete the online survey; confirmed that responses would remain confidential and not passed

on to an outsider, and ensured anonymity as respondents had the choice to exclude their email address (the first question of the survey).

FINDINGS AND DISCUSSION

Beefcakes audience profile

Table 2 indicates that the typical audience member of a Beefcakes drag performance is a heterosexual (53%), relatively young; 45% were between 21-30, white (78%), woman (61%). This finding suggests that drag theatre performances at Beefcakes Cabaret Theatres appeal predominantly to young, heterosexual, female audiences. Indeed, as argued by Cracker (2017), gay men have long been perceived as drag theatre's most loyal audience, but a "new wave of young women is challenging that conventional wisdom, joining gays as some of the biggest consumers of drag culture." This is an interesting finding, considering that drag is often criticised as offensive to women (Cracker, 2017). The typical audience member was either in a relationship or married (62%), in a management/executive/professional position (39%), and has a tertiary level certificate/diploma (46%).

Motives for attending drag performances

The term 'standard deviation' (SD) describes the extent to which data values differ from the mean (Saunders, Lewis, & Thornhill, 2009) and provides a reflection of how homogeneous or heterogeneous a sample is (Ramchander, 2004). All applicable motives were listed and ranked from the lowest (1) to the highest (5), from where means and SDs were calculated. Despite mean scores ranging between 2.51 and 4.68, many variables showed high SDs; suggesting a relatively heterogeneous sample. The mean importance scores were used to rank each motive (Table 3). Higher means reflect higher importance, while lower means reflect less importance.

Ranked in order of importance, the most important motives for attending drag theatre were 'to relax and have fun' (4.68); 'to socialise with friends, family or colleagues' (4.47); 'to enjoy the unique atmosphere' (4.46); 'because they enjoy comedy (i.e. crying from laughter)' (4.29); 'to support drag artists and performances' (4.21); 'to be entertained by a drag artist' (4.17), and 'to enjoy the costumes, make-up, sounds and sights associated with drag' (4.10) (Table 3). These motives were all relatively close to 4, the value of the 'important' level.

Table 2

DESCRIPTIVE PROFILE OF RESPONDENTS (N = 670, IN %)

Variable	%	Variable	%
Gender		Education	
Male	35	No formal education	<1
Female	61	Primary completed	<1

Other	4	Secondary Completed	15
		Certificate/Diploma	46
		Bachelors Degree	21
		Post-graduate Degree	17
Age	4	Relationship Status	35
18-20	45	Single	62
21-30	29	In a relationship/married/civil union	3
31-40	17	Divorced	<1
41-50	4	Widow/Widower	
51-60	1		
61-70			
Sexual identity		Occupation	
Heterosexual (straight)	53	Student	10
Gay	35	Education	7
Lesbian	3	Admin/Sales	15
Bisexual	5	Manager/executive/professional	39
Unlabelled	2	Medical Professional	3
Confidential	1	Technical	2
Other	1	Government Employee	1
		Self-employed	12
		Homemaker/unemployed	3
		Retired	1
		Other	7
Racial classification			
African	2		
White	78		

Coloured/Mixed Race	15		
Indian	3		
Asian	<1		
Confidential	2		

Table 3

MOTIVES' MEAN SCORES (N = 670)

Rank	Motive	Mean Score	SD
1.	To relax and have fun	4.68	0.597
2.	To socialise with friends, family or colleagues	4.47	0.766
3.	To enjoy the unique atmosphere	4.46	0.791
4.	Because I enjoy comedy (i.e. crying from laughter)	4.29	0.983
5.	To support drag artists and performances	4.21	1.051
6.	To be entertained by a drag artist	4.17	0.989
7.	To enjoy the costumes, make-up, sounds and sights associated with drag	4.10	1.118
8.	To share the experience with someone special	3.77	1.217
9.	To escape from my daily routine and responsibilities	3.69	1.271
10.	To experience LGBT community pride	3.65	1.281
11.	For a chance to be with people who enjoy drag shows	3.62	1.280
12.	To explore/learn new things (i.e. broadening my mind)	3.55	1.302
13.	To meet/interact with drag artists	3.36	1.304
14.	To learn about South African drag culture	3.25	1.325
15.	To meet new people with similar interests	3.09	1.280
16.	To tell others that I have seen a live performance by a well-known drag artist	3.04	1.415
17.	Curiosity got the better of me	2.90	1.389
18.	It is a ritual/hobby of interest	2.58	1.305
19.	To support my friend, family member or colleague performing on stage	2.51	1.472

The most important motive to attend a drag production appears to be for 'relaxation and fun' (4.68). This finding lends support to Hattingh's (2018) argument in that one of the most important motives for attending live stand-up comedy include 'to relax and have fun'. Due to the similarities and possible overlap between the drag/cabaret and comedy genres, this finding is not surprising.

'To socialise with friends, family or colleagues' (4.47) is also among the most important motives for attending drag theatre. A review of the literature confirmed that socialisation is one of the key factors for attending performing arts as this motive was observed in several previous studies (Caldwell, 2001; Johnson & Garbarino, 2001; Kruger & Saayman, 2015a; Swanson et al., 2008; Walmsley, 2011). Socialisation can be split into two dimensions, i.e. 'external interaction/socialisation', which refers to socially interacting with new friends who are met during new experiences, and 'known-group socialisation', which refers to socially interacting with friends, family, or

colleagues (Crompton & McKay, 1997). This finding alludes that 'known-group socialisation' is more important for drag theatre audiences than 'external socialisation'.

The next most important motive to attend drag performances is 'to enjoy the unique atmosphere' (4.46). This finding supports that of Hattingh (2018) who found the unique atmosphere offered by a live-stand-up comedy production or, in this case, a drag performance, as one of the main motives for attending. This finding seems to apply to other theatre genres and live performances and lends further support to Pegg and Patterson (2010) who found that the festival atmosphere was the third overall most important motive for visitors attending an Australian music festival.

Another important motive for audiences to attend is 'because they enjoy comedy' (4.29), which is also the fourth most important motive overall (Table 3). Hattingh (2018) found a large majority of comedy theatre audiences are motivated by comedy, i.e. crying from laughter. Therefore, the current findings suggest that similar to the comedy theatre genre, one of the most important motives for attending drag performances is 'to cry from laughter'.

'To support drag artists and performances' (4.21), which De Rooij (2013) refers to as 'social duty', is another important factor motivating audience members to attend drag performances.

McCarthy and Jinnat (2001) refer to this motive as 'civic duty/responsibility', while Gruen, Summers, and Acito (2000) and Johnson, Sivadas, and Garbarino (2008) refer to a 'normative commitment' to the arts based on moral obligation and duty. Hattingh (2018) also found that slightly more than two-thirds of comedy audiences attended to support the performing arts industry.

'To be entertained by a drag artist' (4.17) is ranked as the sixth most important motive overall (Table 3). Interestingly, entertainment was the most important motive for attending live-stand up comedy (Hattingh, 2018), which does not seem to be the case for drag performances. The study conducted by Johnson and Garbarino (2001) corroborates the importance of entertainment as entertainment was found to be one of the main motives for audience members attending theatre performances. In addition, Boter (2005) argues that entertainment is a salient motive for attending performing arts. This finding, therefore, solidifies that one of the most important reasons for audience members attending drag theatre is to be entertained, although not the most important.

The final motive for attendance close to 4 (the 'important' level) is 'to enjoy the costumes, make-up, sound and sights associated with drag performances' (4.10), which confirms the finding of Lockyer and Myers (2011) in that intimacy and proximity with the 'spectacle' (the drag artist in this instance) is especially important in live performances, and in this case, seems to apply to drag performances.

The findings in Tables 2 and 3 have to be carefully considered. Johnson and Garbarino (2001) believe that arts audiences are perhaps incorrectly perceived as demographically homogeneous resulting in theatres seeing only a single audience

in their promotional efforts. Therefore, further statistical analyses were required to test whether there are significant differences in audience members' socio-demographic characteristics and their motives for attendance. Analysis of variance (ANOVA) was used to analyse the variance within and between means for groups (categories) of data and is represented by the F ratio or F statistic (Saunders et al., 2009). A large F statistic with a probability of less than 0.05 indicates that the variance is statistically significant (Saunders et al., 2009). As the ANOVA only indicates whether there are significant differences between groups (categories), it was supplemented by the post hoc Bonferroni test to determine where the differences lie.

Comparisons of motives for different age groups, sexual identities, genders, education levels, occupations, racial classifications, and relationship statuses, were made. Significant differences ($p < 0.05$) were found among motives for different genders (Table 4), age groups (Table 5), relationship statuses (Table 6), and sexual identities (Table 7). No significant differences ($p > 0.05$) were found among motives for different education levels, occupations and racial classifications.

Comparisons of motives for different genders

ANOVAs indicated the differences in the importance placed on motives for different genders (Table 4). Audience members who did not identify as male or female (other) rated three motives as significantly more important than males and females ($p < 0.05$). 'To escape from my daily routine and responsibilities' (4.00b), 'to meet new people with similar interests' (3.50b), and 'to meet/interact with drag artists' (3.91b) were all significantly more important to the 'other' gender. Female audience members rated 'to enjoy the unique atmosphere' (4.66a), and 'to socialise with friends, family or colleagues' (4.58a) as significantly more important than males and those who identify as other. On the other hand, male audience members rated 'to explore/learn new things (e.g. broadening my mind)' (3.21b), 'to relax and have fun' (4.12b), 'curiosity' (2.55b), 'because I enjoy comedy' (4.07b), and 'to enjoy the costumes, make-up, sound and sights associated with drag theatre' (3.62b) as significantly less important than females and those who identify as other.

It, therefore, appears that motives to attend drag productions differ according to the gender of attendees. This finding is not surprising considering that Kruger and Saayman (2015c) conclude that biological differences exist between genders which results in the leisure behaviours as well as needs in relation to product requirements and reactions to promotional messages differing. They further suggest that males and females be targeted separately and warn that failing "to recognise and integrate gender perspectives with the design and marketing of leisure products would lead to gender-blind marketing and consumer dissatisfaction" (Kruger & Saayman, 2015c, p. 19).

Comparisons of motives for different age groups

ANOVAs revealed statistically significant differences among the different age groups ($p < 0.05$) (Table 5). An inspection of the mean scores across age groups indicated that 'curiosity' (3.68a; 3.06a) was significantly more important to younger audiences (between the ages of 18 and 30) compared with those between 31 – 70 years of age. This is perhaps due to older audience members enjoying several more

opportunities to attend drag productions during their life experiences. Drag theatre is likely to be a relatively new form of entertainment for younger audience members due to strict access control to those who are not yet of legal drinking age in South Africa (18 years of age) at cabarets.

'To meet/interact with drag artist(s)' (3.89a; 3.52a; 3.31a) was significantly more important to younger audiences (between the ages of 18 and 40) compared with those between 41 – 70 years of age. Cracker (2017) argues that this phenomenon is related to the highly successful RuPaul's Drag Race television show, as discussed earlier, that reinforces themes of rebellion and nonconformity, and particularly popular among young adults struggling to accept and define themselves. Drag theatres are therefore increasingly popular among young 'drag fans' who want to meet/interact with their favourite drag artists, which Hattingh (2018) refers to as 'celebrity attachment' or 'hero-worshipping', especially when well-known drag stars perform at theatres. The consumption behaviours of drag theatre audiences of different age groups, therefore, appear to be varied.

Table 4

ANOVA FOR COMPARISON OF MOTIVES FOR DIFFERENT GENDERS (N = 666)

Motive	Female	Male	Other	F-Ratio	Sig. Level
To escape from my daily routine and responsibilities	3.78 ^a	3.53 ^a	4.00 ^b	3.333	0.036*
To enjoy the unique atmosphere	4.66 ^a	4.15 ^b	3.75 ^b	37.846	0.000*
To socialise with friends, family or colleagues	4.58 ^a	4.11 ^b	4.00 ^b	12.126	0.000*
To meet new people with similar interests	2.95 ^a	3.01 ^a	3.50 ^b	6.311	0.002*
To explore/learn new things (e.g. broadening my mind)	3.71 ^a	3.21 ^b	3.69 ^a	7.845	0.000*
To relax and have fun	4.73 ^a	4.12 ^b	4.75 ^a	5.205	0.006*
Curiosity got the better of me	3.11 ^a	2.55 ^b	3.00 ^a	13.555	0.000*
Because I enjoy comedy (i.e. crying from laughter)	4.43 ^a	4.07 ^b	4.50 ^a	10.657	0.000*
To meet/interact with drag artist(s)	3.25 ^a	3.19 ^a	3.91 ^b	3.396	0.034*
To enjoy the costumes, make-up, sound and sights associated with drag performances	4.21 ^a	3.62 ^b	4.10 ^a	5.244	0.006*

*Significance at the 5% level

^{a,b}Items with different superscripts indicate significant differences (items that are not statistically different share a superscript)

Table 5

ANOVA FOR COMPARISON OF MOTIVES FOR DIFFERENT AGE GROUPS (N = 670)

Motive	18 - 20	21 - 30	31 - 40	41 - 50	51 - 60	61 - 70	F-Ratio	Sig. Level
Curiosity got the better of me	3.68 ^a	3.06 ^a	2.74 ^b	2.61 ^b	2.54 ^b	2.67 ^b	4.428	0.001*
To meet/interact with drag artist(s)	3.89 ^a	3.52 ^a	3.31 ^a	2.90 ^b	3.17 ^b	3.00 ^b	5.017	0.000*

*Significance at the 5% level

^{a,b}Items with different superscripts indicate significant differences (items that are not statistically different share a superscript)

Comparisons of motives for different relationship status

The motives of drag theatre audiences appear to differ according to their relationship status ($p < 0.05$) (Table 6). An inspection of the mean scores indicated that single audience members place higher importance on 'meeting new people with similar interests' (3.29^a) and less importance on 'sharing the experience with someone special' (3.45^a), in comparison with those who are in a relationship, married or in a civil union.

According to Storr (2005), the ability to be alone, i.e. single, is "linked with self-discovery and self-realization; with becoming aware of one's deepest needs, feelings, and impulses" (p. 21) which, based on the current findings, appears to be evident in single audience members' theatre consumption behaviours. As they are unattached, they do not seem to attend drag theatre to share the experience with someone special, rather, they attend to potentially meet new people, whether it may be for new friendships or romance.

Table 6

ANOVA FOR COMPARISON OF MOTIVES FOR DIFFERENT RELATIONSHIP STATUS (N = 644)

Motive	Single	In a relationship	Married/ Civil union	F-Ratio	Sig. Level
To meet new people with similar interests	3.29 ^a	2.98 ^b	2.80 ^b	3.898	0.004*
To share the experience with someone special	3.45 ^a	3.97 ^b	3.97 ^b	8.577	0.000*

*Significance at the 5% level

^{a,b}Items with different superscripts indicate significant differences (items that are not statistically different share a superscript)

Comparisons of motives for different sexual identities

ANOVAs revealed statistically significant differences for certain sexual identities ($p < 0.05$) (Table 7). Gay and bisexual audience members differ significantly from straight, lesbian and unlabelled audience members as well as those who want their

sexual identities to remain confidential in that they attached more importance 'to meet new people with similar interests' (3.27b; 3.71b). There also appear to be significant differences among gay, lesbian and unlabelled audience members and those who identify as straight, bisexual, or remained confidential in that gay, lesbian and unlabelled audience members attached significantly less importance to 'explore/learn new things (e.g. broadening my mind) (3.24b; 3.00b; 3.41b) and 'curiosity got the better of me' (2.48b; 2.00b; 2.76a).

It, therefore, appears that gay and bisexual audience members, compared with the other sexual identities, were more inclined to attend to meet new people. Furthermore, the findings suggest that straight and bisexual audience members as well as those who remained confidential were more eager to broaden their minds and were more curious than the other sexual identities perhaps due to the unfamiliarity of 'drag culture', hence these audience members could find it more important to attend drag theatre to broaden their minds and satisfy their curiosity.

Table 7

ANOVA FOR COMPARISON OF MOTIVES FOR DIFFERENT SEXUAL IDENTITIES (N = 667)

Motive	Straight	Gay	Lesbian	Bi-sexual	Un-labelled	Confidential	F-Ratio	Sig. Level
To meet new people with similar interests	2.93 ^a	3.27 ^b	3.00 ^a	3.71 ^b	2.94 ^a	2.33 ^a	3.613	0.002*
To explore/learn new things (e.g. broadening my mind)	3.73 ^a	3.24 ^b	3.00 ^b	3.94 ^a	3.41 ^b	4.00 ^a	4.973	0.000*
Curiosity got the better of me	3.16 ^a	2.48 ^b	2.00 ^b	3.14 ^a	2.76 ^b	3.83 ^a	8.743	0.000*

*Significance at the 5% level

a,b,c Items with different superscripts indicate significant differences (items that are not statistically different share a superscript)

CONCLUSION, IMPLICATIONS AND RECOMMENDATIONS

It appears that cabarets in the form of drag performances are growing in popularity with several establishments across South Africa competing for this niche audience. Drag productions have only become an accepted part of mainstream arts and culture during the last decade, which could explain why the appeal of these performances among audiences has thus far been empirically overlooked. Arts audiences are also perhaps incorrectly perceived as being demographically homogeneous resulting in theatres seeing only a single audience in their promotional efforts without assessing the needs that performing arts audiences want to have met, as well as what motivates and drives them to attend a specific genre such as drag/cabaret productions. This study marks one of the first attempts to investigate audiences of drag theatre productions, a performing arts genre that, until now, has received little academic attention from an audience's perspective.

The findings suggest that the most important motives for audiences attending drag theatre performances are in line with Hattingh's (2018) study on comedy theatre audiences. This is possibly due to the similarities and possible overlap between the drag/cabaret and comedy genres. These findings should, however, be carefully considered as it can easily create the perception that drag theatre audiences are homogeneous. Thus, further statistical analyses tested for significant differences in audience members' socio-demographic characteristics and their motives for attendance, and found evidence that suggests that these audiences do not attend for the same reasons, and are therefore not homogeneous.

This study's findings provide an important marketing implication. To effectively attract drag theatre audiences, different marketing strategies and promotional messages will be required for different audience members. Products and services designed for and promoted to drag theatre audiences could be better tailored to their specific needs based on the socio-demographic variables that distinguish their motives for attendance, i.e. age, sexual identity, relationship status, and gender. Therefore, a single or broad-brush approach will be ineffective to successfully attract all drag audience members to a theatre. For instance, different promotional messages will be required for straight, gay, lesbian and bisexual audience members and those who are coupled or single. Furthermore, female audience members have different motives to male audience members and those who do not identify as either gender, so too do motives differ between younger and older audiences and will therefore also require different promotional messages.

In conclusion, this research provides two significant contributions to the broader arts, hospitality and leisure literature: firstly, this study is the first to investigate drag theatre audiences in South Africa and provides insights into the dynamics of human and social behaviour in a post-modern society by determining the motives of attending cabaret/drag productions; secondly, empirical evidence, albeit not universally representative of all drag theatres in South Africa (given that only one theatre participated in the study and all respondents were internet-users), suggests that drag theatre audiences are not homogeneous. This research should, therefore, be considered exploratory and does not intend to provide conclusive evidence or generalisable findings. The results are nevertheless considered important.

LIMITATIONS AND FUTURE RESEARCH RECOMMENDATIONS

Self-selection bias is of particular concern; only Internet-users were included for this study. The findings can therefore not be generalised to all drag theatre audiences. Future research could implement a qualitative research method such as focus groups to investigate the deeper reasons as to why certain motives are more important in drag audiences' decision-making processes and leisure consumption behaviour. Furthermore, as the profile of a typical drag audience member revealed by the sample may not be typical of those of other drag theatres, further research with different samples of drag audiences is recommended. A comparison of the profiles and motives for attending drag theatre would then be possible, which could further enhance the understanding of drag theatre audiences.

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PERCEIVED IMPACT ON HOLDING SERIAL MEGA EVENTS: DO PERCEIVED GOVERNMENT CORRUPTION MATTER? A CASE STUDY ON FOR MACAO YOUNG RESIDENTS

DON WU AND KIT SAM FONG

INTRODUCTION

Based on the unique background of Macao, Macao obtains a unique festival culture, not only celebrations for Lunar New Year, Feast of the God Tou Tei, those traditional Chinese festivals but also the western ones, such as Procession of our Lady of Fátima. According to those festivals and celebrations, some mega-events are organized and held by the Macao Government. Every year, there are about 10 mega-events would be held in Macau. Holding mega-events is one of the attractive points to get more tourists and to develop the tourism industry here.

When holding mega-events, it is easier to involve a potential corruption scandal and/or some glad areas for someone to gain the benefits (Cottle, 2011; Kim, Gursory & Lee, 2006). Thus, many researchers investigated into this field and tried to see if there is a corruption, any impact will be made on the society level and personal level (Kulczycki & Koenigstorfer, 2016; Longman, 1999; Maharaj, 2015; Spalding et al., 2014). However, those studies have been done for the mega-events hosted in foreign countries, such as the FIFA World Cup, Olympic Games, etc. There is a lack of study related to this specified topic about Macao. Therefore, this is the reason for conducting this research.

LITERATURE REVIEW

Perception of corruption

Corruption is defined as the improper use of public or private position for personal interests and/or gains (World bank, 1997; Sandholtz & Koetzle, 2000). The personal interests and/or gains can be understood as getting advantages from government, obtaining government licenses and/or contracts, enjoying tax benefits, skipping/fasten the standard government procedures, etc. Based on the general perception (Wells & Hymes, 2012), all type of corruption are considered as illegal activity. Yet, Bardhan (1997) debated that not all kind of corruption involves an unlawful activity; some of them may be legal in some cases.

The potential corruption activities on mega-events are defined with two different levels. Firstly, if there is a sport competition, the aim of corruption may influence the result of the context. Another level is the organizational corruption, the corruption action attempts to affect the structure and/or planning of the events (Kulczycki & Koenigstorfer, 2016; Longman, 1999; Maharaj, 2015; Spalding et al., 2014). According to Wroe (2013), the normal measurement of corruption is based on the individual's perception, as there is no objective way for the quantitative measurement (Wroe et al., 2013).

Social exchange theory (set) and social representations theory (SRT)

In order to seek the individuals' perceived impact and reactions on the holding mega-events, both Social Exchange Theory (SET) and Social Representations Theory (SRT) can be used (Meng and Li 2011b).

Social Exchange Theory (SET) provides the idea that the response of local residents to the impacts of the event held will determine their actual experience or perception of outcomes from the event (Waitt, 2003). In addition, some studies also proved that local residents are willing to provide more support if they realize that the benefits gained would be higher than the costs occurred if the event held. On the other hand, if the local residents notice that the costs for organizing the event are much higher than the benefits will be gained, they will obtain a negative attitude to the event, and the level of support will also decline (Gursoy and Rutherford 2004; Jurowski, Uysal, and Williams 1997).

Apart from SET, some studies (Fredline and Faulkner 2000; Pearce, Moscardo, and Ross 1996;) suggested another theory on the individual's perceived impact on holding events. Social Representations Theory (SRT) are "systems of preconceptions, images, and values which have their own cultural meaning and persist independently of individual experience" (Moscovici 1982, p.122). Andriotis and Vaughan (2003) found that SRT is explicated the individuals' attitudes and response to tourism activities and/or events held in a place. Some researchers proposed that instead of having the actual experience, the individuals' attitudes towards mega-events can also be affected by their observations and surrounded atmosphere (Fredline and Faulkner 2000).

Perceived impact on holding mega-events

According to the results of Gursoy & Kendall (2006) and Meng & Li (2011), the perceived impact on society will be occurred when having mega-events in a place. In addition, the impacts are both positive and negative to the society level and personal level. For instance, increase job opportunities, enhance the awareness of a hosting city and/or country, stimulate the tourism industry, etc. Those are the economic benefits of holding mega-events (Gursoy et al., 2011). Yet, the negative impact may not avoid, such as high tax burdens to local residents due to the enormous constructions for mega-events (Gursoy et al., 2011); increase the pressure of traffic and the negative influence to the natural environment, etc. (Kim, Gursory & Lee, 2006; Prayag et al., 2013).

Corruption and perceived impact

Referring to the previous studies (Cottle, 2011; Filgueiras, 2009; Burstein, 2003; Page & Shapiro, 1992), corruption can sully and affect the image and/or perception of a place. In addition, the level of perceived corruption from residents will have a certain level of influence on society and personal impact regarding mega-events. This kind of impact will tend to the negative one when higher the level of perceived corruption from residents. As aforementioned, the potential corruption of holding mega-events may appear on the procedures on planning, constructing, and organizing the events. Any suspected corruption scandal can reduce the support of

residents and lower the perceived positive impact to the society (Gursoy et al., 2014).

Based on the above, the following hypotheses are proposed:

H1: The perceived positive impact is different between 4 different groups based on their Perceptions of Government Corruption (i.e., Not at all, Fairly Common, Everyone, Don't Know).

H2: The Negative Impact is different between 4 different groups based on their Perceptions of Government Corruption.

H3: The Long-Term Positive Impact is different between 4 different groups based on their Perceptions of Government Corruption.

H4: The Tourism Related Positive Impact is different between 4 different groups based on their Perceptions of Government Corruption.

METHODOLOGY

Research design

A web survey has been selected and applied to this study. It is because of the high internet penetration in Macao (especially for aged 18-24 is 99%). In addition, many other research was found to use web survey with similar topic in Macao (McCartney and Weng 2015). Refer to this study, questionnaires are prepared and uploaded on the web first. Then a link would be created and sent to students throughout the popular social media in Macao, such as Facebook, WhatsApp, WeChat. In order to get more respondents, after students filled in and finished the questionnaires, they would forward the link to their friends who are also aged 18-24 by the similar channels mentioned above. Snowball sampling is applied, and the period of data collection is from May to July 2017.

Measurement and analysis

The survey instrument consisted of ten sections. However, this study used data from 2 parts that focused on the impact of mega-events and perceived corruption level.

The first question, "Are you in aged 18-24?", is a filtering question to seek for the target respondents. If "yes" is the answer, then the process would move on to other parts of the questionnaire.

The second part asking about the perceived positive and negative impacts from the mega-events hold in Macao. For the positive and negative impacts, there is a total of 25 items adopted from the literature. All items are measured on a five-point Likert-type scale with "strongly disagree" at the low end and "strongly agree" at the high end.

The measurement used of Perceptions of Government Corruption is from the Asian Barometer Survey. The following question is asked: "How widespread do you think corruption and bribe-taking are in Macao government?" The provided answers on the questionnaire include "not at all", "not many people", "fairly common", "almost everyone is corrupt" and "don't know".

The last part of the questionnaire is the demographic information. On the other hand, as the significant proportion of the population in Macao is Chinese, the questionnaire is developed in English first and then translate into Chinese afterward.

The analysis is run using SPSS 22. Construct validity and reliability are checked using factor analysis. The average scores of multiple items are then calculated. MANOVA tests are used to detect any difference in perceived impacts between different groups based on their Perceptions of Government Corruption.

RESULTS

Factor analysis with varimax rotation was conducted to evaluate the validity and reliability of the 25 impact statements. 5 factors have been generated which explained 65.986% of the variance

Table 1

THE RESULTS OF FACTOR ANALYSIS

Impact	Factor loading	Eigenvalue	% of Variance explained
Factor 1: Personal Positive Impact			
Enriched my life	0.861	6.407	25.627
Brought emotional experience to my life	0.840		
Brought excitement to my life	0.831		
Had lots of enjoyment	0.829		
Brought a sense of belonging and sharing to the community	0.806		
Improved overall living standards of residents	0.748		
Created many leisure opportunities	0.658		
Improved the infrastructure	0.634		
Established and upgraded more public facilities (e.g., shopping, leisure, and recreation)	0.501		

Factor 2: Negative Impact

Caused air pollution	0.801	3.929	15.717
Damaged heritage sites	0.769		
Serious impact on urban environmental conditions (such as public health, garbage, etc.)	0.766		
Disrupted normal life	0.758		
Destroyed the natural environment	0.753		
Serious impact on public security (crimes, such as theft, etc.)	0.730		
Serious impact on city traffic conditions	0.616		

Factor 3: Long Term Positive Impact

Created profits for the government	0.748	3.558	14.234
Created profits for the enterprise	0.727		
Increased Macau's tourism revenue	0.706		
Provided employment opportunities	0.605		
Had long-term promotional benefit	0.603		

Factor 4: Tourism Related Positive Impact

Improve Macau's image worldwide	0.695	2.602	10.408
Attracted more visitors	0.657		
Enhance the image of city's diversity	0.626		
Promote Macau as a tourist destination	0.514		

Total variance			65.986
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As the research focuses on how corruption affected the residents' perceived impact on holding these mega-events, respondents are required to ask their Perceptions of Government Corruption by answering the following question - "How widespread do you think corruption and bribe-taking are in Macao government?" The possible answer includes not at all, not many people, fairly common, almost everyone is corrupt and don't know. However, there is no respondent selected "not at all", therefore respondents are separated into 4 different groups based on their

Perceptions of Government Corruption (i.e., not many people, fairly common, almost everyone is corrupt and don't know).

MANOVA test is used to detect any differences in terms of 4 perceived impact between 4 different groups. The MANOVA test for effects of groups was significant (Wilks' $V = .404$, $F = 2.793$, $p < .00$). There are statistically significant differences between groups (i.e., Not at all, Fairly Common, Everyone, Don't Know). The table below shows respondents who have select "not many people" as the answer in the question - "How widespread do you think corruption and bribe-taking are in Macao government?", their scores for all 3 positive impacts are the highest and negative impact is the lowest. Followed by those who answered "Fairly common and almost everyone is corrupt). In other words, if young residents perceived a higher level of corruption, their evaluation of positive impacts will be lower and negative impact will be higher.

Table 2

MANOVA Results

Dependent Variables	Not Many People	Fairly Common	Almost Everyone Is Corrupt	Don't Know	DF	F statistics	Sig.
Factor 1: Personal Positive Impact	3.70	3.08	3.09	3.41	3	7.42	0
Factor 2: Negative Impact	2.96	3.47	3.73	3.53	3	8.971	0
Factor 3: Long Term Positive Impact	3.91	3.25	3.26	3.43	3	8.289	0
Factor 4: Tourism Related Positive Impact	4.17	3.52	3.54	3.83	3	8.039	0

DISCUSSION AND CONCLUSION

The result of this study, which is consistent with the findings from Santos et al. (2019). There are differences in the level of impact among people who have different views on corruption. For those who think the government is less corrupted, their scores in the positive impacts (i.e., Personal Positive Impact, Long Term Positive Impact, Tourism Related Positive Impact) are higher. The higher the level of corruption they perceived, the lower the scores of these positive impacts. This pattern also exists for negative impact; the perceived higher level of corruption would lead to a higher score in negative impact.

The government pays a lot for holding events to attract tourists and improves society as a whole. The impact should be clearly be seen by residents. Therefore, the government should increase the transparency level of the operation and process. In

addition, more promotions of the events is required in order to gain residents' agreement on the work done.

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THE PROOF IS IN THE PUDDING! A CULINARY TOURIST VALUE SCORECARD

EDINAH TENDANI, MAGDALENA PETRONELLA SWART AND VAN ZYL CINA

INTRODUCTION

Globally, most modern businesses do not only focus on profit, as there is a strong drive to acknowledge human resources' needs, together with the role of intangible assets and challenges associated with maintaining consistent product standards in tourism to be offered at a competitive rate (Kala & Bagri, 2014). This is especially evident in culinary tourism (Long, 2018). Gastronomic tourism in Africa has been earmarked to improve conditions on the continent to create jobs and protect cultural heritage by preserving these unique culinary traditions (United Nations World Tourism Organisation – UNWTO, 2019). Alignment of tourism product standards, destination competitiveness, and customer value are required to unlock the potential of various African culinary tourism destinations (Mkono, 2013a), such as in the case of Zimbabwe. Customer value is regarded as a powerful technique to measure and grow the market share of a destination, as this provides a platform for the offering of consistent product standards. Customers or tourists value their money when exchanging services, buying a product, or having personal interaction with staff (Maas & Graf, 2008), which provides an opportunity for restaurants to adapt customer value as a method to remain competitive in their operation. Furthermore, the hospitality industry is confronted with various challenges such as the rising expectations of their guests, high quality service, value for money expectations, the steep rise in operational costs, shortage of infrastructure, unskilled employees, and the lack of innovation in services and processes on offer (Kala & Bagri, 2014), to name but a few. From these challenges, there is an opportunity for tourism and hospitality businesses to adapt a performance measurement system to assist in the overall assessment of their respective businesses, and more specifically in a culinary context. Most of the businesses or companies have used performance measurement systems such as a BSC (Kaplan & Norton, 1992), benchmarking (Anderson & McAdam, 2004), and business process re-engineering (Davenport, 1993) for the performance measurement of their businesses or companies to be competitive. The BSC (Kaplan & Norton, 1992) has been applied in many tourism and hospitality studies (Hristov, Chirico & Appolloni, 2019), and is deemed to be applicable in the context of this study. Although customer value constitutes one of the BSC perspectives, Londoño, Vázquez-Medina, and Medina (2018) argue that ethnic food also adds value to a destination and needs to be explored in more detail. Therefore, customer value analysis (CVA) potentially provides a powerful analytical technique to measure the delivery of an improved product or service at a minimal cost (Feuss, Gale & Kordupleski, 2003; Gale, 1994). This supports the purpose to develop a CTVSC for culinary tourism, by superimposing the CVA (Gale, 1994) on the original BSC (Kaplan & Norton, 1992). The CTVSC sought to (i) define elements impacting the value proposition guests associate with ethnic culinary products and services, (ii) develop a tool managers of ethnic restaurants can use to review the restaurant

performances relative to the competition, and (iii) to inform the development of high-quality ethnic food and beverage products to supplement the value expected from culinary tourists. Furthermore, (iv) Zimbabwe's culinary mission and vision as a culinary destination would be translated into a comprehensive set of objectives and performance measures that can be considered (Jovanov Marjanova & Sofijanov, 2014), and (v) as there is no consensus on what the BSC is all about (Benková, Gallo, Balogová, & Nemeč, 2020), more certainty will be provided from a culinary tourism perspective.

A literature review highlights the most relevant literature consulted for the design of the perspectives, dimensions, and subdimensions. The quantitative research method provides support for the questionnaire design and data analyses methods under the methodology section, while the results provide context on which the contribution of the study is based. The paper concludes with the managerial implications and recommendations for future studies.

LITERATURE REVIEW

Culinary tourism is regarded as one of the unique types of special interest tourism which can sustain a destination and improve its competitiveness against other culinary destinations in the world (Mkono, 2013a). Smith (2017) asserts that culinary tourism is among one of the primary motives for visiting a destination and forms a vital part of most cultures (Mvura, 2015). Culinary tourism entails developing the meal experience, critical food production and local food consumption that nourishes tourists' souls (Gajić, 2015). Food can strengthen the sustainability and authenticity of a destination, brace the sense of place, the economy and establish the hospitality of the region through an environmentally friendly infrastructure (Alias, Aziz, Karim & Isa, 2016; Lin, Pearson & Cai, 2011; Londoño, Vázquez-Medina & Medina, 2018).

Africa as a continent was discovered as a culinary tourist destination before colonisation (Jasińska, Charzyński & Nicolaus, 2017), and its development has been influenced by its masters' colonial European culture (Oktay & Sadıkoğlu, 2018). Today, ethnic restaurants deal with indigenous, typical or speciality dishes from Africa. The restaurants have generally remained small businesses that are highly dependent on indigenous food heritage and localised ownership (Otengei & Ahebwa, 2020). Zimbabwe's culinary tourism landscape are influenced by the different ethnic groups, such as Shona, Ndebele, Tonga, Nambya, Sotho, Venda, and Kalanga with signature cultural food that dominates each region (Mkono, 2013b). These ethnic groups represent an array of tradition cuisine, for example Shona cuisine favours thick porridge made of maize/finger millet (*sadza*), cow hoof (*mazono*), oxtail, tripe (intestines, liver, lungs), and edible moth caterpillar (*madora*) among other. In contrast, Ndebele cuisine consists of sour milk (*amasi*), bush okra (*idelele*), and flying ants (*izihlwa*) to name a few (Oktay & Sadıkoğlu, 2018).

Yet, restaurant managers and chefs in Zimbabwe rarely explored the tourism potential of the ethnic food and beverages, which created the interest to conduct this study. Furthermore, Mkono (2013b) argues that little is known about tourist destinations' food identities on the African continent, or how ethnic cuisine can create a niche market for Zimbabwe (Mzembı, 2012). Nevertheless, literature on

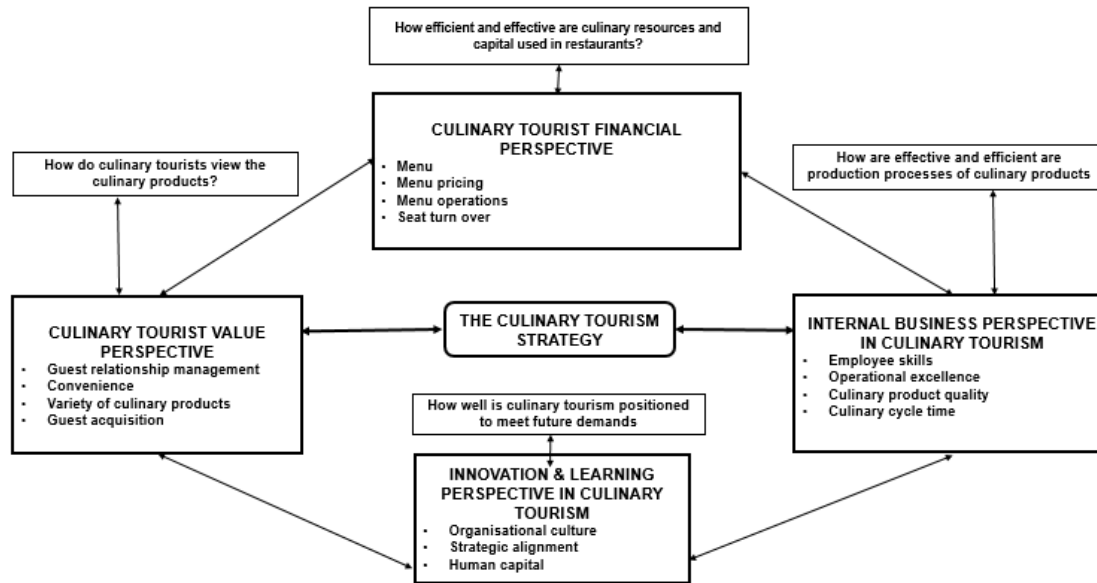
culinary tourism reveals a scarcity of empirical studies, which intertwine with the investigations of the CTVSC in the context of culinary tourism in the Zimbabwean context.

Customer value forms a fundamental basis of most marketing activities and it provides a significant competitive advantage for profit growth and long-term business success, especially as it eliminates those products or services with no real value to the customer (Leber, Bastič, Mavrič & Ivanišević, 2014). As ethnic restaurants offer traditional food and beverages to their guests, it is necessary to determine the value guests associate or place on these culinary products. The BSC matrix allows managers and employees to manage financial and non-financial business goals into key performance measures for sustainable and competitive strategies which could be applied to ethnic Zimbabwean restaurants (Hristov et al., 2019). This is based on the value guests have and associate with traditional food and beverages. The implementation of the original BSC with its four perspectives, namely financial perspective, customer value perspective, internal business processes, and innovation, learning and growth perspective (Kaplan & Norton, 1992) with the CVA (Gale, 1994) inform the CTVSC in this research. Definitions related to the BSC (Kaplan & Norton, 1992) and customer value (Feuss et al., 2003) are known and form the foundation of the CTVSC definition. The CTVSC refers to the worthiness of the proposed culinary strategy which comprises culinary tourist perceived value dimensions with an emphasis on the affective elements which is used to measure culinary tourism's performance in a Zimbabwean gastronomy context.

The present study explored the proposed CTVSC together with its perspectives such as culinary tourist financial perspective (menu, menu pricing, menu operations, and seat turnover), culinary tourist value perspective (guest relationship management, convenience, variety of culinary products, and guest acquisition), internal business perspective in culinary tourism (employee skills, operational excellence, culinary product quality and culinary cycle time) and innovation and learning perspective in culinary tourism (organisational culture, strategic alignment, human capital) and exemplary items, as indicated in Figure 1.

Figure 1

The proposed culinary tourist framework



Source: Contributing author

As displayed in Figure 1, the four CTVSC perspectives with selected dimensions and sub-dimensions are introduced and discussed further.

The culinary tourist financial perspective refers to productivity measures that restaurants use in terms of operating income and return on investment by restaurateurs. The proposed dimensions and sub-dimensions are (i) menu (Ozdemir & Caliskan, 2014) (menu knowledge, food value, design and colour of the menu, language on the menu), (ii) menu pricing (Lee & Jang, 2012) (items on the menu, ingredients used, unique selling point, portion control), (iii) menu operations (Osterwalder, Pigneur, Bernarda & Smith, 2014) (cost control, food safety, food hygiene, forecasting guest demand), and (iv) seat turnover (Spears & Gregoire, 1995) (guest frequency, average check per guest and service efficiency).

Culinary tourist value denotes ethnic Zimbabwean restaurants' ability to provide quality traditional food, beverages, services, delivery effectiveness, and overall guest service and satisfaction. Guest relationship management (Mohammed & Rasid, 2012), convenience (Martín-Ruiz, Barroso-Castro & Rosa-Díaz, 2012), variety of culinary products (Zott, Amit & Massa, 2011), and guest acquisition (Reley, 2019) are the proposed dimensions. The sub-dimensions include:

- Guest relationship management is informed by reliability (Zeithaml, Bitner, Gremler & Pandit, 2006), responsiveness (Chung, 2015; Zeithaml et al., 2006), cross-cultural competence (Yang, Kwan, Wang and Ng, 2015), and standards of goods and services (Kapiki, 2012);
- Convenience consists of place accessibility (Al Kahtani, Xia & Veenendaal, 2011), guest time utilization (Hellstrand, 2010), availability of ethnic restaurants (Agarwal & Dahm, 2015) and, appropriateness of culinary products (Harrington, Ottenbacher & Kendall, 2011);

- Variety of culinary products includes ethnic dishes (Tamang & Thapa, 2014), range of culinary choices (Crouch & Louviere, 2014), discovering new tastes (Sukalakamala & Boyce, 2007), and sampling of new products (Scott, 2017); and
- Guest acquisition with online products (Wang, 2013), culinary brochure (Ladd, 2010), additional service (Laškarin, 2013), and technological centre (Thopson, 2017) as sub-dimensions.

The internal business perspective in culinary tourism denotes the internal value chain involving identifying culinary tourists' needs, by creating a product and service to satisfy the need and provide ethnic traditional food and beverage service to guests (diners). The proposed dimensions for the investigation of the internal business perspective in culinary tourism are as follows:

- Employee skills (Andersson et al., 2017) including technical culinary skills, interpersonal skills, problem-solving, and teamwork as sub-dimensions;
- Operational excellence (Carvalho, Sampaio, Rebentisch, Carvalho & Saraiva, 2020) with leadership effectiveness, employee empowerment, multitasking, and culture of continuous improvement;
- Culinary product quality (Baksi, 2014) including sub-dimensions readily availability of culinary products and services, the expertise of employees, engagement of employees, and aesthetics; and
- Culinary cycle time with sub-dimensions' indigenous culinary products, unique methods of food preparation, unique service equipment, and culinary festivals (Ensor & Robertson & Ali-Knight, 2011; Mrnjavac, Kovačić & Topolšek, 2014).

Innovation and learning perspective in culinary tourism enables the culinary tourism business' ability to launch new ethnic culinary products that create more value for dinners and improve operating efficiencies to penetrate new markets such as the culinary tourist market in Zimbabwe and internationally. The concept of innovation and learning has been discussed in the tourism, hospitality, and other related sectors; and will be further implemented in culinary tourism through the following dimensions and sub-dimensions, namely:

- Organisational culture (Kallarakal, Mathew, Paul & Thomas, 2011) is explained by the following sub-dimensions: flexibility (Nandakumar, Jharkharia & Nair 2014); cultural sensitivity (Nemeth, Rudnak, Ymeri & Fogarassy, 2019), adaptability (Zhang et al., 2019), and cultural competence (Cai, 2016; Frendika, Tinggi, Ekonomi, Sule & Kusman, 2018);
- Strategic alignment (Tsiotou & Goldsmith, 2012) includes global competition (Drašković, 2016), technological changes (Everett, 2019); sophistication of the guest (Hays, Page & Buhalis, 2013), and cultural awareness (Kotler & Keller, 2012); and
- Human capital (Rauch & Rijsdijk, 2013) is explored through culinary training (Kulkarni, 2013), culinary infrastructure (Jamil, Hamid & Fatimah, 2014), culinary knowledge management (Omotayo, 2015), and culinary entrepreneurship learning (Deale, 2013);

Based on the discussion above, the following perspectives, dimensions, and their sub-dimensions, the following hypothesis is proposed:

H1: The CTVSC with the integration of the BSC perspectives and customer value analysis can be reliably and validly measured.

METHODOLOGY

This paper's research is located in the positivist paradigm to support the empirical research approach (Creswell, 2012). The non-probability sampling method (convenience) was used to collect data from the culinary tourist who visited designated ethnic restaurants in Zimbabwe from June 2018 to August 2018. The Hospitality Association of Zimbabwe (HAZ) granted permission to collect data from 25 restaurants in the capital city of Harare, Kariba, Mutare/Nyanga, and Victoria Falls. Once ethical clearance was obtained (reference number is Ref #2018-CEMS-ESTTL-003), a pilot study was conducted (May, 2018), by selecting 16 respondents represented by restaurant managers, academia and the statistician. Overall, the respondents indicated that they were comfortable with the interpretation of the questions. Fieldworkers were trained and employed to collect the data. All respondents have to give their consent prior to participation in the study as required by the ethical clearance. Originally, 700 questionnaires were distributed, 555 questionnaires were collected and only 500 questionnaires were fully filled out and eligible for capturing.

An CTVSC measurement instrument was developed against the integration of the BSC (Kaplan & Norton, 1992), and customer value analysis (CVA) (Gale, 1994), and the embedded the theory of behavioural intention (BI) model (Fishbein & Ajzen, 1975), using a seven-point intensity Likert scale, consisting of:

- C1: culinary tourist financial perspective comprised of 15 items that investigated Zimbabwean restaurants' ability to understand and respond to food and beverages culinary tourist demand.
- C2: culinary tourist value perspective comprised of 16 items that explored culinary tourists' perceptions of traditional food and beverages offered in ethnic Zimbabwean restaurants.
- C3: internal business perspective in culinary tourism comprised of 16 items that explored how ethnic Zimbabwean restaurants performed.
- C4: innovation and learning perspective in culinary tourism comprised of 12 items that explored ethnic Zimbabwean restaurants' innovativeness regarding their traditional food and beverages and services.

In the analysis of the CTVSC, the study examined the inter-relationships between factors using a two-factor analytical approach, namely an exploratory factor analysis (EFA) and a confirmatory procedure (Pallant, 2011), using IBM SPSS (V24). During first order EFA, items in each of the four perspectives were omitted after not meeting the KMO-MSA (>.60) and communalities (>.03) criteria. The principal axis factoring and varimax rotation with Kaiser Normalisation were used to extract the factors. A confirmatory procedure test was used to conduct the second- and third-

order factor analyses. This procedure tests the likelihood of the measured items to verify the underlying structure for each of the measurement models (Jang & Namkung, 2009). The four perspectives indicated at Bartlett's Test of Sphericity and KMO-MSA as significant ($p < .001$). Following the factor analyses, a Pearson's correlation was conducted between the factors within a perspective or dimension, as a further analysis to confirm the newly formed factor (Pallant, 2011).

The reliability of the CTVSC instrument is embedded in the reliability of Bergmann and Turelli (2018) ($\alpha .68$), Ibrahimi, Taufik, Adzimir and Saharuddin (2016) ($\alpha .95$), Serhan and Serhan (2019) ($\alpha .96$), Zhong and Moon (2020) ($\alpha .85$), among other, where all the scales registered a moderately to fairly high-reliability scores. According to McMillan and Schumacher (2010), quantitative research designs are highly dependent on the appropriateness of the research questionnaire as the measurement instrument supports the internal validity, as is evident in this study.

The Kolmogorov-Smirnov statistics were conducted to normalise the data (Hair et al., 2010). According to Tabachnick and Fidell (2013), it is uncommon for the zero value to indicate the normal distribution in social sciences. If there is a small difference between the values of the mean and the 5% trimmed mean, the notion is supported that there were no extreme scores (Pallant, 2011). Where a p-value is greater than .05 the results are non-significant (supporting H_A that the data were not normally distributed) while results were significant if H_0 was supported and the p-values were less than .05. Larger samples (> 200) may violate the assumption of normality, but this test is sensitive for larger sample sizes, and therefore, the test of normality is not critical (Pallant, 2011; Tabachnick and Fidell, 2013).

RESULTS

More female respondents (48.8%) participated in the survey than men (47.4%), while 3.8% of the respondents preferred not to indicate their gender. The majority of the respondents (68.9%) were between the ages of 35 and 65 years, while 31.1% of respondents were between the ages of 18 and 34 years. Eighty per cent of respondents had at least a post-school qualification, while 20% have completed secondary school. After an investigation of the descriptive statistics results, the data deems suitable to conduct a factor analysis.

Results from Bartlett's Test of Sphericity and KMO-MSA for culinary tourist financial perspective (C1), culinary tourist value perspective (C2), the internal business perspective in culinary tourism (3), and the innovation and learning perspective in culinary tourism (C4) indicated that all four perspectives were significant ($p < .001$) following the collection of 500 responses:

- Firstly, the culinary tourist financial perspective retained 12 items when the rotated factor matrix explained 57.37% of the variance in the factor space with Cronbach alpha coefficient (α) for C1_1 as .74 (food value); C1_2 as .72 (food service) and C1_3 as .67 (culinary costing). The newly named factors had an α of more than .60 to support a continuation for second-order factor analysis (Nunnally & Bernstein, 1994; Pallant, 2011).

- Secondly, 16 items were retained of the culinary tourist value perspective explained by 53.84% of the variance in the factor space. The principal axis factoring and varimax rotation with Kaiser normalisation grouped the 16 items into three newly named factors with C2_1 (Product experience) with $\alpha = .77$; C2_2 (Guest management) with $\alpha = .85$, and C2_3 (Promotion) with $\alpha = .68$. The factors qualified for a second-order analysis as their α were all above .60 (Nunnally & Bernstein, 1994; Pallant, 2011).
- Thirdly, 14 items were retained for the internal business perspective in culinary tourism with a factor loading that explained 52.30% of the variance in the factor space for the newly formed factors; C3_1 (staff skills) with $\alpha = .87$; and C3_2 (staff service) with $\alpha = .82$. The newly formed factors were suitable for second-order factor analysis as their α was above .60 (Nunnally & Bernstein, 1994; Pallant, 2011).
- Fourthly, 12 items were retained forming two new factors which were explained by 62.19% variance in the factor space. C4_1 (organisational culture) with $\alpha = .83$, and C4_2 (awareness) with $\alpha = .77$ and qualified for a second-order factor analysis. The newly formed factors were suitable for second-order factor analysis as their α was above .60 (Nunnally & Bernstein, 1994; Pallant, 2011).

Second-order factor analysis for the four perspectives

The second-order factor analysis aimed to establish whether one factor could be extracted for each of the four perspectives. The second-order factor analysis considering the KMO MSA and communalities criteria were done on the respective factors for C1 (C1_1, C1_2, and C1_3) and C2 (C2_1, C2_2, and C2_3) leading to the extraction of items that met the criteria. The KMO-MSA and Bartlett's test of sphericity was not conducted on the C3 and C4 when the second-order factor analyses were done, as only two factors were postulated for these correlated factors, as previously applied by Swart (2013). The research used the principal axis factoring method and oblimin rotation with Kaiser normalisation for the extraction of items in each perspective. Results for Perspective C1 indicated Bartlett's test of sphericity $X^2 = 404,12$; (df = 3; $p < .001$) and KMO-MSA (.70) with an overall significance of all correlations within each of the identified factors, where the chi-square (X^2) value was statistically significant ($p < .001$). The culinary tourist financial perspective was extracted and explained 69.04% of the variance in the factor space with $\alpha = .77$. Inter-correlations between these factors were further investigated using the Pearson correlation as summarised below:

C1: The culinary tourist financial perspective

- Food value and food service ($r = .57$, $n = 500$, $p < .001$).
- Food value and culinary costing ($r = .53$, $n = 500$, $p < .001$).
- Food service and culinary costing ($r = .50$, $n = 500$, $p < .001$).

The culinary tourist financial perspective was suitable for a third-order factor analysis as the α was more than .60 (Bergmann & Turelli, 2018; Nunnally & Bernstein, 1994).

C2: The culinary tourist value perspective

When Bartlett's test of sphericity was conducted the following results were obtained;

$\chi^2 = 439,95$; ($df = 3$, $p < .001$) indicating the overall significance of all correlations within each of the identified factors, where the χ^2 value was statistically significant ($p < .001$). One factor was extracted and explained by 67.99% of the variance in the factor space, with $\alpha = .76$. A summary of inter-correlations between newly formed factors are indicated:

- Product experience and guest management ($r = .63$, $n = 500$, $p < .001$).
- Product experience and promotion ($r = .36$, $n = 500$, $p < .001$) where the effect size is medium.
- Guest management and promotion ($r = .58$, $n = 500$, $p < .001$).

The results indicated that the culinary tourist value perspective was suitable for a third-order factor analysis as the α was more than .60 (Bergmann & Turelli, 2018; Nunnally & Bernstein, 1994).

C3: Internal business perspective in culinary tourism

This perspective retained two factors (C3_1 and C3_2) and KMO MSA and Bartlett's test of sphericity was not conducted on the inter-correlation matrices (Swart, 2013). However, there were enough high cross-loadings on the matrix to support a second-order analysis. Internal business perspective in culinary tourism was extracted and explained 86.05% of the variance in the factor space with $\alpha = .84$. The inter-correlations for the new factors for this perspective are shown below:

- Staff skills and staff service ($r = .72$, $n = 500$, $p < .001$) where the effect size is large, suggesting a strong relationship between these two factors. This perspective qualifies for a third-order factor analysis as the α was more than .60 (Nunnally & Bernstein, 1994; Pallant, 2011).

C4: Innovation and learning perspective in culinary tourism.

This perspective retained two factors (C4_1 and C4_2). The KMO-MSA and Bartlett's test of sphericity was not conducted on the inter-correlation matrices, as only two factors were postulated for these correlated factors (Swart, 2013). However, there were enough high cross-loadings on the matrix to support a second-order factor analysis. The perspective explained 76.56% of the variance in the factor space with $\alpha = .69$. Inter-correlations between these factors were further investigated using Pearson correlation as shown next:

- Organisational culture and awareness ($r = .53$, $n = 500$, $p < .001$) where the effect size is large, suggesting a strong relationship between these two factors. This perspective qualifies for a third-order factor analysis as the α was more than .60 (Bergmann & Turelli, 2018; Nunnally & Bernstein, 1994).

Third-order factor analysis for CTVSC

Inter-correlation results from perspectives C1, C2, C3, and C4 supported the suitability of the factor matrix for third-order factor analysis. The four perspectives were retained for the development of the CTVSC. Bartlett's test of sphericity $X^2 = 1646.17$; ($df = 6$; $p < .001$) and KMO-MSA (.86) indicated the overall significance of all correlations within each of the identified factors where the X^2 was statistically ($p < .001$). The extraction of the CTVSC explained 83.19% of the variance in the factor space with an $\alpha = .93$. The Pearson correlation was conducted in support of relationships between the perspectives:

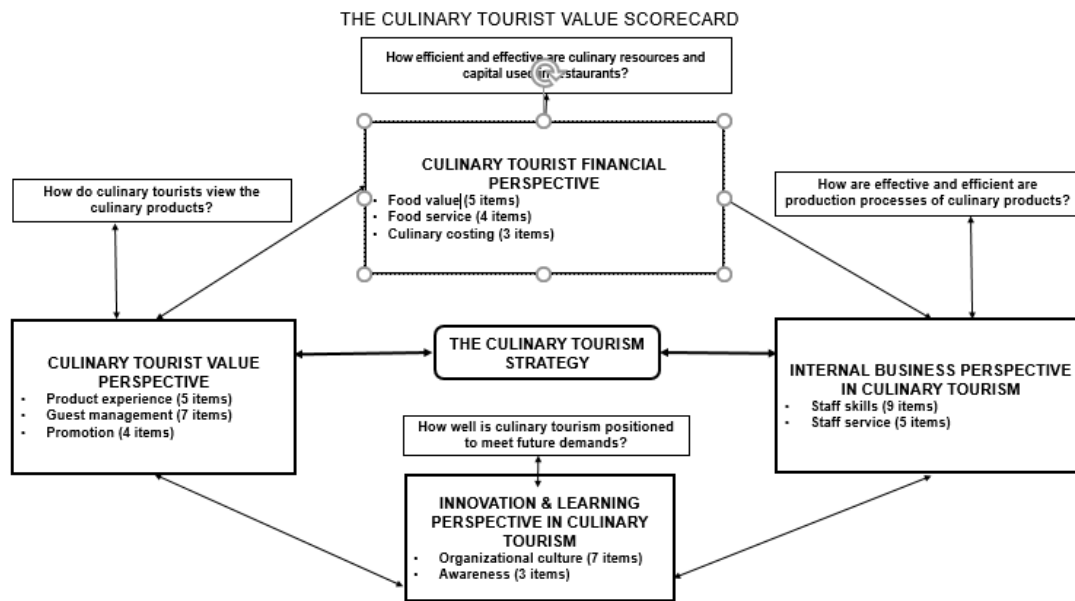
- Culinary tourist financial perspective and culinary tourist value perspective ($r = .78$, $n = 500$, $p < .001$).
- Culinary tourist financial perspective and internal business perspective in culinary tourism ($r = .77$, $n = 500$, $p < .001$).
- Culinary tourist financial perspective and innovation and learning perspective in culinary tourism ($r = .73$, $n = 500$, $p < .001$).
- Culinary tourist value perspective and internal business perspective in culinary tourism ($r = .81$, $n = 500$, $p < .001$).
- Culinary tourist value perspective and innovation and learning perspective in culinary tourism ($r = .79$, $n = 500$, $p < .001$).
- Internal business perspective in culinary tourism and innovation and learning in culinary tourism ($r = .78$, $n = 500$, $p < .001$).

All these perspectives had strong relationships between the factors, hence the newly formed CTVSC was supported as the α was more than .60 (Nunnally and Bernstein, 1994; Pallant, 2011).

The CTVSC reliability was confirmed, therefore, supporting the H1: The CTVSC with the integration of the BSC perspectives and customer value analysis can be reliably and validly measured. The summary of the Kolmogorov-Smirnov test for normal distribution indicates that p -value for the CTVSC is $> .05$, thus supporting H_A , to indicate that the data was not normally distributed, as illustrated in Figure 2.

Figure 2

The Measured CTVSC Perspectives with realised dimensions



Source: Authors' compilation

DISCUSSION

No studies reported on the proposed dimensions for the CTVSC. The dimensions were derived from the in-depth literature review from both a general business and tourism context. There was no specific research on the underlying dimensions of the culinary tourist financial perspective. Recommendation from Szóka (2012) to launch the BSC financial perspective awareness to companies was adopted, and four dimensions were developed, namely menu, menu pricing, menu operations, and seat turnover. This perspective had 15 items generated from the literature review. Three new factors (12 items) emerged following a factor analysis and were renamed as:

- food value which retained 5 items ($\alpha = .74$) (Djekic et al., 2014; Ghosh-Jerath et al., 2015; Jiménez Beltrán et al., 2016; Kaplan & Norton, 1992; Richardson, Abraham & Bond, 2012; Rinaldi, 2017; Wandolo, 2016),
- food service retained 4 items ($\alpha = .72$) (Abdullah, Abdurahman & Hamali, 2011), and
- culinary costing retained 3 items ($\alpha = .67$) (Dolnica, Juvan & Grün, 2020).

The newly named factors had a α of more than .60 to support a continuation for further factor analysis (Nunnally & Bernstein, 1994), and give insights as a comprehensive measure of culinary tourist financial perspective ($\alpha = .85$) in the culinary tourism context. The findings revealed that (i) guest appreciates diversity on the menu (Kalenjuk et al., 2016), menu promotes the uniqueness of a destination from competitors by increasing the perceived value to the guest and directs customers' attention to tourism business items to sell more (Yang, 2012), (ii) menu pricing is determined by the type of restaurants and products on offer, restaurant location, preparation methods, and service plus the level of demand and supply (Lillicrap & Cousins, 2010), (iii) menu operations are guided by portion control, standard recipes, quality control and standard specifications (Jones & Miffl, 2001), and (iv) food outlets make profits when the seat turnover rate is high (Basu, 2014).

Four dimensions were initially proposed for the culinary tourist value perspective, including guest relationship management, convenience, variety of culinary products, and guest acquisition. The culinary tourist value perspective ($\alpha = .88$) yielded one factor, consisting of three dimensions that were empirically obtained and renamed as (i) product experience that retained 5 items ($\alpha = .77$), (ii) guest management retaining 7 items ($\alpha = .85$), and (iii) promotion which retained 4 items ($\alpha = .68$), totalling 16 items. All the α were significant (Nunnally & Bernstein, 1994), and make a unique contribution to culinary tourism literature. The current study's findings revealed that product experience provides tourists at gastro-attractions with distinctive, diversified, and novel culinary options (Ab Karim & Chi, 2010; Mak et al., 2012). Findings from Kristensen (2017) claim that food experiences typically play an essential role in the guest's decision-making before visiting a destination, which is consistent with the finding of this study. The results of guest management are consistent with the findings by Walls, Okumus, Wang, and Kwun (2011), who assert that guest management is associated with the quality of services offered by a hotel. According to Mwaawaara (2009), guests are motivated by advocates in promotion and communication advertisements; therefore, results associated with promotions are supported by this study. This study supports the literature related to product experience, guest management, and promotion as dimensions of the customer value perspective.

There is no account of research conducted on the four dimensions that are used to explain the internal business perspective in culinary tourism, namely employee skills, operational excellence, culinary product quality, and culinary cycle time. After factor analysis, only 14 items were retained, resulting in two newly named dimensions (staff skills and staff service), which explain the internal business perspective in culinary tourism ($\alpha = .90$). Staff skills retained 9 items ($\alpha = .87$), while staff service retained 5 items ($\alpha = .82$). The newly named factors had a significant α (Nunnally & Bernstein, 1994). The results from this study are consistent with those of previous studies for (i) staff skills (Cardoso, 2014; Kuhn, Haselmair, Pirker & Vogl, 2018; Kuosuwan, 2016), and (ii) staff service (Guzel & Apaydin, 2016; Ko, 2015; Kuhn, Benetti, Anjos & Limberger, 2018). These two dimensions sustained a more comprehensive understanding of the items required to create the internal business perspective in culinary tourism.

After a thorough search of related literature, proposed dimensions, organisational culture strategic alignment, and human capital were included as dimensions for the development of an innovation and learning perspective of culinary tourism. Twelve items were retained from the three dimensions following a factor analysis. Ten items loaded on two newly named dimensions, namely organisational culture that retained seven items ($\alpha = .83$), and awareness that retained three items ($\alpha = .77$), both with a significant α (Nunnally & Bernstein, 1994). Findings revealed the results of the two dimensions were consistent with results from other studies related to organisational culture (Carvalho, et al.; Manning, 2018), and awareness (Karagiannis & Metaxas, 2017). This study makes a unique contribution by indicating that organisational culture and awareness are dimensions that contribute to the measurement of innovation and learning perspective in culinary tourism ($\alpha = .86$).

The CTVSC with the subscales yielded an acceptable reliability coefficient, which was indicative of the scales' internal consistency related to culinary tourism. The authentication process of scales suggested that CTVSC is a multi-dimensional construct composed of ten dimensions from the four perspectives. Through the results, unique contributions are made to the literature and culinary tourism industry

CONCLUSION

The purpose of the paper was to develop a CTVSC that sought to explain the behaviour involvement of culinary tourists after visiting Zimbabwean ethnic restaurants. By superimposing the CVA (Gale, 1994) on the original BSC (Kaplan & Norton, 1992) the CTVSC was developed. The four perspectives were retained for the development of the CTVSC. Bartlett's test of sphericity $X^2 = 1646.17$; ($df = 6$; $p < .001$) and KMO-MSA (.86) indicated the overall significance of all correlations within each of the identified factors where the X^2 was statistically ($p < .001$), supporting H1. Furthermore, all the relationships between the four perspectives were significant with large effect sizes following a Pearson correlation. The CTVSC as a measurement instrument for ethnic culinary tourism was confirmed. The proof is indeed reflected. Results from the CTVSC may enable managers to focus on monitoring and improving the culinary products offered at a destination, the needs of first-time diners, and returning diners. Additionally, managers may use the findings to design state-of-the-art ethnic cuisines, traditional restaurants, and refine the service offering to be competitive. Culinary managers, restaurants, and gastronomic-related businesses could adapt the questionnaire to measure the performance of their respective businesses. As convenience sampling was applied the results from this study must be applied with caution. Forthcoming research could explore the model using longitudinal data, or investigate the medicinal and therapeutic influences of ethnic foods as constructs (Chang, Mak & Chin, 2011).

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OCCUPATIONAL HEALTH AND SAFETY IN TOURISM SMES: A STRATEGIC MANAGEMENT TOOL

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INTRODUCTION

The National Tourism Sector Strategy (NTSS) 2016 – 2026 highlights the fact that South Africa is a global competitor in attracting events of various types and sizes (Department of Tourism, 2017b). Small businesses (SMEs) involved in local organising committees (LoCs) afford various economic opportunities to not only the SME in question but also the surrounding community. These SMEs are vital in the hosting of events and festivals. Agenda 2063 envisage an Africa that provides for prosperity, security and safety as well as a respect for human rights (Agenda 2063). The Constitution of the Republic of South Africa supports such vision with an indication that every human being has the right to work in an environment that is not harmful to his/her health or wellbeing (RSA, 1996). This paper investigates the application of Occupational Health and Safety (OHS) as strategic management tool in event industry SMEs, that employers should be cognisant about as a way to proactively and strategically address OHS in their businesses. OHS should not be viewed as a legal compliance issue only, but as a strategy to enhance sustainability. Should an OHS incident occur, it could jeopardise the viability and successful hosting of an event, directly and indirectly affecting not just the SME in question, but the greater community.

Concerns about OHS has been identified as one of the factors that led to a decline in international tourist visits to South Africa (Department of Tourism, 2015). Tourist decisions are influenced by personal safety and health issues as indicated in the National Tourism Sector Strategy NTSS of 2016-2026 (Department of Tourism, 2017b). The Department of Tourism supports tourism safety programmes, with OHS issues being specifically addressed in the Tourism Strategic Plan of 2015 to 2020 (Department of Tourism, 2017a; Department of Tourism, 2015).

Sustained performance, including that of SMEs that form part of LoCs, is linked to organisational ambidexterity, which enables businesses to capitalise on current capabilities whilst developing others to attract new customers (Mihalache & Mihalache, 2016; Department of Tourism, 2017b). A culture of prevention must be created in SMEs to avoid the direct and indirect costs associated with OHS incidents in the workplace (Esterhuyzen, 2017). In order to do so, strategic OHS management systems as well as regulatory compliance is of importance (Kim, Park & Park, 2016) within the events management industry.

A systematic literature review is used to analyse the main constructs of this conceptual paper. These literature sources include applicable legislative directives, strategic documents of relevant governmental organisations and academic publications.

Utilising OHS as a strategic management tool can enhance small business sustainability, specifically in the events and tourism industry. Implementation of such a strategy will also promote safe working environments as indicated in the United Nation's Strategic Development Goals (SDGs), specifically Goal 8 (United Nations, 2015).

METHODOLOGY

It is important that policy and practice be informed through a rigorous evidence base. Therefore, a systematic literature review is used to make sense of the evidence on this topic. A systematic review process is used to synthesise research in a transparent, systematic and reproducible way, aimed at informing policy and decision-making regarding OHS in tourism SMEs (Tranfield, Denyer & Smart, 2003). This systematic literature review commenced with a Scopus search of the terms "OHS", "SME" and "strategic management". The search was limited to articles published between 2014 (inclusive) and 2020. The central themes that could be identified from these articles are indicated in table 1 below.

Table 1
SUMMARY OF SYSTEMATIC LITERATURE REVIEW

Central theme	Number of articles	References
Management commitment to safety	10	<i>Al-Bsheish, M., bin Mustafa, M., Ismail, M., Jarrar, M. Meri, A. & Dawwed, M., 2019; Carvalho, F., Domingues, P., & Sampaio, P., 2019; Simukonda, W., Mamu, P., Mahamadu, A.-M. & Dziekonski, K., 2018; Trianni, A. Cagno, E. Neri, A., 2017; Tunčikienė, Ž. & Drejeris, R., 2017; Lopez, L.A.B., Rodriguez, J., Vilorio, A., Lis-Gutierrez, J.-P., Gaitan-Angulo, M. & Marquez, N., 2017; Rashid, F. & Fazal, N., 2017; Legg, S.J., Olsen, K.B., Laird, I.S. & Hasle, P., 2015; Molineux, J., 2014; de Nadae, J., Galdamez, E.V.C., Carpinetti, L.C., de Souza, F.B. & de Oliveira, O.J., 2014.</i>
Employee buy-in / involvement / participation	10	<i>Dhanani, L.Y. & LaPalme, M.L., 2019; Surienty, L., 2019; Poulianiti, K.P., Havenith, G., & Flouris, A.D., 2019; Quinn, D., Cioffi, E., Hill, S., Kor, M., Longford, A.-C., Moller, R. & Rathore, P., 2019; Guimarães, A.G., Vaz-Fernandes, P., Ramos, M.R. & Martinho, A.P., 2018; Wang, Q., Mei, Q., Liu, S. & Zhang, J., 2018; Jacobs, M. & Pienaar, J., 2017; Rashid, F. & Fazal, N., 2017; Inoue, A., Kawakami, N., Tsutsumi, A., Shimazu, A., Miyaki, K., Takahashi, M., Kurioka, S., Eguchi, H., Tsuchiya, M., Enta, K., Kosugi, Y., Sakata, T. & Totsuzaki, T., 2014; Hermawati, S., Lawson, G. & Sutarto, A.P., 2014.</i>
Effects of safety implementation on employees	4	<i>Dhanani, L.Y. & LaPalme, M.L., 2019; Poulianiti, K.P., Havenith, G., & Flouris, A.D., 2019; Bayram, M., Ünğan, M.C. & Ardaç, K., 2017; Sönmez, S., Apostolopoulos, Y., Lemke, M.K., Hsieh, Y.-C.J., & Karwowski, W., 2017</i>
Safety and sustainable development	2	<i>Carvalho, F., Domingues, P., & Sampaio, P., 2019; Carvalho, F., Santos, G. & Gonçalves, J., 2018</i>

The elements identified and summarized in table 1 is used as the basis of the following discussion on the utilization of OHS as a strategic management tool in tourism industry SMEs.

MANAGEMENT COMMITMENT TO SAFETY

Organisational management commitment to safety empowers employees and enhance their compliance and participation in various safety endeavours within the organisation (Al-Bsheish et al., 2019). Management needs to clearly communicate such commitment to their employees (Carvalho et al., 2019). The implementation of OHS practices in developing countries remain low, with particular reference to strategic OHS management in terms of policy, organising, measuring and reviewing (Simukonda et al., 2018). In order to enhance organisational sustainability, barriers to OHS, amongst others, should be addressed (Trianni et al., 2017). Management should utilize a systematic approach to search for strategic-level solutions regarding general aspects of OHS, thereafter focusing on smaller (operational) OHS issues (Tunčikienė & Drejeris, 2017). Integrated management systems should be used to achieve organisational objectives in terms of OHS. Not investing adequate management commitment to OHS issues can lead to a discourse in business sustainability (Lopez et al., 2017).

Management commitment leads to a vigilant OHS environment within the organisation, thereby increasing compliance with OHS directives (Rashid & Fazal, 2017). The specific characteristics of SMEs require management commitment to enhance OHS compliance and the effect of OHS interventions. It is of particular importance that the relevant stakeholders in the industry, such as the tourism industry, disseminate OHS information to SMEs (Legg et al., 2015). All relevant stakeholders in the tourism industry should follow the route of group participation to assist in redesigning OHS systems that are user-friendly for and applicable to SMEs (Molineux, 2014). A method for introducing collectively integrated practices of OHS for all organisations, including SMEs, belonging to the same industry (such as the tourism industry) should be developed. Such method should be planned, implemented, evaluated and maintained with input from organisations as well as the tourism industry governance structures (de Nadae et al., 2014).

EMPLOYEE BUY-IN AND THE EFFECT OF SAFETY IMPLEMENTATION ON EMPLOYEES

OHS transgressions affects not only the employees directly affected but also those employees that observed or became aware of such wrongdoings (Dhanani & LaPalme, 2019). Even though tourism jobs have been found to constitute low metabolic energy cost, the development of instruments and guidelines pertaining to workers' OHS is still vital to enhance productivity and organisational sustainability (Poulianiti et al., 2019; Hermawati et al., 2014). Unfortunately, SMEs are notorious for exposing employees to OHS risks due to poor working conditions (Hermawati et al., 2014). It is important that management take cognisance of the fact that OHS implementation cost directly correlates to safety performance, satisfaction of employees, as well as cost savings for OHS incidents (Bayram et al., 2017). The tourism sector is known for situations where certain workers are exposed to disproportionately high health and safety risks, with specific reference to immigrant

and lower income groups (Sönmez et al., 2017; Gravel, Rheaume & Legendre, 2009). It is reiterated by Sönmez et al. (2017) that a strategic, stakeholder based, systems approach should be followed to enhance OHS in the tourism industry.

Employee education and empowerment plays a vital role in enhancing OHS implantation on both a strategic and operational level (Quinn et al., 2019). Sustainable production relies on well-educated and well trained employees to mitigate the effects of OHS transgressions. Employees and other stakeholders, should be given the opportunity to participate in OHS decision-making endeavours (Guimarães et al., 2018). The characteristics of SMEs necessitates a collaborated effort by organisational management, employees and government to promote OHS sustainability strategies (Wang et al., 2018). This collaborated effort can be utilized to reduce the isolation, lack of information and low level of prevention activity associated with SMEs (Champoux & Brun, 2001; Legg, Olsen, Lamm & Hase, 2010).

Employee behaviour should be taken into account to understand safety compliance and address avoidance of OHS issues (Jacobs & Pienaar, 2017). Employee OHS awareness is crucial to benchmark an organisation's compliance with OHS directives (LaMontagne, Barbeau, Youngstrom, Lewiton, Stoddard, McLellan, Wallace & Sorensen, 2004; Rashid & Fazal, 2017). Higher levels of workload and time pressures enhance employee engagement with work, but ambiguous OHS guidelines has the opposite effect on productivity and OHS engagement (Inoue et al., 2014). A participatory approach is suggested to enhance OHS in SMEs in contrast to the traditionally top-down approach that has been followed (Hermawati et al., 2014).

SAFETY AND SUSTAINABLE DEVELOPMENT

OHS needs to be operationalized in small businesses to effectively enhance its use as a strategic management tool, thereby addressing business sustainability (Johnson & Schaltegger, 2016). Reasons why sustainability management tools should be implemented include the management of legal compliance, management of stakeholder relationships, improved business performance as well as the operationalization of strategies (Johnson & Schaltegger, 2016).

Sustainable development requires commitment from customers, employees and various stakeholders, with a view to continuous improvement. Such commitment should be clearly communicated to enhance OHS throughout the industry (Carvalho et al., 2019). The internet and social media are suggested as platforms to communicate sustainable development objectives strategies. Small businesses can tap into the resources made available by larger organisations and government via social media platforms in order to benchmark and enhance their own OHS practices (Carvalho et al., 2018). This information can be utilized by SMEs to assist in addressing the barriers that they face in terms of OHS compliance, thus enhancing small business sustainability (Trianni et al., 2017).

A SAFE WORKING ENVIRONMENT IN THE TOURISM INDUSTRY

Goal 8 of the UN SDGs, specifically refer to the promotion of sustained, inclusive and sustainable development growth, including full and productive employment and

decent work for all. Section 8.8 of this goal, outlines safe and secure working environments for all workers, including migrant workers and those in precarious employment (United Nations, 2015). This links with the findings of Sönmez et al. (2017), who indicate that the tourism sector is known for a situation where certain workers are exposed to disproportionately high health and safety risks, with specific reference to immigrant and lower income groups. It is vital that the tourism industry address this discrepancy.

The national tourism sector strategy focuses more on tourist safety (Department of Tourism, 2017b). Whilst this is an important factor, employee safety should also be addressed in order to enhance the strategic sustainability of this industry in South Africa.

OHS AS STRATEGIC MANAGEMENT TOOL

Strategic management tools should be designed in such a way as to be suitable for implementation by SMEs. In order to be acceptable and applicable for SMEs, it is suggested that these strategic management tools be simple, user friendly, practical, cost effective, adaptable, tailored to organisational needs and stakeholder orientated (Johnson & Schaltegger, 2016). SME managers should be motivated to realize the importance of OHS practices, thus leading to an intrinsic intention to act (Kvorning & Hasle, 2013). A strategic management approach to OHS is an internationally accepted approach to reduce illness and injury in the workplace (Barbeau, Roelofs, Youngstrom, Sorensen, Stoddard & LaMontagne, 2004), thereby addressing the direct and indirect costs associated with OHS incidents (Esterhuyzen, 2019). Research found that the most effective OHS prevention approaches is based on simple and low cost solutions that are distributed through personal contact (Hasle & Limborg, 2005). Various stakeholders in the tourism industry in can therefore play a vital role in enhancing OHS strategies in small businesses.

A CULTURE OF PREVENTION

A safety culture encompasses individual and group values, attitudes, perceptions and competencies, as well as patterns of OHS behaviour, and determines the efficiency of the organisation's OHS efforts. Unless OHS management systems are accompanied by a positive safety culture in an organisation, OHS incidents will not be sustainably addressed (Kim et al., 2015). Unfortunately, SMEs are faced with internal shortcomings including a lack of awareness, lack of knowledge and expertise, as well as a lack of human and financial resources (Johnson & Schaltegger, 2016). SMEs have limited resources to prioritize OHS and should therefore be supported to effectively engage in OHS initiatives (Hasle, Kvorning, Rasmussen, Smith & Flyvholm, 2012; Kvorning & Hasle, 2013; Kvorning, Hasle & Christensen, 2015; Legg, Olsen, Laird & Hasle, 2015).

The strategic management of SMEs requires proper motivation, leading to OHS preventative action. In order to do so, it is suggested that SME management first be introduced to OHS programmes and be made aware of the various instruments available, guided through a process of sense-making, resulting in effective OHS preventative actions (Kvorning & Hasle, 2013; Kvorning, Hasle & Christensen, 2015).

The direct and indirect costs of OHS incidents highlighted the importance of the implementation of OHS measures. SMEs, however, have been found to focus on replacement of workers, rather than OHS prevention strategies (Gravel et al., 2009).

MANAGEMENT IMPLICATIONS

SMEs in the tourism industry, as with all other industries, have unique characteristics. Therefore OHS interventions should not only address the unique characteristics of SMEs but also focus on aligning OHS activities with business interests and ensuring connections to SMEs through formal, informal and interpersonal relationships (Legg et al., 2015). OHS can be used as a strategic management tool, provided that management is aware of the availability of programmes and its potential to improve working conditions in the SME. It is suggested that OHS participation be promoted by trusted stakeholders within the tourism industry, rather than being enforced through legislative measures (Kvorning & Hasle, 2013).

Research has proven that the size of SMEs in itself does not pose a barrier to the development and implementation of the management and commitment to OHS or employee involvement (Barbeau et al., 2004). However, if the OHS strategic management system is not properly aligned with the nature and practical realities of SMEs, this can undermine prevention and the management of OHS (Eakin, Cava & Smith, 2001; Eakin, Champoux & MacEachen, 2010; Legg, Laird, Olsen & Hasle, 2014).

CONCLUSION

Despite the various strategic management tools available, further research should explore the adaptability of such tools for use in SMEs. This paper was limited to a systematic literature review, but future studies could focus on specific OHS needs (strategic, operational and educational) of SMEs in the tourism sector. SME managers should take cognisance of the legislative OHS requirements applicable to their businesses as well as the direct and indirect costs associated with OHS incidents. It is suggested that a collaborated effort between businesses of all sizes and governance structures of the industry be explored to enhance OHS in small businesses. A strategic management approach to OHS is an internationally accepted approach to reduce illness and injury in the workplace, aimed at addressing the direct and indirect costs that impact on the resources and sustainability of small businesses in the events and tourism industries.

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THE CHANGING WORLD OF WORK: IMPLICATIONS FOR VOCATIONAL BUSINESS EVENT MANAGEMENT CURRICULUM

ESTI VENSKE

INTRODUCTION

Prior to the COVID-19 pandemic the business events industry, also referred to as MICE (Meetings, Incentives, Conferences, and Exhibitions), was recognised globally as a growing, lucrative sub-sector of tourism. In 2018 business event tourism contributed ZAR115 billion to South-Africa's economy (Meetings Africa, 2020) and supported over 250 000 direct and indirect jobs (Naicker, 2018). A variety of business events organisers, suppliers and services are involved in developing and delivering MICE events that achieve a range of business, professional, cultural and academic objectives across many sectors (Joint Meetings Council, 2020). Specialised knowledge and skills are required for these industry professions which have accelerated the development and establishment of academic qualifications in the field (Stone, et al., 2017).

The COVID-19 pandemic has severely impacted the business events industry of South Africa due to subsequent lockdown and travel restrictions limiting mobility and the attendance of gatherings (Bartis, et al., 2021). The cancellations and postponements of events had a negative effect on revenues and jobs. Professionals were forced to be innovative and embrace virtual eventing and technology to remain sustainable (Madray, 2020). COVID-19 has had a significant impact not only on the business events industry, but also on Higher Education Institutions (HEIs) that offer related qualifications. As industry works towards business event sector recovery, academics should also ask themselves what the 'new normal' will look like? Gaining industry viewpoints from business event professionals are vital to ensure vocational context and curriculum relevancy as occupational needs in event management shift (Frost & Gronow, 2019).

The aim of this paper is to explore the changing needs of the world of work in the South African business events industry and the implications thereof on curriculum. Emphasis is placed on knowledge and skills requirements, emerging occupations and experiential learning issues as a result of the COVID-19 pandemic. The paper hopes to contribute to current discussions related to curriculum renewal that may be of value to industry and academics concerned with the post-pandemic recovery and transformation of the sector.

LITERATURE REVIEW

In light of the devastation caused by COVID-19, educators in the field of business events management have a crucial role to play in the recovery and long-term sustainability of the industry. Prior to the pandemic, Information and Communication Technology (ICT), innovation, responsiveness, sustainability and citizenship have been pertinent to event management curriculum research and development (Beeton & Morrison, 2019; Getz & Page, 2016; Mair, 2018). At present,

further research is required to facilitate curriculum renewal in the disrupted, post-pandemic events environment. Educators need to understand the transformed industry context and look at ways to think outside-the-box and develop authentic learning experiences for students (Dean & Campbell, 2020).

Education in event management experienced continued growth in popularity and importance before the pandemic (Pardon & Stone, 2019). However, there has been a shift in educational needs as most emerging jobs in business events are demanding new and higher skills levels. The ability to reskill and upskill students in the wake of COVID-19 is not only essential, but also an economic imperative (Kandri, 2020). The acquisition of new skills to cope with technological advancements and evolving client expectations is not novel. However, the pandemic has fast-tracked the digitalisation through virtual and hybrid eventing (Solaris, 2020) and introduced drastic new health and safety measures at events (Ponting, 2021). Educators have to prepare students for careers in a rapidly changing business events environment. Responsive curriculum is needed for graduates to develop adequate, transferable knowledge and skills and adapt to changes in the world of work (Jackson, et al., 2019).

Digitalisation and remote working are not new notions in industry or academia. However, these trends were accelerated by the pandemic resulting in the widespread adoption of a digitalised 'new normal'. Whilst academia braced for (and ultimately embraced) the over-all transformation and implementation of virtual and blended learning models (Kandri, 2020), business event professionals had to rethink event strategies for survival in a globally disrupted, virtualised environment. Issues like business continuity, the monetisation of future events and reducing pandemic-based risks at live events have become central to long-term event sustainability (Russel, 2020). It has been widely accepted that hybrid events are here to stay (Solaris, 2020) and whilst it is certain that virtual events do have a place in the future, it is not likely to replace the need for in-person events (Getz & Page, 2019). Among academics, there is a more widely shared appreciation for digital tools as complements, and not substitutes, of face-to-face education (Kim, 2020). Headway has been made towards designing educational programmes in collaboration with event industry partners in the past (Davidson, 2019) and COVID-19 has created an unprecedented opportunity for curriculum content and delivery to align with the transformation of a future-forward business events industry in blended learning environments.

Students need agility and skills in creativity and innovation for the careers of the future (Thompson & Cook, 2019). Professionals in event management typically fulfil occupational rolls such as event bidding, planning, organising, producing and servicing (Getz & Page, 2019) and event graduates should be able to transfer related knowledge and skills to be able to work across various MICE establishments such as venues, convention bureaus and destination marketing companies (Davidson, 2019). Event organisation, communication, business relationship management, decision-making and health and safety management has been highlighted as significant competencies for success in the industry (Van der Wagen & White, 2018). Business events management often require the planning of large-

scale international meetings or exhibitions that are learning- or trade-related whilst incentive events are focused around entertainment and rewards (Goulston, 2020). In order to successfully produce such a variety of events, professionals are compelled to harness their creative and organisational capabilities (Van der Wagen & White, 2015). Specific to business events, is the need for people skills to negotiate and build supplier and customer relationships and sustainable event management competencies to boost the sustainability credentials increasingly sought by clients (Davidson, 2019).

The expanded role of technology in events have had a profound impact on the business events industry requiring event professionals to adopt digitalisation in almost all spheres of event management. This in turn has stimulated the need for flexibility, problem-solving and excellent communication and people skills (Eventbrite, 2021). Emergent during the pandemic is the need for knowledge and skills related to the design and implementation of virtual and hybrid event experiences as well as COVID-related safety management (Solaris, 2021). Knowledge and understanding of pandemic-related health and safety protocols have become significant in building confidence in the sector. Indeed, as world economies gain momentum post-pandemic, business events provide the perfect structure to drive recovery by bringing people and businesses together to meet in safe environments (Goulston, 2020). Companies are expanding their teams to include new specialist roles in the areas of virtual and hybrid eventing and COVID-19 safety (Hoffman, 2021). Emerging occupations include virtual event and technology specialists, virtual experience managers, on-site safety experts and risk assessors (Hoffman, 2021; Whitehorne, 2020). Job opportunities have also arisen due to the so-called 'brain-drain' whereby experienced event experts have left the industry in search of job security in other sectors during times of uncertainty, taking with them substantial knowledge and skills (Copans, 2021).

It is ideal for industry and educators to collaborate, not only in the design, but also the delivery of curricular activities such as experiential learning (Jackson, et al., 2019). Prior to the pandemic experiential learning through internship placement provided allowed knowledge and skills application in business event settings (Davidson, 2019). This enabled learning-by-doing in authentic work spaces. In business events, both the constructs of work and education has changed drastically due to the pandemic and it is inevitable that experiential learning, which links these two worlds, have been impacted. It may be useful to remove the idea of actual events and workstations as the only place where practical experience can be gained. In a post-pandemic environment, the focus should rather be on 'practice' as opposed to 'place'. "When we focus on practice, it centralises what students do to assume the authentic roles of a professional rather than where they do it and opens possibilities for student participation in virtual, physical or hybrid spaces of learning" (Dean & Campbell, 2020:361).

METHODOLOGY

This qualitative study explored the viewpoints of business event professionals as part of ongoing curriculum renewal at the Cape Peninsula University of Technology (CPUT) in Cape Town, South Africa. The Southern African Association for the

Conference Industry (SAACI) is recognised as the country's official business events association. Therefore, purposive sampling was utilised to select participants with SAACI membership in senior positions across a spectrum of business events companies (Table 1). Qualitative data was initially generated through interviews with 10 key informants (Creswell, 2014) in 2018-2019 prior to the COVID-19 pandemic. Interviews were conducted again in 2020-2021 to explore the changing needs in the world of work in light of the pandemic. Building rapport is crucial in qualitative interviews as it contributes to comfortable interactions enabling participants to provide rich information (McGrath, et al., 2019). A sense of proximity was established between the researcher and participants during the 2018-2019 interviews making it easier to follow up and gain related, meaningful responses from the same participants in 2020-2021 (P1-P8). As a result of the pandemic, two of the original participants (P9 and P10) were no longer in a position to participate, and two new participants (P11 and P12) were interviewed in 2020–2021 to reach data saturation.

Table 1. Business event companies where linked to participants

Participants (2018–2019)	Participants (2020–2021)
P1: Professional Conference Organisation	P1
P2: International MICE Association	P2
P3: Convention and Event Centre	P3
P4: Convention Bureau	P4
P5: International Convention Centre	P5
P6: Destination Management Company	P6
P7: Conference and Incentive Travel	P7
P8: Stage and Production Design	P8
P9: Event Consultation and Training	P11: Conference and Functions Venue
P10: Event Project Management	P12: Audio-visual and Technical Production

Table 2 presents an overview of how the qualitative data analysis spiral (Creswell & Poth, 2018) was applied. In qualitative data analysis “the researcher engages in the process of moving in analytic circles rather than using a fixed linear approach” (Cresswell & Poth, 2018:186).

Table 2. Data analysis spiral application

Data analysis spiral	Procedure	Application
Starting point	Data collecting	Interviews generated data
Loop 1	Data managing	Data transcripts were organised electronically
Loop 2	Reading / Memoing	Transcripts were read and reflected upon / Notes were made
Loop 3	Describing / Classifying	Codes were classified into categories
Loop 4	Interpreting	Inferences were drawn and correlated to literature
Exit point	Presenting / Narrating the account	Propositions were developed and presented via tables and verbatim quotes

Adapted from Creswell & Poth (2018)

As a validation strategy and in order to present the narrative account in a collective table format, a focus group with participants was convened to endorse consensus of the collective viewpoints. Ethical research practices included informed consent, voluntary participation and confidentiality (Brinkmann, & Kvale, 2018).

RESULTS AND DISCUSSION

The results provide an overview of viewpoints shared from participants in the South African context with a focus on the business event management curriculum renewal. Collective viewpoints are tabulated supported by selected verbatim quotes in the discussion.

Category 1: Knowledge areas

The comparison between the knowledge and skills requirements pre-pandemic (2018-2019) and during/post pandemic (2020-2021) may prove to be meaningful to the industry and the education sector in referencing significant areas of recovery.

A comparison is presented in Table 3 of the knowledge areas highlighted as pertinent to the success of business event management.

Table 3. Knowledge areas

Participants (2018–2019)	Participants (2020–2021)
<ul style="list-style-type: none"> • Legislation and regulations related to Health and Safety • Understanding the business events industry and role players • Marketing strategies including digital marketing • Computer literacy • Financial and budget management • Risk management • Site planning • Project planning • Sustainability 	<ul style="list-style-type: none"> • Legislation and regulations related to Health and Safety • COVID-19 protocols • Understanding the context of how the sector has changed and the role of different suppliers • Marketing management • Digital and software platforms • Hybrid vs virtual events • Entrepreneurship and creating different revenue streams • Space planning and management

Noticeably, sustainability did not emerge as a knowledge area during the 2020-2021 participant interviews. Prior to COVID-19, it was considered as significant conceptual knowledge area (2018-2019). P3 expressed the importance of “really understanding sustainability and greening, carbon footprint and more” in event management. Sustainable and green events seek to balance the environmental, social and economic imperative associated with events (Toneva, 2017). COVID-19 provided event professionals with an unprecedented opportunity advance sustainability in events through virtual platform engagement requiring less resources. However, sustainability inefficiencies have also surfaced, or rather resurfaced, as a result of the pandemic. For example, the increased use of hand-sanitisers, disposable masks and single-use plastic have had a detrimental effect on gains made in venue waste management and on the environment. It is not possible to re-use or recycle many of these items. Rigorous health and safety standards and green event practices can be compatible with Covid-19 regulations (Sustainable Event Alliance, 2020). According to P9, “understanding sustainability and how to implement it takes a complete mind-shift”, and educators have a role to play in bolstering sustainable event knowledge and application as the industry reactivates Hybrid and in-person events.

In the 2020-2021 interviews emphasis was placed on knowledge related to the digitalisation of events including the differentiation between virtual and hybrid events, whilst 2018-2019 participants concurred merely on the need for digital marketing and computer literacy at the time. In this new world of work students “need to be knowledgeable in online platforms, these platforms are upgraded weekly and we need specialists in these fields” (P12). P2 provided further context in that “technology has a huge role to play as we have seen in the deep dark days of COVID. Technology has a role in augmenting the event hosting experience for the clients in that delegates unable to attend events physically, are able to join online. Technology also allows potential clients to do virtual site visits of venues and make quick decisions on them without having to travel to the venue, saving on time and money”.

Site planning (2018-2019) now includes the understanding of space management and planning (2020-2021) related to venue limitations as a result of social distancing and more stringent venue capacity management systems. Understanding the event business environment (2018-2019) has shifted to understanding how the business environment has changed (2020-2021). Whilst legislation related to health and safety management are highlighted both prior and during the pandemic, in the latter, it is emphasised with the inclusion of COVID-19 protocols. Understanding financial and budget management systems was pertinent for participants prior to COVID-19. P7 used questions to elaborate on the complexity of budgets, “Did you make sure you covered every aspect of the event in the budget? What elements are included in the bid that makes you stand out from others? Were you creative in your approach with added value but still within budget?” Hybrid events are more complex and expensive than in-person events as it often utilises more than one physical venue with added production staff and virtual platform costs (Carey, 2021). However, participants (2020-2021) rather highlighted the understanding of

entrepreneurship and how to create additional revenue streams as important business acumen.

Category 2: Skills requirements

Table 4 indicates the soft and technical skills that emerged from participant interviews prior to (2018-2019) and during (2020-2021) the pandemic.

Table 4. Skills requirements

Participants (2018–2019)	Participants (2020–2021)
<p>Soft skills</p> <ul style="list-style-type: none"> • Communication • Leadership • Time and deadline management • Working in a team • People management and understanding client needs • Time management • Problem-solving • Decision-making 	<p>Soft skills</p> <ul style="list-style-type: none"> • Communication • Leadership • Time management • Multi-tasking • People skills such as empathy • Flexibility and adaptability • Innovation to solve problems creatively • Ability to self-market and self-promote
<p>Technical skills</p> <ul style="list-style-type: none"> • Social media and digital marketing • Site inspection and on-site management • Risk mitigation implementation • Legacy implementation • Project management • Crisis management 	<p>Technical skills</p> <ul style="list-style-type: none"> • IT skills and technological savviness • Technical ability to run online and hybrid events • Presentation skills to create and present via numerous platforms • Data management and analysis • COVID-19 Safety implementation

According to Russel (2020), the ability to design virtual events and align in-person event experiences with COVID-19 protocols have become vital technical skills in business events. Likewise, participants (2020-2021) viewed technical savviness and skills related to running online events as important, whereas participants (2018-2019) prior to the pandemic mentioned social media and digital marketing skills. This can be ascribed to the fact that digital marketing is widely used to boost in-person events and full-on virtual eventing was still on the periphery of business events at the time.

The participants (2020-2021) viewed time management, and people skills as important soft skills, which may be appreciated against the backdrop of working remotely in senior level positions. P6 explained that one should have the “ability to work in one’s own space and feedback clearly and effectively” to your team with a “willingness to go the extra mile, both for the client but also for your colleagues. It is a team effort and a close knit work environment. You should have respect for the hours your colleagues work and the pressure that is on them all the time”. These soft skills were also highlighted in 2018-2019 albeit more task-orientated as expressed by P8, “I would place emphasis on the planning process of the event and the importance of timelines and deadlines which is a great way to eliminate risk”.

Leadership skills are linked to soft skills such as communication, accountability and commitment and should be incorporated in academic event management programmes (Padron & Stone, 2019). Correspondingly, P9 stated that students need to display leadership with “true communication skills. We have a lot of managers out there but they lack an understanding of how to communicate”. These skills were prominently mentioned in interviews both prior to and during the pandemic, where the latter participants (2020-2021) emphasised communication skills for virtual

settings, that is, the “ability to communicate across technology platforms” (P6). Related to this is “data analytics to understand the consumer better, communicate better with the consumer and engage directly with the customer”. The MICE industry is distinctively designed for organisations and individuals that attend events for the purposes of networking, knowledge transfer, lead generation and sales (Disimulacion, 2020). The digitalisation of events has allowed for “lead generation databases to be created instantaneously” (P6) unlocking the potential for sponsors, speakers, clients and event companies to meet objectives through unprecedented access to big data, therefore data analysis and management was regarded as significant amongst participants (2020-2021).

Category 3: Emerging occupations

Table 5 shares participant viewpoints (2020-2021) related to emerging occupations and job opportunities as a result of changes in the business event workplace due to the pandemic. Responses could be classified under two areas, namely, technology and health and safety.

Table 5. Emerging occupations

Technology	Health and safety
<ul style="list-style-type: none"> • Event technical production manager • Event Information Technology (IT) • Audio-visual (AV) specialist • Event technician • Digital Event Specialist • Virtual event organiser • Hybrid conference / event organiser • Data analyst / manager • Marketing and PR consultant 	<ul style="list-style-type: none"> • Event safety officer • Event safety professional / consultant • COVID-19 safety officer • Health risk officer • Events Compliance Officer

The COVID-19 pandemic has accentuated the need for occupations related to event technology and health and safety management. To reactivate the sector and drive recovery, the business events industry has had to embrace virtual and hybrid events (Solaris, 2020). P2 explained that, “due to limitations on capacity in venues, we’re starting to see new opportunities in companies offering hybrid event services”. P6 noted that the “workplace is moving more online with job opportunities to support this in AV and IT production” and according to P12, there is a “greater need for skilled AV staff and technicians, because hybrid events are the new norm”. Online event platforms are rapidly evolving to offer comprehensive event solutions such as networking solutions alongside registration, ticketing, live streaming and gamification (Wolff, 2021). P1 explained that “it is no longer just the web, abstract and registration portal. We need to rely fully on technology to run two- to three-day conferences with speakers and delegates around the world in different time zones”. The digitalisation of events has unlocked unprecedented access to big data that can be leveraged to deliver exceedingly personalised events, boost sponsorship returns on investment and enhance attendee engagement (Ewen, 2019). P3 explained that data analytics are vital to “understand consumers better, communicate better with consumers, and engage directly with consumers”.

Event safety and compliance officers are in demand as in-person and hybrid event attendance gain momentum under strict capacity and safety restrictions. Ensuring that delegates feel safe and confident will be crucial in driving future in-person event attendance. It is therefore necessary for event professionals to prioritise and implement stringent health and safety measures as the reputation of event brands will be largely dependent on effective health and safety management (Solaris, 2021). Due to retrenchments and staff shortages, P11 stated that there is “redeployment of staff to other divisions” often as ad-hoc COVID-19 safety officers. However, health and safety at events have intensified and “we need to upskill current staff and ensure that all safety protocol material can be drawn up and it should be made available for students” (P12). Industry associations in South Africa have collaborated to develop the Event Safety Council (ESC) Reopening Guidelines to guide COVID-19 protocol implementation alongside existing risk management legislation (ESC, 2020).

Category 4: Experiential learning

Prior to the pandemic, participants (2018-2019) concurred that experiential learning via internships and working in live event settings are imperative for students to gain industry experience and reinforce practical knowledge application. P6 stated that students have to be in-house, because “the best way for event managers to learn, is to be a part of the planning and coordination of an event from start to finish”. All the participants mentioned the importance of experiential learning to gain a deep understanding of the business events with P4 highlighting the importance of sector-wide “internships with local PCOs (professional conference organisers), convention centres and convention bureaus”. P7 reiterated that “the industry is completely different in theory than in practice. Students need practical experience and knowledge” that can only be gained in the workplace. According to Dean and Campbell (2020), experiential learning should be viewed as preparing for the workforce, as opposed to the workplace. P3 suggested enhanced industry engagement with students through, “site visits to industry suppliers with Q&A sessions” and by doing “actual case studies including contracts from suppliers which can be used as exercises for students to manage and present afterwards, with actual organisers giving feedback and evaluating” the project. When industry professionals are invited to collaborate in educational initiatives, students are better prepared for the world of work (Mei, 2019). In contemporary times, HEIs have to reconsider alternative experiential learning options. Internship placements should not be seen as the “only solution to authentic work practice when work practice itself continues to shift and is enabled by technology” (Dean & Campbell, 2020:360). In the 2020-2021 interviews, this shift is clearly expressed by P6 who stated that HEIs need to “rethink practical exposure as internships are not feasible”. All participants were in agreement that “taking interns are challenging” (P11). In the wake of COVID-19, P5 offered the sobering explanation that “the challenge we have is that we don't have time to mentor; staff that are left are doing two jobs due to huge retrenchments”. Similarly, P4 stated that “internships need to be revised, it does not work, employees are working from home”. As the sector recovers, more workplace-based internship opportunities will become available. However, academics should embrace the opportunity presented by digitalisation to pivot in sync with industry to develop

innovative approaches for experiential learning in these new business event contexts.

CONCLUSIONS

The aim of this paper was to explore the changing needs of the world of work in the South African business events industry and the implications thereof on curriculum. The findings highlight the importance of knowledge and skills in relation to the virtualisation of events and COVID-19 health and safety management. Emerging occupations include virtual and hybrid event specialists, data analysts and health and safety professionals. New opportunities for experiential learning should be created to contextualise learning in transformed business event operations. The following implications with related recommendations are emphasised:

Knowledge and skills related to COVID-19 health and safety are required in addition to existing risk management issues associated with gatherings at live business events. The inclusion of regularly updated industry resources, for example, the SEC Reopening Guidelines, may assist educators to design responsive curriculum content. Vaccination passports, COVID-testing and space planning for social distancing are but a few of the emerging considerations impacting future event organisation at live events. Innovative platforms for knowledge sharing with industry professionals should be created to understand the practical implementation of event-related COVID-19 issues and protocols as they evolve.

Future event professionals should possess digital fluidity and technological savviness to effectively navigate and manage virtual and hybrid events and applications. Highlighted are knowledge and skills related to all aspects of hybrid and virtual event planning and production. The challenge for academia is limited technological or financial resources to support in-depth virtual and hybrid event education in the classroom. Hybrid events require advanced infrastructure and technical production support as evidenced by venues revamping spaces to offer hybrid eventing solutions alongside traditional in-person events. Blended learning approaches with industry as facilitators and co-creators of content may provide meaningful platforms to enhance the contextual understanding of virtual and hybrid eventing.

The practical application of knowledge in virtual or simulated settings can reinforce the new technological competencies required for the evolving, digitalised workplace. Experiential learning via industry mentorship may include support in planning a virtual event utilising industry-based digital platforms. Industry association membership can further facilitate collaborative networking and provide access to mentorship opportunities. Changes in the business environment demand competencies in entrepreneurship, creativity, communication and team work, these attributes can be embedded in actual virtual event management group projects that is co-mentored by educators and professionals.

Sustainable and green event management should not be relegated due to the pandemic. The assumption that virtual events are green by virtue of their nature, fails to recognise the socio-economic impact of event digitalisation on host destinations in South Africa. For example, communities that supply local products

and services to business events are largely dependent on high-volume, in-person attendance. The embedment of knowledge and skills related sustainable event management in new business event contexts enables not only responsive, but also responsible curriculum.

The study's limitations are acknowledged in that data was generated from qualitative interviews with a snapshot of participants, and thus, the views are not necessarily generalisable. Nevertheless, the study is the first to provide some industry insights on changes in South Africa's business events industry that affect related curriculum due to COVID-19 and may be of value to industry and academics concerned with skills development for post-pandemic recovery. Further research is recommended to analyse job descriptions of emerging event occupations in alignment with graduate competencies and the implications of digitalised eventing on event management education.

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GOVERNMENT INTERVENTIONS MAKING GREENER EVENTS: MACAU FOOD FESTIVAL

FERNANDO LOURENÇO, WENG SI LEI AND WENG I LEI

INTRODUCTION

Global leaders have been working together for decades to set goals to tackle issues of sustainable development. The first gathering of global leaders was back in 1992, the Earth Summit in Rio de Janeiro, more than 178 countries adopted Agenda 21, a plan of action for sustainable development to improve human lives and protect the environment. Further summits were held along the years to update the effort and refine the goals. In 2015, world leaders met again, the 2030 Agenda for Sustainable Development was developed and adopted by all United Nations Member States (United Nations, 2020). In total, seventeen sustainable development goals were set and to be tackled by each member state locally and via global partnership (Figure 1).

Figure 1
SUSTAINABLE DEVELOPMENT GOALS

Sustainable Development Goals (SDG)	
SDG 1. No poverty	SDG 9. Industry, innovation and infrastructure
SDG 2. Zero Hunger	SDG 10. Reduced inequality
SDG 3. Good health and well-being	SDG 11. Sustainable cities and communities
SDG 4. Quality education	SDG 12. Responsible consumption and clean energy
SDG 5. Gender equality	SDG 13. Climate action
SDG 6. Clean water and sanitation	SDG 14. Life below water
SDG 7. Affordable and clean energy	SDG 15. Life on land
SDG 8. Decent work and economic growth	SDG 16. Peace, justice and strong institutions
	SDG 17. Partnerships for the goals

There are many global issues that have been troubling us and these issues can be related to and tackled via the seventeen sustainable development goals (SDG). Waste is one of these issues that has been troubling society for some time and its impact is getting ever more extensive. For example, we need to create new systems to run sustainable cities and community (SDG 12) with effective environmental management tools (SDG 9) as supported by government via incentives, regulations, legislations and policies. Education for sustainable development (SDG 4) will be greatly needed to ensure the public is well inform of the situation and are motivated to do their part as well as to inspire the industry to develop new innovations and infrastructure (SDG 9) alongside the government to achieve economic prospective (SDG 8), generate social wellbeing (SDG 1, 2, 3, 5, 10, 16) and environmental protection (SDG 6, 7, 14, 15).

The demand for the use of plastic in the past fifty years has been on an increase across different industries of the global market. The production of plastic increased from fifteen tons to three-hundred tons, that is an increase of twenty-fold (Kosior et al., 2018). Apart from the waste issue plastic creates which takes up space and harms the natural environment and wildlife, the production and incineration of plastic produce large amount of greenhouse gas emission, as well as, plastic may

contain harmful substances such as carcinogen that can cause health issues to human. Moreover, the process of decomposing plastic waste takes hundreds of years to complete, it also generates harmful liquids that will contaminate soil and groundwater (Lin et al., 2009).

In 2019, millions of people from around 185 countries signed petition to urge global leaders to take actions to protect the planet (Laville & Watts, 2019). Due to greater awareness consumers have towards the impact their lifestyle have on the environment (Chen & Raab, 2012), there is nowadays more positive attitudes towards changing their purchasing decision and behaviour to minimise environmental damage (Lyon & Maxwell, 2004) and more favourable attitudes towards environmentally friendly products and services (Han et al., 2010; Laroche et al., 2001). Some studies found that consumers would buy eco-friendly products when they realise their consumption pattern causes environmental problem (Paul et al., 2016) and they are willing to buy greener products in order to minimise their negative impact (Jaiswal, 2012) and to protect the health of people (Tseng, 2016).

From an entrepreneurial point of view, sustainable products and services open a whole new perspective for entrepreneurs to tap into. In order to fulfil the needs of environmentally friendly and sustainable products and services, there are certainly markets for innovations. These sustainable innovations are more likely to come from entrepreneurs who can identify opportunities by balancing the need to make money alongside environmental and social challenges (Cohen & Winn, 2007). According to Hockerts (2003), entrepreneur can recognise ideas for sustainable innovation and implement the idea through starting up a new enterprise or adapt to an existing enterprise to achieve the sustainable development goals.

Although the market will generate opportunities for entrepreneurs to exploit, government interventions also has a role to play to stimulate more sustainable development. Government intervention refers to interference of a government in the economic system via regulatory action (Rao, 2008). The issues that each sustainable development goals aim to tackle are signs of market inefficiencies and market failures. For this reason, governments around the world have the responsibility to intervene by implementing regulations, subsidies and/or taxation to affect the decisions and behaviour of individuals, entrepreneurs, groups and/or organisations.

Challenges of sustainable development and opportunities for entrepreneurs to exploit are inherent in any sector and industry. Entrepreneurs working in the events sector also face the need to balance the economic, social, cultural, and environmental goals (Getz, 2009). The purpose of this study is to explore the effectiveness of a recent government intervention to regulate the annual Macao Food Festival. This study examines, the 17th Macao Food Festival (10th to 26th November 2017) in particular. At this event, more than 150 merchants participated to showcase the unique food culture of Macao SAR, China. Since 2015, the Environmental Protection Bureau required the festival to use biodegradable tableware and provided subsidised biodegradable tableware to all the participating businesses. Any participating business failing to comply will be excluded from future events. It is said by the organiser that the tableware only takes eighteen days to decompose in soil and it cost double that of conventional

tableware. This study aims to see if the scheme has profound effect on the attitude and behaviour of participating businesses and entrepreneurs at the festival and to explore their evaluation of the intervention.

LITERATURE REVIEW

SUSTAINABLE ENTREPRENEURSHIP AND SUSTAINABLE EVENTS

Entrepreneurs are referred to those who have innovative ideas and able to exploit opportunities to establish future goods or services (Venkataraman, 1997). Entrepreneur can conceptualise new business opportunities and ability to venturing to adapt their idea into reality (Schaper, 2016). Entrepreneurs have important role to change the market-based economy and entrepreneurial behaviour has the potential to disrupt the market by their innovation (Schumpeter, 1934). With ever more demand for sustainable development, there is certainly new opportunities and markets for sustainable innovations. It is argued that sustainable innovations are more likely to come from entrepreneurs who can identify opportunities that strive for business prosperity while balancing environmental and social challenges (Cohen & Winn, 2007). The most crucial aspect of entrepreneurs is that they not only able to recognise ideas for sustainable innovations, entrepreneurs are those who move to implementing their ideas by starting up a new enterprise or adapt to an existing enterprise to achieve the goals of sustainability (Hockerts, 2003). Abrahamsson (2007) suggested that sustainable entrepreneurship includes solving sustainability-related problem by using entrepreneurial activities as a mean and sustainable entrepreneurship is about starting a business with a cause. According to Cohen and Winn (2007), by adapting sustainable entrepreneurship, there is potential chance that the degradation can be slow down and even the earth's ecosystems can be improved by degrees.

Efforts as well as opportunities in sustainable development go across all sectors, industries and disciplines. Entrepreneurs working in the events sector also face the need to balance among economic, social, cultural, and environmental goals (Getz, 2009). Previous studies in the events and festival sector highlighted the use of the triple-bottom-line framework with a focus on stakeholder management to guide the planning phase of events (Hede, 2007). The triple-bottom-line framework incorporates the idea of balancing the three pillars of sustainability for measuring performance of sustainable activity in three dimensions: economic, environmental and social (Elkington, 1999). This framework is not only beneficial to business, this can also aid policy-making and governmental decision making. The benefit of using such framework is that it provides a more comprehensive point of view when analysing performances since it includes economic, environmental and social factors, which are essential for sustainable development.

According to Laing and Frost (2010), balancing the triple-bottom-line is not only going to save the planet but can also enhance the financial performance of enterprise. It is noted that research shows almost 50% of event attendees are willing to pay extra for attending greener events because they recognise the benefit of sustainability (Laing & Frost, 2010). More recent, a study of the Macao Food Festival (Wong et al., 2015), found that on average attendees are willing to pay extra US\$30,

which is around 28% more on their average spending at the Macau Food Festival if the event is environmentally friendly. Moreover, Getz (1997) noted that sponsors are attracted by events or festivals that go along with the green image while performers could bring crucial effect to event attendees. For example, Radiohead (an international band), once initiated a carbon audit between year 2003 and 2006 to look at the carbon footprint associated to their tours and fans travelling to their concerns. They later used the information to educate their fans and encouraged them to adopt alternative transportation such as public transport instead of driving their own vehicle to minimise the carbon footprint of their concerts (Stentiford, 2007).

Adopting green strategies and practices into the operation of event management also bring challenges. Laing and Frost (2010) identified three areas: accessibility, waste management and logistic. Accessibility relates to the location of the venue. In order to reduce carbon footprint in the aspect of road travel, organisers need to consider venues with easy access and adequate public transportation. Or alternatively provide shuttle services to encourage the use of public transportation. But dilemma will inevitable arise when cost, location, suitability and quality need to be balanced to reach to a decision. In terms of waste management, this is relate reducing event wastage. Organisers have the ability set guidelines, regulations and procedures to encourage greener and sustainable operation to reduce, reuse and recycle.

Finally, in terms of logistics, this relates to the efficiency of delivery. Everything needs to be transported, the more distance needed, the more greenhouse gas emission is created. For this reason, sourcing locally is the ideal solution to minimise carbon-footprint. This can be applied to the whole supply-chain, manufacturing process and process of selling the products.

MOTIVATION, BARRIER AND GOVERNMENT INTERVENTION

The motivation to engage in sustainable business can differ among entrepreneurs. According to scholar, these motivations can be categorised as value-driven, market-driven and compliance-driven. Entrepreneurs that voluntarily engage in sustainable and environmentally friendly business are value-driven and this is driven by internal values. These entrepreneurs believe that business practices can bring benefit to the environment and society. These entrepreneurs are more likely to be owner of new, small and innovative firms, where social and environmental objectives are as important as economic objectives (Hockerts & Wüstenhagen, 2010; Schaltegger & Wagner, 2011). Market-driven entrepreneurs are affected by market demand. These entrepreneurs recognise market opportunities and react to opportunities. They are influenced by external factors such as customers, suppliers and competitors. These entrepreneurs are typically mature and large firms that consider economic objectives more important than social and environmental objectives (Hockerts & Wüstenhagen, 2010). Compliance-driven entrepreneurs react to government's interventions such as regulations, law and legislation, and pressures from institutions and governmental bodies. These entrepreneurs do not recognize the benefits of adapting sustainable practice (Crals & Vereeck, 2005; Gray et al., 2014; Hockerts & Wüstenhagen, 2010; Rao, 2008; Schaltegger & Wagner, 2011).

The decision towards exploiting business opportunities in the sustainable market can be affected by a range of external factors too. It has been noted in the literature that it is difficult for entrepreneurs to seek financial resources. Looking for investor to support the sustainable entrepreneurship can be difficult and the cost to produce products and services it is usually higher (Bayraktar & Arif, 2011; Choi & Gray, 2008; Linnanen, 2005; Magala et al., 2007; Rao, 2008; Yaacob, 2010). Moreover, sustainable products and services are considerably new to the market. It could be challenging when these products or services try to penetrate to the market and these are normally more expensive compared to conventional offerings (Linnanen, 2005). These are the few examples of barriers that act as constraints to further sustainable business.

The process of institutionalisation is relevant to sustainability. Institutionalisation is the process of embedding conception such as norms, values, social roles, behaviour or beliefs within society, including organisations and social systems (Berger & Luckmann, 1976; Scott, 2004; Zucker, 1977). In terms of stimulating more sustainable practice, institutionalising the concept of sustainability via government intervention is crucial if they wish to fuel more development that meets the needs of the present without compromising the ability of future generations to meet their own needs (WCED, 1987). Government intervention refers to interference of a government in the economic system via regulatory action to overcome issues of market failures and market inefficiencies (Rao, 2008). Each sustainable development goal (Figure 1) are to some extent tackling issues related to market inefficiencies and market failures associated to our current economic system. For this reason, governments around the world have the responsibility to intervene by implementing regulations, subsidies and/or taxation to affect the decisions and behaviour of individuals, entrepreneurs, groups and/or organisations towards opportunities in sustainable development and sustainable practice.

METHODOLOGY

The purpose of this study is to explore the effectiveness of a recent government intervention to regulate the Macao Food Festival. This study examines the 17th Macao Food Festival (10th to 26th November 2017) in particular. At this event, the Environmental Protection Bureau (DSPA) required the festival to use biodegradable tableware and provided subsidised biodegradable tableware to all the participating businesses. This study aims to see if the scheme has profound effect on the attitude and behaviour of participating businesses and entrepreneurs at the festival and to explore their evaluation of the intervention.

This study is an exploratory research using qualitative research methodology (Chenail, 2011). The methodology used in Revell and Blackburn (2007) was adopted. In brief, semi-structured interview was used, questions were all predetermined, but the sequence and follow-up questions were structured based on the reply from each interviewee. Food stalls from the 17th Macao Food Festival were approached on 12th, 24th and 25th of November 2017 and were informed of the purpose of the study. Overall, twelve entrepreneurs agreed to be interviewed after the festival. Although these entrepreneurs were contacted via telephone calls to schedule a

time for interview, only eight interviews were arranged successfully. In total 8 in-depth interviews were conducted at the premises of the entrepreneurs.

Each interview started with general questions to generate information about the background of the business. Subsequently, 20 questions related to sustainable practice and the government interventions were targeted. At the end, the interview concludes with questions to generate data related to personal details of each interviewee. For the purpose of this study, a simplified and adapted framework of triple-bottom-line was developed that looks at economic, social and environmental bottom-line. Table 1 explains in detail each of these areas.

Each interview covered 24 questions and was conducted in Cantonese. The average duration of each interviews was around 30 minutes. Afterwards, eight interview recordings were translated to English and typed into transcript. In order to verify the validity of the interview transcripts that was translated from Cantonese to English, parts from each of the transcripts, were given to third party to conduct validity checks.

Thematic analysis was used for analysing data in this study (Figure 2), following template analysis method from King (2004). The starting point for the analysis was the interview questions. The result was initially separated into three parts according to the interview questions: economic bottom-line, social bottom-line and environmental bottom-line. Subsequently, a further 6 main clusters were generated: 1. Economic bottom-line, 2. Social bottom-line: corporate social responsibility, 3. Social bottom-line: occupational health and safety, 4. Environmental bottom-line: energy, tableware and decoration, 5. Environmental bottom-line: waste management and 6. Environmental bottom-line: carbon footprint. Within these clusters, there were a total of 23 sub-themes that reflect each cluster. In total, 24,465 words were generated in the database.

Table 1.
INTERVIEW QUESTIONS

General Questions	
Reference Literature	Rao (2008)
Remarks	Rao's (2008) study interviewed sustainable entrepreneurs in the Philippines. The interview questions that established the business profile and personal information of the entrepreneurs were adapted in this study, namely, questions regarding entrepreneur's personal profile and enterprise's asset and employee information (more in Table 3).
Economic Aspect	
Reference Literature	Revell and Blackburn (2007)
Remarks	Revell and Blackburn studied sustainability in the UK restaurant sectors. The interview questions that taps into the aspects related to economic bottom-line were adapted in this research, namely, questions related to cost and profit.
Social Aspect	
Reference Literature	Sherwood (2007) Majid and Koe (2012) Global Reporting Initiative (2017)
Remarks	The Sherwood (2007) and Majid and Koe (2012) research the application of the triple-bottom-line to evaluate entrepreneurial activities. It was noted that corporate social responsibility is a strong attribute of the social bottom-line. Interview questions from Sherwood (2007) that taps into the interviewee's perceived social contribution were adapted in this study. Moreover, Majid and Koe (2012) noted that "people" is closely related to the social dimension and therefore it is important to investigate various stakeholder groups. In this study, employees will be assessed as a key stakeholder. This study taps into the Global Reporting Initiative's occupational health and safety standard to investigate interviewee's action towards protecting their employees as a part of the social bottom-line.
Environmental Aspect	
Reference Literature	Revell and Blackburn (2007) Laing and Frost (2010)
Remarks	In order to examine the government intervention as well as environmental bottom-line, interview questions were designed to relate to the green regulations and guidelines set by the of Macao Food Festival. Moreover, questions regarding waste management and food sources were adapted from Revell and Blackburn's (2007) study on sustainability of the restaurant sector. Questions related to operation and energy saving were adapted from Laing and Frost's (2010) study on green festival.

Figure 2.

EXCEL CODING PROCESS

1	Theme	Questic	Interviewee	Responses	Remarks
69	Environment: E4 - 4		D	Er... I think probably yes, how to explain. Although some cutlery is more expensive than the normal one, they are better for the environment. We will try to use the cutlery more carefully. For example, if the government does not sponsor it, we will use one paper box, which has two sided, cut it into half for serving food. It is more environmental friendly and we could save some cost.	Expand the usage of environmental friendly cutlery to save cost
70	Environment: E4 - 3		D	Yes, we mainly provide plastic made cutlery for them. Since those using in MFF, is not suitable for using in restaurant. The reason for it is that the lunch box design does not fit well with our cuisine, which contains of sources or soup. It is easy to split and it is not good for keeping. Also, it does not look good. Honestly, I did not notice other environmental friendly disposable cutlery, but those we used in MFF, if you throw it away when you finished is fine. However, if you need to take it away and keep in fridge, it is not good. Since the box is not sealed, air could get inside the food. As a restaurant, providing food that is	Cover of the environmental friendly take away box is not solid
89	Environment: E4 - 3		D	Yes, we mainly provide plastic made cutlery for them. Since those using in MFF, is not suitable for using in restaurant. The reason for it is that the lunch box design does not fit well with our cuisine, which contains of sources or soup. It is easy to split and it is not good for keeping. Also, it does not look good. Honestly, I did not notice other environmental	Unattractive outlook of environmental friendly take away boxes
98	Environment: E4 - 3		E	We want to, but we have to consider about the cost. Since the organizer was offering us a more reasonable price for purchasing that type of environmental friendly disposable cutlery, the price is different when we trying to approach supplier for this type of cutlery. Therefore, when we looking for supplier, we want to balance between not exceeding current cost and being green. What we want is a win-win situation, however, I still could not find supplier that match my requirement. I just can tell you that the organizer had been emphasizing they cooperating with DSPA and I think they were suggesting that actually those cutleries are more expensive but we financially support part of the cost. Thing will be different when there is no financial support from them.	High cost of environmental friendly cutlery
115	Environment: E4 - 4		E	It depends on the price difference if there is no more financial support. If the price difference is a small number, we will try to limit the type of container we use. For example, we used four types of container in 2017 MFF, we could change to only use one type of container and order a bigger amount like 10,000 boxes. The cost can be reduced a bit; we	Limit the number of environmental friendly cutlery to save cost
116	Environment: E4 - 4		F	In my mind and contribution, I would say environmental one. But, in business point of view, I am sorry, we could not do it. If you cut the financial support, we would not be that green too. (I see, is it because the amount of cutlery is big?)	High cost of environmental friendly cutlery

FINDINGS

Table 2 shows the demographic profile and portfolio of each participating entrepreneur. In general, the age of the participating entrepreneurs is between 28 to 40 years old. All of these have started their business except interviewee B who inherited an expansion of a family business. All the interviewees participated the festival no more than 2 times except interviewee B who participated 5 times. There were 3 females and 5 males, most of the interviewees have a Bachelor degree, except interviewee E who has a PhD and interviewee I has a high school diploma.

Overall, the perceived advantage of joining the food festivals among these entrepreneurs were mainly related to their marketing effort (promote their restaurant and to raise awareness: 7 out of 8) and seeing it as a potential revenue stream to earn profit (4 out of 8). It was also noted that gaining experience, knowing competitors and maximising the efficiency of human resource were the advantages of joining the festival. In terms of disadvantages, half of the entrepreneurs in this study could not identify any. The remaining four mentioned they had difficulty in managing their human resources and one noted that a lack of experience poses as a disadvantage.

Table 2.
PROFILE OF INTERVIEWEES

Interviewee	A	B	C	D	E	F	H	I
Type of Restaurant	Takeaway Dessert Store	Portuguese Restaurant	Chinese Restaurant	Western Restaurant	Western Restaurant	Western Restaurant	Chinese Restaurant	Takeaway Dessert Store
Age	28	35	29	25 - 30	35 - 40	28	31	28
Gender	F	M	M	F	F	M	M	M
Education Background	Bachelor's degree	Bachelor's degree	Bachelor's degree	Bachelor's degree	PhD	Bachelor's degree	Bachelor's degree	High School
Year of Restaurant Establishment	2015	1994 (inherited)	2016	2015	2016	2017	2016	2016
Number of Employee	6	40	40	13	9	8	9	5
Average Profit Ratio (Restaurant)	N/A	6% - 11%	N/A	N/A	N/A	N/A	N/A	N/A
Average Monthly Income (Restaurant)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	250,000
Average Monthly Profit in USD	3,800-5,000	N/A	12,500	12,500	3,800	1,000-1,100	5,000	N/A
Times of Attended MFF	1	5	2	1	1	2	1	2

Table 3.
ECONOMIC BOTTOM-LINE

Interviewee	A	B	C	D	E	F	H	I
1. Economic bottom-line								
1.1 Aimed at profit maximization (except B) and all did break-even and made profit (11 comments)	X	X	X	X	X	X	X	X
1.2 Costs of participating at the festival are mainly food cost, renovation fee, equipment fee and salary (8 comments)	X	X	X	X	X	X	X	X
1.3 Standing out from other food stall is the main strategy (6 comments)			X	X	X	X	X	X

In terms of the economic bottom-line, all the interviewees aimed at maximising profit making at the festival. They have all broke-even and generated profit between \$5,000-\$12,500 USD. The cost associated to participating at the festival is mainly related to food cost, setup cost, equipment and salary to get the stall running. In order to compete, six out of eight interviewees emphasised that their strategy was to make their stall stand out: using music, lighting and eye-catching packaging, offering unique food items, quality food items and strategically select popular food items that are simplified to reduce time and cost in order to give a discount to consumers (Table 3).

Table 4.
SOCIAL BOTTOM-LINE: CORPORATE SOCIAL RESPONSIBILITY

Interviewee	A	B	C	D	E	F	H	I
2. Social bottom-line								
2.1 Making money is not the main priority (4 comments)				X	X	X	X	
2.2 Monetary contribution to the society (6 comments)	X	X		X		X		X
2.3 Non-monetary contribution to the society (6 comments)	X	X	X		X			

In terms of their social bottom-line, half of the interviewees mentioned that money making is not their first priority (Table 4: 2.1). They see themselves as someone who bring reasonably priced quality food to Macao and to bring diversity (cuisine) to Macao as their ultimate contribution to society. Interviewee D said:

“Our restaurant is not really the money-making type of restaurant, the price position of our restaurant is comparably low as a western food restaurant. We want to sell more in a lower price instead of selling at a very high price in order to break-even as soon as possible.”

The extent of perceived social responsibility relates to their contribution towards sponsoring events including local university events, community events and not-for-profit association events (Table 4: 2.2). Some made donations to charity in the past and one interviewee mentioned that they offer discount to elderly during the festival. Two restaurants owners contributed to the society by offering water and low-price meal during typhoon Hato, which caused huge disruption to the city back in 2017. Some business owners organised regular visit to elderly care home and hospital (Table 4: 2.3).

Table 5.
SOCIAL BOTTOM-LINE: OCCUPATION HEALTH AND SAFETY

Interviewee	A	B	C	D	E	F	H	I
3. Social – Occupation Health and Safety								
3.1 Entrepreneurs using oral form of working guideline (6 comments)	X		X	X	X		X	X
3.2 Working guidelines were not used (2 comment)		X				X		
3.3 Fulltime employees were insured (14 comments)	X	X	X	X	X	X	X	X
3.4 Temporary employees did not receive working guideline and insurance (5 comments)	X			X		X	X	
3.5 Enhancing quality of working environment could bring various advantages (15 comments)	X	X	X	X	X	X	X	X

Six out of eight interviewees stated that they provided work guidelines to employees orally through briefing or meeting during the festival (Table 5: 3.1). Among these interviewees, two of them would examine the result of the briefing or meeting by checking the operation procedure and ask employees to sign acknowledgement logbook. One of the interviewees also mentioned about hands-on demonstration for all employees working at the festival and using mobile communicate Apps to communicate with employees. Some would issue warning if appearance or hygiene is not up to standard after attending briefing. However, two interviewees did not see the relevance of providing guidelines to employees (Table 5: 3.2).

Interviewee B noted that they have experienced fulltime staff who have already worked at the festival for five occasions and therefore no guidelines are needed. Whilst, interviewee F preferred not to have guidelines in order to create a relax work environment to suit the nature of the festival vibe. All interviewees purchased insurance for their fulltime employees and three of them mentioned about insurance for food stall at the festival (Table 5: 3.3). Only four interviewees had temporary workers onboard. These workers were not insured and did not receive any work guidance (Table 5: 3.5). Interviewees noted that these workers supported basic tasks and therefore did not need any work guidance. Interviewee F noted:

“I only ask part time employees to do miscellaneous things, or give out leaflet at the booth, cleaning the stall. We would not allow part-time employees to be involved in food preparing process”.

All interviewees believed that it is important to provide a safe and healthy working environment. They perceived that such environment creates higher efficiency, happier employees, reduced number of injuries, creates higher belongingness, better quality and employee performance and is good for business. Interviewee F said:

“Some people think that kitchen do not have to be so nice and do not want to offer so many good things for employees. Employees are human being too, they will reflect back specially in service. The result can be seen when they are facing customers. For me it is very basic. If you can provide all these to employees, they would not think they work because of salary but they work because they are happy, and they like it. As a result, they would exceed my expectations”.

Table 6.
ENVIRONMENTAL BOTTOM-LINE: ENERGY, TABLEWARE AND DECORATION

Interviewee	A	B	C	D	E	F	H	I
4. Environmental – Energy Saving								
4.1 Consciousness on energy saving (10 comments).	X	X						
4.2 Environmentally friendly tableware cutlery is the most memorable green policy at the festival. They have all used it at the festival (17 comment).	X	X	X	X	X	X	X	X
4.3 Less supportive on using environmentally friendly disposable tableware in daily operation (7 comment).	X		X	X	X	X	X	
4.4 Financial support on environmentally friendly tableware is essential to entrepreneurs (5 comment). The remaining three entrepreneurs will support it with or without financial support (3 comment).	X		X			X	X	X
4.5 The popularity of reusing decoration (8 comment).	X	X						
4.6 Self-motivated green practices (3 comment).		X		X	X			

Two out of eight interviewees tried to save water and electricity but there were limitations to what they can do at the festival. Three interviewees said they did not consider about energy saving at all. One of them noted that they were limited by the hardware provided at the venue while another interviewee stated that the electricity was the biggest problem in festival as it was not stable (Table 6: 4.1).

All interviewees were aware that the biodegradable tableware provided by organizer are greener compared to the conventional tableware and have all followed the scheme (Table 6: 4.2). Six interviewees mentioned the advantages of

using environmentally friendly tableware provided by the organizer of the festival. The advantages were perceived as being biodegradable, good-looking, low price, harder and it can be recycled. However, not everyone is supportive of the greener option. One interviewee noted that these tableware are not solid enough for liquid food and this perception is shared by consumers who ask for a plastic bag to contain their food on top of having a container (Interviewee A). Another interviewee mentioned that they only followed the regulation as it was required (Interviewee H).

Although six interviewees found advantages in the environmentally friendly tableware, only two interviewees are positive towards extending its use in their daily operation (Table 6: 4.3). Interviewee I noted that they have been using this type of tableware in their existing operation. And interviewee B is planning to adopt this type of environmentally friendly tableware after trying them at the festival. The other six interviewees did not show positive attitude towards the adaptation of the biodegradable tableware on their daily operation due to its perceived quality and cost. Two interviewees stated that the lid of the take-away box is not solid enough, the lid can break, and liquid food can spill. Another interviewee noted that air could get inside the container and it can cause hygiene issues. Three of these interviewees believed that the cost is too high and therefore they did not consider using it. Interviewee F said:

“Yes, we want to, it would be better if there is more support from government since it is still very expensive. For example, not so environmentally friendly cost you \$1, environmentally friendly cost you \$4”.

When the interviewees were asked if they will continue to use biodegradable tableware at future festivals when government subsidies for these tableware are scrapped, only three interviewees would consider (Table 6: 4.4). The rest of the interviewees will only use these biodegradable tableware when there is financial support from the government. These interviewees noted that they are not too happy with the size, quality and the cost. Interviewee F said:

“In my mind and contribution, I would prefer the environmental one. But, in the business point of view, I am sorry, we could not do it. If you cut the financial support, we would not be that green too”.

Among the interviewees, six out of eight interviewees did not plan to reuse any of their decorations, fixtures and fittings used at the festivals. The reason is due to the need for innovativeness each year to create eye-catching design, a lack of storage space and depreciation of material. Only two out of eight interviewees have kept the decoration material used in 2017 for future usage. One of them mentioned that when choosing decoration material, only ease of storage and durability were considered. Interviewee B said:

“This was the highlight and we received an award as well, even though we reused those decoration materials but we still received the stall award. I believe we are going quite well in this aspect. We did not change our decoration for three years”.

In general, there were three out of eight interviewees mentioned about self-motivated green practices inspired by themselves but not from organiser or government. Interviewee B installed a heat transfer system when their restaurant was built. This system transfers the heat generated from the stoves to the washing machine. As a result, the temperature inside kitchen has been reduced and the waste heat could be used to warm the water for the washing machine. Interviewee D tried to avoid and/or limit the number of plastic bags provided to customer at the festival. This initiative is not required by the government and the organiser but was adopted to combat plastic bag waste. Interviewee E uses online promotional material and adopts paperless takeaway menu and business card. Interviewee E believes that it is the trend to go green and therefore adopted this the paperless strategy.

“We do not provide menu, name card for people to get or even distributing leaflet on street. We mainly promote ourselves through online, since we want to reduce the number of papers used... I think we have to fit into the generation, when green is the trend, we should not go against it. For customer who want name card, they just want your phone number especially elderly, so we purchased a phone number that is very easy to remember to make it more convenient. Basically, if you can solve their need, like having an easy to remember phone number or encourage to take a photo of the phone number, they will no long need the name card”.

Table 7.
ENVIRONMENTAL BOTTOM-LINE: WASTE MANAGEMENT

Interviewee	A	B	C	D	E	F	H	I
5. Environmental – Waste Management								
5.1 Entrepreneurs attended organiser’s briefing on food waste separation and have participated in food waste separation (14 comment)		X		X	X	X		X
5.2 Recognised the difficulties of handling food waste (3 comment)						X	X	
5.3 The organiser should use colour coded bins (3 comment)					X	X	X	
5.4 Food left in stalls on the last day of the festival was low (8 comment)	X	X	X	X	X	X	X	X
5.5 Food waste problem is more serious on the consumer’s side than restaurant’s side (3 comment)	X	X			X			
5.6 Education and promotion on waste management towards public (6 comment)	X	X	X			X	X	

The organisers of the festival offered briefings to teach attendees how to separate their waste and how to use the designated bins on-site prior to the start of the event. Three out of eight interviewees did not manage to participate in food waste separation (Table 7: 5.1). Two of them said there was no guideline provided by the organizer. The other one mentioned that separating food waste was not a requirement, but it is merely a suggestion from the organisers, and therefore it was not adopted (Interviewer H). Nevertheless, five interviewees attended the meetings and have separated their waste associated to their stall and operation at the festival. Interviewee B said:

“For this year, the amount of waste we produced dropped. This was due to our simplified food delivery procedure. Moreover, we had a lot of food waste in the past but this year we only generated just a bit, we still insisted to separate the food waste”.

Two interviewees mentioned that there were difficulties in handling food waste during the festival (Table 7: 5.2). The main reason is due to time constraints and lack of human resources to handle the food waste. It was suggested by three interviewees that colour coded bins should be created to simplify the process and make it easy to follow the food waste separation process (Table 7: 5.3). Nevertheless, it was agreed by all interviewees that the overall level of food waste generated at the festival was considerably low (Table 7: 5.4). Half of the interviewees had almost sold out all their food on the last day. Many of them made decisions to reduce the number of food offerings on the last day to avoid waste. On an interesting note, three interviewees argued that most of the food waste was generated by consumers (Table 7:5.5).

“We just had trash, like the package of the food like those frozen meat package bags. Honestly, we sold out everything every day.” (Interviewee E);

“As the amount of stall is not much, and many of the food was prepared beforehand. For example, we sell pork chop bun, we don't bring over a pork to prepare the bun. Therefore, mainly the food waste was not from the stalls but from the consumers, such as the cutleries and food waste. Therefore, I think they should do it the other way around, to educate the consumer.” (Interviewee B)

Three interviewees believed that the government should put more effort on enhancing public's attitudes towards recycling and educate the public on recycling (Table 7: 5.6). Currently the focus is on promoting greener practice among the businesses participating in the festival. It was believed that the government should use the festival as an opportunity to teach visitors, let it be tourists or local citizens, the importance of recycling and sustainable living. Moreover, two interviewees believed that government should encourage and support more on food waste recycling for the whole restaurant industry, not only during the festival, it should be part of restaurants' daily operation.

“They can promote more on the concept of recycling during the festival. I do not think they have done it. They tell us, the stalls, to be green and use environmentally friendly cutleries. However, people who visit the festival are in big number, they generate a lot of waste, the festival should promote recycling among the visitors” [Interviewee F].

“If possible, maybe we could learn from foreign countries in terms of how they recycle their food waste and turn waste into some useful resources, it would be much better. Right now, my restaurant's food waste goes to the bin, there isn't any facilities for food waste recycling. Also, we asked the Civic and Municipal Affairs Bureau if there is any support about food waste recycling. However, the answer was no” [Interviewee C].

Table 8.
ENVIRONMENTAL MANAGEMENT: CARBON FOOTPRINT

Interviewee	A	B	C	D	E	F	H	I
6. Environmental – Carbon Footprint								
6.1 Vehicle usage was not maximized (16 comment)	X	X	X	X	X	X	X	X
6.2 Did not consider sourcing from nearby region (14 comment)	X	X	X	X	X	X	X	X

In terms of road transportation and the usage of vehicles to support the operation of the festival (such as delivering equipment, furniture, decorations) and food, all interviewees did not have much concern about their carbon footprint (Table 8: 6.1). The main concern is on effectiveness instead of efficiency of each vehicle trip. None of the interviewees appeared to have interest in reducing their carbon footprint by minimising their food miles. The key factors influencing their choice of suppliers were quality, price, stability and origin of the food (Table 8: 6.2).

“We seldom source food domestically, but you know we do not have a choice for vegetable, those are from wholesale. For meat, we usually source from Europe or Australia, these few places. I think 90% from foreign countries.” (Interviewee E)

DISCUSSION

The purpose of this study is to explore the effectiveness of a recent government intervention to regulate the Macao Food Festival. This study examines, the 17th Macao Food Festival (10th to 26th November 2017) in particular. At this event, the Environmental Protection Bureau (DSPA) required the festival to use biodegradable tableware and provided subsidised biodegradable tableware to all the participating businesses. This study aims to explore if the scheme has profound effect on the attitude and behaviour of participating businesses and entrepreneurs at the festival and to explore their evaluation of the intervention.

Based on the finding, the intent of the entrepreneurs to join the food festival was economic driven. The result shows clear indication that the festival is a successful platform for entrepreneurs and businesses to meet their economic bottom-lines as all the entrepreneurs participated in this study made a profit and have fulfilled their need to create an exposure for their brand and restaurant via the festival. The participated entrepreneurs also acknowledge the importance of being a responsible employer and have done the necessary steps to ensure the health and safety of their employees are protected.

With regards to the government intervention aiming to create a greener Macao Food Festival, the finding indicates that all the participating entrepreneurs in this study used the environmentally friendly tableware during the festival as provided by the organisers. This has been the case since 2015 upon the introduction of such regulation and subsidy (Wong et al., 2015). According to the finding, this regulation and subsidy created a memorable experience for the entrepreneurs and were perceived to be a positive intervention.

However, one of the barriers for the adaptation of sustainable practice is the cost as compared to the conventional mode of practice. The subsidised tableware provided by the organisers of the festival cost at least double the amount needed for conventional tableware. Although all the entrepreneurs interviewed in this study had positive attitude towards the tableware, most of them will not consider using the biodegradable tableware on their normal operation (due to cost and perceived quality). It was shared among these entrepreneurs that financial subsidies should be in place if sustainable practice are encouraged in future festivals. Nevertheless, there were three entrepreneurs expressing their intent to use the environmentally friendly tableware even subsidies were not offered at the festival. Food separation was another initiative being tested by the organisers. Five of the interviewees participated and three opted out due to a lack of time to engage in such activity and since it was not compulsory.

To conclude, the finding reflects the conceptualisation of the motivations of entrepreneurs towards sustainable development (Hockerts & Wüstenhagen, 2010). As discussed previously, there are entrepreneurs who are driven by values to engage in sustainable practice. Interviewee B is a good example of such entrepreneur because his restaurant installed sustainable devices that captures the heat generated from their stoves and use to heat up the water for their washing machine. The food stall from interviewee B used the biodegradable tableware, he has positive attitude towards it, will continue to use it in their daily operation and will continue to use them with or without any subsidy in future festivals. Moreover, his food stall reduced the amount of food they prepare on the last day to minimise the chance of generating food waste and they have also participated in the voluntary food separation scheme. This entrepreneur is a good example that tells us that sometimes, just a simple awareness factor can trigger new forms of sustainable practice such as the festival's subsidy on biodegradable tableware or the pilot scheme for food separation.

Nevertheless, there are also market-driven and compliance-driven entrepreneurs. As reflected in this study, in order to motivate these entrepreneurs to engage in sustainable practice, benefits must be evident, and it must improve their economic bottom-line to some extent. For this reason, government interventions are particularly useful. For example, subsidies will generate interest because it helps to cover the cost and will affect the economic bottom-line.

And if the economic bottom-line is not as attractive as it can be, regulations can be of good use to motivate the compliance-driven entrepreneurs to comply (such as interviewee H). In short, the combination of subsidy and regulation work effectively as a formula to generate positive attitude while changing the behaviour of entrepreneurs. Regardless of the tactic, entrepreneurs will engage in sustainable practice and will be exposed to the work associated to sustainability. This is of great value as it will introduce new learning to entrepreneurs, prepare them for it and will influence their mental model. This is institutionalising the concept of sustainability into the minds of entrepreneurs and to the wider society. As noted by the entrepreneurs, there are many other aspects for the government to tap into such as educating the public and festival goers in terms of sustainable practice and living. Apart from

education, investment should be made to building infrastructure to enable sustainable practice, recycling and food separation for the whole city, not only at the festival.

In conclusion, government intervention should be used to stimulate sustainable entrepreneurship, sustainable practice and sustainable living. We cannot wait for value-driven individuals to voluntarily join the sustainability movement. Government interventions certainly has a role in institutionalising the concept and the practice of sustainability among value-driven, market-driven and compliance-driven entrepreneurs, let it be regulation, tax, or subsidy. This study indicates the effectiveness of using subsidies (carrots) and regulation (sticks) to build positive attitudes towards behavioural change.

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UNDERSTANDING TOURISTS' PERFORMING ARTS EVENT SPECTATING MOTIVATIONS, EXPERIENCE, AND THEIR ROLE IN AFFECTING EVENT LOYALTY

JOE YONG ZHOU

INTRODUCTION

Performing arts are a form of art in which artists perform in front of a living audience, to convey artistic expression (Oliver, 2010). Typical examples of large commercial performing arts events include the theatrical performances in the Theater District and Lincoln Center along Broadway, in Middletown Manhattan, and the West End Theater in London, the shows and concert residencies in Las Vegas. Performing arts provide a wonderful platform bridging the fields of arts, leisure, and even tourism. It owns the advantage of providing audiences both from local and overseas a social, situational, and experiential experience that other fixed or tangible cultural attractions cannot present. As a form of leisure activity, performing arts have increasingly been striking for a wider range of audiences that including both locals and tourists. For certain tourists, performing arts events serve as an important attraction during their short stay period in town.

With the increased competition from the expanding leisure markets nowadays, organizations from both arts and event/ tourism industries are anxious for new market segments and innovative marketing strategies. Existing studies have suggested that cooperation and joint implementation of common marketing strategies can reciprocally benefit both industries (Barbieri & Mahoney, 2010; Hughes, 2002). Staged events with themed-art performance, i.e. the living performing arts events, have become popular as the new attractions for both the local audiences and tourists in several destinations. From the cultural perspective, performing arts, together with local heritages, museums, festivals, and other types of cultural settings, play their unique characters to comprise a city or destination's culture charms. It entertains both local and visitor audience by varied theme expressions, a range of artistic endeavors which are performed in front of a live audience. For certain performing arts events in some popular tourist destinations, they have served as important attractions that either attract tourists to travel to the destination, provide a good reason to extend their stay period in town, or revisit the destination.

As a long-existing activity in human society, performing arts has drawn academic attention for long. Some literature has concentrated on performing arts in the fields of economics (Borgonovi, 2004; Throsby & Withers, 1993), management and marketing (Seaman, 2006; Rentschler, 2002). Several existing studies about audiences and consumers of performing arts focused on the general audience body (often locals), or some specific audience segments, e.g. youth, school kids. By contrast, studies particularly focused on tourist audience is insufficient, few studies have been conducted in the field of tourism, or from a tourist perspective. Considering the large potential of tourists who seek art appreciation activities during their travel itinerary, it is worth of systematic research to be introduced in this field.

The purpose of this paper is to examine tourist audiences' motivations and experience of attending performing arts and to identify their effects on their loyalty with performing arts events, so appropriate marketing plans can be developed to achieve and maintain loyal tourist audiences for such events. A quantitative research design was adopted in this study and the research instrument items were sourced from literature both in arts and event/tourism fields and tailored to the context of performing arts. Empirical data from 405 tourist audience from a live circus performance at a popular holiday resort in China were collected and analyzed. The results of structural equation modeling reveal that Art Appreciation Motivations play a more important role in affecting experiences of attending performing art and tourist audience's experience on Core product/service contributes more to its loyalty to the event. Managerial implications for performing arts event organizers are discussed.

LITERATURE REVIEW

Social studies about the contributions of performing arts have been long existed and covered wide range disciplines and fields including its' roles in human education, social cohesion and cultural/ national identity (Bradford, Gary & Wallach, 2000). However, the relationship between performing arts and tourism is acknowledged in limited previous studies, often from the perspective of identifying those in audiences who are tourists and determining the influence of spectating performance art in the decision to visit the destination (Hughes, 2002). With the background of increasingly diversified leisure and tourist demand and the fierce competition from the market, together with the continuing improvement in audio and visual technology (e.g. the VR, AR technologies) that can largely enhance the audience's experiences in consuming these performing arts, it is essential to have more academic attention put in this niche field.

As Walmsley (2019) noted, audiences are often deliberately or mistakenly underprivileged studied in the existing literature. Studies specific on audience motivations and experience of attending performing arts is not sufficient. Bergadaa and Nyeck's (1995, as cited in Walmsley, 2019) work is one of the pioneers in the field. It interviewed regular theatergoers and explored a four-type motivational typology for theater attendance from two distinctive dimensions including "intellectual" (personal enrichment, edutainment) and "stimulation and sensory experience" (escapism and entertainment; social hedonism). Bergadaa and Nyeck explained that motivation behind attending performing art event is ultimately driven by the desire to satisfy deep-set values, people who actively participate in performing arts activities for several different needs, and different person can engage in the same event for a variety reasons such as seeking meaningful and spiritual experiences, spending quality times with friends, relatives, and partners. In a similar way, Walmsley (2011) held that the pursuit of emotional experiences and impact is the key factor of participating in performing arts activities. He also suggested the site-specific, and site-sensitive, immersive form of the performance venue would be a factor attracting the audience.

Meanwhile, recent studies on the motivations of leisure activities such as visiting museums, galleries, special events, attending other forms of art activities (Getz, 2007; Slater, 2007; Thyne, 2001) can provide invaluable insights into performing arts motivations and the benefits of show spectating experiences. Multiple motivations may drive people engaging in leisure activities. For example, pleasure and escapism were commonly cited motivations for leisure experiences (Unger & Kerman, 1983; Slater, 2007). Similarly, shared experience and social engagement were also confirmed as the dominant motivators for culture and art consumption (Arai & Pedlar, 2003; Nicholson & Pearce, 2001). Nicholson and Pearce (2001) reported that enhanced socialization can be a key motivation behind cultural participation, for instance, spending quality time with friends and family was revealed as a prevalent goal of visiting an art gallery or a museum. Morris Hargreaves McIntyre (2007) summarised the following four key aspects of motivations that drive people to visit museums and galleries: social (e.g. social interaction, entertainment opportunity), intellectual (self-improvement, academic or hobby interest), emotional (being moved, sense of personal/cultural relevance) and spiritual (escapism; stimulating creativity; enjoying aesthetic pleasure). Accordingly, tourist audiences' motivations for attending performing arts can be generally understood from art perspectives as well as the common tourist motivations.

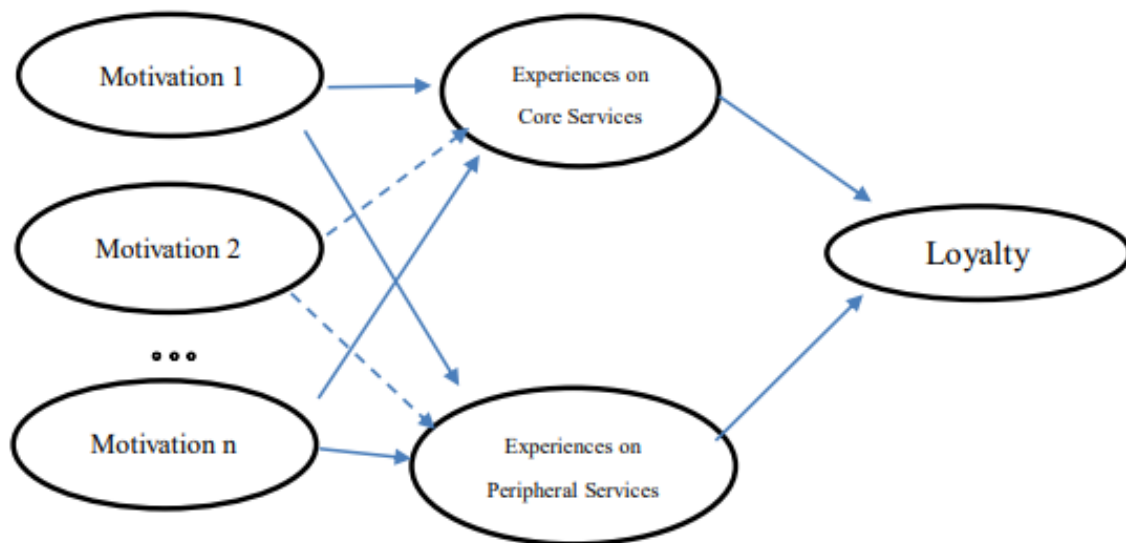
A number of studies have explored issues about audience experience of performing arts either from a traditional art management perspective (Hume, 2008; Radbourne, Johanson, Glow, & White, 2009, Radbourne, Glow, & Johanson, 2013) or a tourism and service perspective (Io, 2019; Pearce & Wu, 2018). These works generally agreed that as a specific service product, customers' consumption experience of performing arts is reflected in two major aspects – the core and peripheral factors (Hume, Mort, & Winzar, 2007; Radbourne, Johanson, Glow & White, 2009). In a service context, an offering includes both the core elements and the peripheral services which facilitate the cores. For a performing arts offering, the core service is then the “show” or “act” experience, while the peripheral services are represented by performing places' venue quality, amenities, ticketing and transport conveniences (Hume et al., 2007). The core-peripheral split-up helps understand the components of a performing arts service and its linkages to customer satisfaction.

Research on the loyalty of consumers is a significant sector in marketing research (Lichtle & Plichon, 2008), in which loyalty is defined in terms of customer beliefs or repurchase intentions. There are a limited number of academic studies on audience loyalty available in the existing literature, often focusing on television audience and cinema audiences (Lewin, Rajamma, & Paswan, 2015; Webster, 2005) while of limited coverage in explaining audience loyalty in performing arts events (Guillon, 2011; Hand, 2011). It consequently leads to the failure of audience segmentation in term of the degree of loyalty. Nonetheless, Since art audiences behave similarly to general consumers (Hand, 2011), one can understand audience loyalty by general consumer loyalty theory from marketing or tourism research, which can be inferred based on aspects of recommendation to friends and relatives, word of mouth sharing, intentions of repeat purchase and duplication of purchase (consuming of one product will lead to consume other

competing products)(Chen & Gursoy,2001;Jones & Taylor, 2007; Lam, Shankar, Erramilli, & Murthy, 2004).

Based on the above review and discussion, a proposed model that includes constructs of motivations, experiences on the core, and peripheral services, and event loyalty as well as the possible effects between these concepts are proposed as shown in Table 1. It is expected the study can further explore the relationships/ effects between the constructs under the performing arts and tourist audience contexts.

Figure 1: the Proposed Model



METHODOLOGY

This study applied a quantitative approach with a questionnaire survey to measure tourist audiences' motivations, experiences, and loyalty of attending a performing art show in an integrated resort in China. The target population was the domestic Chinese tourists who paid and watched the live circus performance at the Chimelong Circus Arena in Zhuhai. The city of Zhuhai lies in the mouth of the Pearl River and with a bridge connection with Macao and Hong Kong, it is well known in China for its ideal geographical location and a variety of tourist offers. With about 10.8 million visitors in 2018, the Chimelong Ocean Kingdom amusement park in the city was ranked as the 10th most visited theme park in the world (TEA/AECOM, 2019). The 2000-seat Chimelong Circus Arena is just adjacent to the amusement park, where audiences can appreciate the spectacular circus performances acted by more than 150 artists from over 20 countries.

The questionnaire items were sourced from existing literature both in arts and tourism fields and tailored to the context of performing arts events. The questionnaire comprised of three main sections. The first two sections contain interval questions measuring respondents' motivations (Morris Hargreaves McIntyre, 2007; Nicholson & Pearce, 2001; Stebbins, 2007), the experience (Hume, 2008; Hume, Mort, & Winzar, 2007; Radbourne, Johanson, Glow & While, 2009) of the circus show and questions

related to show loyalty including their satisfaction and intentions of repurchase and recommendations (Guillon, 2011; Hand, 2011. Chen & Gursoy · 2001; Jones & Taylor, 2007). All questions were formulated as statements and require respondents to choose the different levels of agreement to the statements on a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). The last section includes questions about respondents' show spectating patterns (information source and accompany) and demographic information.

To collect respondents' comments on the questionnaire's wording and phrasing issues, and test the practicability of the planned data collection procedures, a pilot test was conducted with the first draft of the questionnaire in September 2018. Twenty on-site tourist audiences were randomly invited to answer the questionnaires immediately after they spectate the show. Based on the comments from the pilot test, the questionnaire was further modified with minor revisions on some of the academic jargon used. The pilot test also reported a relatively low-efficiency of reaching the potential respondents by a face-to-face on-site survey as most of them were in a hurry to leave after the show. The researchers then decided to adopt an online approach in the main data collection stage: Leaflets (containing introduction information about the project, participation incentive promise, and a QR code that will lead respondents to the online questionnaire) will be distributed to the audiences to invite their participation in the survey. Respondents can answer the survey questions by scanning the QR code with a smartphone on the leaflet, Upon the completion of the questionnaire, participants will get a random token of digital payment (about RMB 5-15 (US\$ 0.8-2.5) through the online survey platform.

The field work of data collection was administrated in three weeks during the period of late December 2018 to middle January 2019. Approximately 3,200 leaflets were passed out, with 582 responded, and 405 participants successfully completed the online questionnaire and their responses were used in this current study. The data was then transferred to SPSS for descriptive statistics purpose and further by AMOS for the confirmatory factor analysis and SEM analysis.

RESULTS

To have a brief understanding of the general profiles of the respondents and their responses, A descriptive statistical analysis was undertaken first. Not surprisingly, about two-fifths (42%) respondents were from the nearby cities in Guangdong province, following by tourist audiences from Beijing (11%) and Shanghai (6%), the two wealthy municipals. There were slightly more female audiences (56%) than males; about 55% respondents were aged between 20 to 34 years, and about 38% were aged between 35 to 49 years; as to respondents' education background, more than half (51%) of them owns Bachelor's degrees while about 17% were postgraduates; respondents reported relatively high incomes: nearly one-fifth of the respondents had a monthly income of over RMB25,000 (USD3600), while another one-third had a monthly income between RMB10,000-25,000(USD1300-3600). An overwhelming majority of tourism audiences reported that they knew about the live circus performance at the Circus Arena (89%) and made the decision to watch the show before the trip (84%). About two-thirds of respondents purchased the package

products from the Chiemlong resort in which the show ticket included.

Table 1: Confirmatory Factor Analysis Outcomes

<i>Factors</i>		<i>Loading</i>	<i>T-value</i>
<i>Art Appreciation Motivations (AAM)</i>			
AAM1	Experience the exciting moments	0.70	NA
AAM2	Enjoying the aesthetic pleasure.	0.67	12.15
AAM3	Getting an emotional hit & being moved	0.75	13.47
AAM4	Being drawn in and engaged in the performance	0.74	13.26
AAM5	Satisfying specific interest in arts.	0.68	12.28
<i>Learning and Leisure Motivations (LLM)</i>			
LLM1	Spending quality time with family and friends	0.60	NA
LLM2	Escape from daily routine	0.62	9.96
LLM3	Participating in a live experience	0.74	11.18
LLM4	Enjoying a high-quality leisure time	0.79	11.68
LLM5	Developing world view	0.71	10.85
LLM6	Learning and experiencing new things	0.73	11.10
<i>Experiences on Core services (ExCore)</i>			
CE1	I was happy with the actors and their performing skills.	0.85	NA
CE2	The show excelled my expectations.	0.83	21.00
CE3	The show was professional.	0.88	22.93
CE4	The show was entertaining.	0.85	21.70
<i>Experiences on Periphery services (ExPer)</i>			
PE1	Access to the venue (transport) was convenient and easy to find.	0.57	NA
PE2	Services associated were well organized.	0.74	10.09
PE4	Staff behavior made me feel welcome and comfortable.	0.78	10.25
<i>Loyalty</i>			
LY1	I was satisfied with the show experience	0.93	NA
LY2	I would like to re-attend this show in the future	0.75	19.63
LY3	I will recommend the show to my friends and relatives	0.91	29.39
LY4	I will share my experience on social media	0.66	15.79

All factor loadings are significant at $p < 0.001$.

To assess the reliability and validity of the proposed measurement scales, Confirmatory factor analysis (CFA) was performed. As shown in Table 1, the CFA results support the fitness and validity of the measurement model ($\chi^2 [197] = 517.4$, $\chi^2/df = 2.626$, $RMSEA = .063$, $NFI = .909$, $TLI = .931$, $CFI = .941$, $RFI = .893$). Most factor loadings are close to or above 0.7 (some above 0.6) and significant at $p < .001$, suggesting a fair convergent validity. Table 2 presents the composite reliability of the constructs. All of the Cronbach's alpha coefficients are greater than 0.7, supporting the reliability of the measurement scales (Drost, 2011). All average variance extracted (AVE) are at least .5 (Fornell & Larcker, 1981), which further support the convergent validity of the measurements. Additionally, except for the learning and leisure motivation factor, the AVE for each construct is greater than the squared correlation

coefficients for the corresponding inter-constructs, indicating an acceptable level of discriminant validity (Fornell & Larcker, 1981).

TABLE 2. Correlations (squared correlation), reliability, AVE, and mean.

	AAM		LLM		CoreEx		PerEx		Loyalty
AAM	1.00								
LLM	.753	(.57)	1.00						
CoreEx	.585	(.34)	.580	(.34)	1.00				
PerEx	.627	(.39)	.510	(.26)	.642	(.41)	1.00		
Loyalty	.610	(.37)	.528	(.28)	.849	(.72)	.632	(.40)	1.00
Reliability	.84		.85		.91		.74		.89
AVE	.53		.55		.73		.50		.60
Mean	5.76		6.05		6.07		5.98		5.70
Std. Dev.	1.10		.91		1.15		1.15		.90

Mean values are based on 7-point scales. All correlations are significant at $p < 0.01$.

Following CFA, the SEM analysis was employed to test the hypothesized model. The goodness-of-fit indices demonstrate good model fit ($\chi^2 [200] = 563.1$, $\chi^2/df = 2.82$, $RMSEA = .067$, $NFI = .900$, $TLI = .923$, $CFI = .933$, $RFI = .885$). Table 3 shows the results of the SEM analysis. It shows that the art appreciation motivations have significant, positive effects on both of the audience experiences on the core ($\beta = .442$, $p < .001$) and the periphery ($\beta = .635$, $p < .001$) service elements. While the learning and leisure motivations only effect on the experiences on core services of the performing art show ($\beta = .247$, $p = .004$). it is also the case that compares with learning and leisure motivations, motivations from art appreciation aspects motivations have a much stronger effect on tourist audiences' performing art show experiences. The purposed relationships between the audience' experience of both core and periphery service and their loyalty satisfaction were supported ($\beta = .762$; $.186$ respectively, $p < .001$), but it is obviously the former (i.e. experiences on core services) has a much stronger contribution.

TABLE 3. Results of SEM

Latent Variables			SRW	S.E.	t-value	P
Art Appreciation Motivations	→	Experiences on Core service	0.442	0.088	5.07	.000
Art Appreciation Motivations	→	Experiences on Periphery service	0.635	0.089	5.52	.000
Learning & Leisure Motivations	→	Experiences on Core service	0.247	0.157	2.91	.004
Learning & Leisure Motivations	→	Experiences on Periphery service	0.041	0.137	0.42	.674
Experiences on Core service	→	Loyalty	0.762	0.055	16.66	.000
Experiences on Periphery service	→	Loyalty	0.186	0.068	4.25	.000

SRW=Standard regression weights, SE = Standard error for unstandardized coefficient

DISCUSSIONS AND CONCLUSION

This study investigated tourist audiences' motivations and experience of attending a specific activity, i.e., performing art show events in their travel itinerary. Previous studies have covered a wide range of the benefits of performing arts in social development and individual development, but rarely shed light on its roles on a specific, mobilized population: tourists. To some extent, this study expands the research scope and would be beneficial for organizations from the performing arts sector and event management sector to develop new performing art event products for this specific segment market. The results of the study may help theater managers and event organizers better understand and fulfill the unmet need of tourists, and better connect with them by appropriate marketing strategies. Also, destination management authority may also take the results as a reference for planning tailor-designed cultural activities and live performing event infrastructures.

This study examined the relationships between motivations of attending performing art events, performing art event consumption experiences and event loyalty in the tourist audience context. The purposed model describing the relationships was largely supported except for the direct effects of learning and leisure motivations toward experiences on periphery services associated with the show. In sum, respondents' art appreciation motivations have significant impacts on their experiences on both the core and periphery services of the performing art show, which ultimately influences their loyalty to the event. Respondents' learning and leisure motivations contribute to their experiences on the core services positively but have little effects on their experiences on the periphery services.

The results highlighted the varied motivations of attending performing art events play different roles in tourist audiences' show experiences and their satisfaction and adherence to performing art events during travel. Motivations about art appreciations contribute largely to tourist audiences' experiences of the performing art show.

Audiences' goodwill and expectations of appreciating the aesthetics and art elements attached to the performing art show will more likely help them enjoy the show in total. It also revealed that audiences' art appreciation motivations will have more effects on their experiences on the periphery elements of the show services (such as venue settings, services from venue ushers and other venue crews) than on the experiences on the core product (i.e. the show itself), which can be explained that while the core product of performing arts shows could be the main reason that attracts tourist audiences, but the high quality of on-site services attached to the shows will contribute more to their total experiences and satisfactions. In addition, patrons' learning and leisure motivations reported a lower effect on their experiences on core services of the show, while had no contribution to the experiences on periphery services. This conclusion echoes previous studies such as Hume and Mort (2010) Hume, Mort, Liesch, & Winzar (2006). Such results indicate that in the context of performing arts, tourist customers are subconsciously sensitive to the periphery services that are often not being regarded as important discernible reasons for performing arts show-attendings.

Regards to tourist audiences' loyalty to performing arts events, the study results reported that tourist audiences' loyalty is more associated with their show experiences on the core service of the event, i.e. the "show" or "act" itself, these experiences accomplish audiences' various motivations and goals ranging from art appreciations, learning and leisure purposes simultaneously. In contrast, patrons' experiences on the periphery services contribute relatively less to their loyalty. This finding is consistent with Guillon (2011) and Hume, et al. (2006).

The findings from this study have important managerial implications. First, we suggest event organizers take more considerations about the event functions of art appreciation when designing and promoting performing arts events to tourist audiences. Obviously, tourists aim at unusual experiences during their travel itinerary and once they decide to spend time and money in performing arts events, taking some art appreciation-related activities would be one of the extraordinary choices in the travel. Strategies of tailor-made theme design and promotion of the performing arts events with specific highlights of show product's artistic and aesthetic features of the are recommended. For example, having or inviting celebrity artists joining in will be of interest to potential customers and attract them to attend the events, similarly, emphasizing more on the art atmosphere in theme design and including more artistic and aesthetic elements in promotional material would be beneficial as well.

Secondly, Regards to audiences' experiences on the core and periphery services of the performing arts events, Compared with periphery services, the greater impact of core service on audience satisfaction and loyalty reflects that customers take higher

attention to the core product (the show) than to the periphery services. The results suggest that the tourist audience's satisfaction and loyalty are mainly associated with the core product in this tourist study context. This is in contrast to previous studies that suggest a balanced approach to the core and peripheral activities (Hume, 2008; Hume et al., 2006). While it does not imply that periphery services are unimportant, but it is the core product that impressed consumers more directly and contributes more to their satisfaction and loyalty to the event. Cultural elements may also have its role in explaining this conclusion: comparing with the respondents from the western contexts in the existing studies, Chinese respondents in the current study tended to focus more on the core product in consuming service products (Ren & Qiu, 2019). It may also be the case that as the respondents' experiences on the periphery services were generally good, which accordingly contributes to the overall satisfaction and loyalty (though the effect was relatively slight). Assuming that those tourist audiences encountered poor service in the periphery aspects, it would be not vigorous to assert the role of experiences on periphery services has a limited effect on their event satisfaction and loyalty. It suggests event operators take the periphery services as the strategic elements of the performing arts event products, ignoring the periphery services but only emphasizing the core show products would not benefit the performing arts events' popularity and long-term appeal in the market.

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THE INFLUENCE OF PLACE ATTACHMENT TO FESTIVAL SATISFACTION AND LOYALTY TO HOSTING DESTINATION: THE CASE OF MACAO FOOD FESTIVAL

KUAN MEI LO

INTRODUCTION

Tourism destinations are always facing fierce competition. It is important for the destination management organizations (DMOs) to investigate the way to attract and maintain the flow of tourists (Tussyadiah & Pesonen, 2016). Festivals and events is one of the favorable tools for the DMOs to maintain the flow of tourists as festival tourism introduces direct advantage to the government revenue, local enterprise and community development (Ritchie & Beliveau, 1974). Simultaneously, sense of place is nurtured and sustained through the participation of those festivals and events (Reid, 2007). Past studies also suggested that satisfied customers are with higher loyalty and "willingness to recommend". Therefore, the importance for DMOs to maintain the positive visit experiences that the tourists obtained during their visit to the festivals and events is highlighted (Pike, 2008). It is crucial for the DMOs to explore the process of transferring the positive travel experiences to the development of emotional attachment, place attachment and destination loyalty, making the tourists return to the host destination without the organization of the festivals and events.

The behaviour and revisit intention of an individual are positively influenced by the psychological commitment, which is one of the components of place attachment (Kyle et al., 2004). Researchers also disclosed that the concept of place attachment is helping them to understand and investigate the satisfaction–loyalty relationship of a tourism destination (Yuksel et al., 2010), which demonstrate the positive associations between place attachment, satisfaction and loyalty.

The purpose of the current study is to explore the factors that could transform festival and events visitors to loyal tourists of the host destination, with spotlight on the place attachment, which acts as mediator of the relationship of the evaluation of the festivals experience to loyalty of the host destination.

Applying the case of Macau Food Festival, one of the great events that has held in the Macau SAR for more than twenty years, to investigate the relationship between festival experiences and destination loyalty in this study.

LITERATURE REVIEW

The current study focuses on the individuals' relationship with the physical environment and the meaning derived from the environment. The current part will reveal the different components that influence loyalty to the place or destination and their relationship.

Place Attachment

The concept of place attachment has been widely adapted in numerous studies on human thoughts and behavioural in relation to the physical environment (Low & Altman, 1992). Place attachment arises from the positive evaluation to the place and is often with behavioural outcomes and behavioural loyalty, which suggests that place attachment, will influence individuals' behaviour to a particular place (Kyle et al., 2004). Higher dependence level on the place of an individual suggests the higher loyalty to the place (Ramkissoon et al., 2012).

According to Cuba and Hummon (1993), the concept of place attachment refers to 'bonds between people and place based on affection (emotion, feeling), cognition (thought, knowledge, belief) and practice (action, behaviour) (Cuba & Hummon, 1993), while Low and Altman (1992) suggest that place attachment "is an integrating concept comprising interrelated and inseparable aspects" (Low & Altman, 1992).

Emotional connection is the core concept of place attachment, while the construction of place attachment consists of two parts, they are place identity and place dependence (Williams & Vaske, 2003). According to Proshansky (1978), place identity refers to "the dimensions of the self that define the individual's personal identity in relation to the physical environment" (Proshansky, 1978). Place dependence corresponds to the opportunities of the settings of place for an individual to fulfil the need of accomplishment of any specific goals or activities and will compare with the other alternatives (Williams et al., 1992). Kyle (2004) demonstrates that each dimension carries different influences to the outcomes and varies according to different attributes, like activity context, physical settings, individual characteristics, etc (Kyle et al., 2004). Social ties that bind individuals to the place is also important for the understanding of human-place bonds (Kyle et al., 2004). Place attachment originated from the place experience with family or friends, is with the similar settings of festivals and events (Kyle & Chick, 2007). According to Hidalgo and Hernández (2001), social attachment is even stronger than the attachment to neighbourhoods or cities (HIDALGO & HERNÁNDEZ, 2001).

Festival Satisfaction

According to Halstead, Hartman, and Schmidt (1994), satisfaction is "a transaction-specific affective response resulting from the customer's comparison of product performance to some pre-purchase standard" and is an affective response that occurs during or after consumption (Halstead et al., 1994). Satisfaction has been widely adapted for the evaluation of the past experience, the performance of the products and services and perceptions of the physical environment (Dunn Ross & Iso-Ahola, 1991). Past studies further confirmed that the level of satisfaction links to the decision to return, destination choices and consumption of tourism products and services (Kozak & Rimmington, 2000; Bigné et al., 2005). By comparing the pre-purchase expectation and post-purchase experience, level of satisfaction is able to identify. Higher level of satisfaction will be forecasted if the experience is able to fulfil the pre-purchase expectation (Oliver, 1980).

“Performance-only measure” refers to the measure on service quality based only on the consumers' perceived performances towards the service provider but not the difference of the performance and the consumers' expectation (Cronin & Taylor, 1992), which is often the case of tourism products. This measure acts a strong predictor of behavioural intentions within a festival setting (Lee et al., 2007) and is also widely adapted for the measure of the overall satisfaction of the tourists towards the destinations (Kozak, 2001). Satisfaction is defined as “a summation state of the psychological outcomes visitors have experienced over time” on this subject (Tian-Cole et al., 2002). Therefore, satisfaction is a collective evaluation of individual experiences.

Destination Loyalty

Loyalty refers to the favourable attitudes towards a particular brand and result in repeat purchase or consumption (Day, 1976) or a situation that repeat purchase happened together with affective bonds (Jarvis & Wilcox, 1977). To conclude, loyalty refers to the repeat purchase pattern or practice of the consumers and is an irrational behaviour. Behaviour loyalty represents the way that consumers repeat their purchase more than the reason behind the repeat purchase. There are some common measures of behavioural loyalty: 1) the proportion of the consumption of a product category of a particular brand; 2) the history of repeat purchase; 3) the time consumption for use and purchase; 4) the number of purchase and use; 5) the purchase sequence of a product category of a particular brand; and 6) relative purchase frequency (Iwasaki & Havitz, 1998; Pritchard et al., 1992; Ostrowski et al., 1993). Behaviour measure is more commonly used when comparing with the other loyalty measures because of its easy implementation by analysing the data collected from the consumers (Oppermann, 2000). However, the application of the loyalty for a tourism destination is questioned as some of the tourists might only travel once a year (Michels & Bowen, 2005). In addition, the period that a tourist revisits the tourism destination might be ambitious to determine (Oppermann, 2000).

Attitudinal loyalty is widely adapted to supplement the behaviour measures (Dick & Basu, 1994) and provides reasons for the purchase (Iwasaki & Havitz, 1998). The focus of attitudinal loyalty is on the stabled preference, linking and positive attitudes of the consumers. Attitudinal loyalty is equivalent to psychological commitment (Iwasaki & Havitz, 1998). Understanding the level of the commitment of the consumers helps the brand to identify those truly loyal consumers (Pritchard et al., 1999). Apparently, affective attachment is involved in commitment and affects individual's behaviour (Buchanan, 1985). It is acting as mediator between satisfaction and loyalty (Bloemer & Odekerken-Schröder, 2002). In other words, positive evaluation of a product will create brand commitment and lead to repeat purchase (Pritchard et al., 1999).

Consumers turn to cognitive loyalty when they consider that the product of a particular brand is more preferable as it is better than its substitutes. Later, attitudinal loyalty developed because of the repeat purchase and consumption. Once the attachment is developed, consumers seldom switch to other substitutes regardless of situational factors and marketing promotions of the competitors. The intention of repeat purchase is conative loyalty and eventually leads to behavioural loyalty

(Oliver, 2014; Oliver, 1999). During the attitudinal-conative- behavioural processes, visitors turn to loyal consumers if their visit experiences are satisfied (Lee et al., 2007).

Festival Satisfaction and Place Attachment

Place attachment and satisfaction have been applied for the marketing issues for destinations, however, not much studies examined their association and relationship. Yet, studies that examine their association are with different findings. Some of the findings stated that satisfaction of the tourists is not directly related to the place attachment to a particular destination (Changuklee & Allen, 1999; Mesch & Manor, 1998). However, some previous studies found that place attachment is predictable based on the overall level of satisfaction (Petrick et al., 1998). Also, the physical settings of a destination affect the level of place attachment positively (Halpenny, 2019). Based on the above, the three dimensions of place attachment are assumed to be influenced by the positive evaluation of the tourists.

Festival Satisfaction and Destination Loyalty

There are different findings on the impact of satisfaction towards loyalty and is found vary according to industries (Yang & Peterson, 2004). In retail industries, satisfaction has a positive influence towards loyalty (Bloemer & Odekerken-Schröder, 2002). However, in tourism industry, satisfaction might not influence the loyalty towards a destination directly (Oppermann, 1998). Due to the constraints of travel cost, alternative destination choices, travel time, and other constraints, tourists might not visit the destination again even if the experience is satisfactory (Michels & Bowen, 2005).

Alternatively, studies have evidenced the effect of satisfaction towards conative loyalty, like word of mouth, behavioural intentions in tourism industry, which is believed to be one of the methods to minimize the choices of alternative destinations (Russell-Bennett et al., 2007). Tourists with high satisfaction are with higher intention of revisit and recommend the destination to friends and relatives (Chi & Qu, 2008; Severt et al., 2007). Therefore, positive satisfaction has a positive impact on revisit intention, positive word of mouth and better preference is assumed.

Place Attachment and Destination Loyalty

The relationship of place attachment and destination loyalty is related to psychological commitment (KYLE et al., 2004), the identification dimension in commitment is found corresponding to the place identity dimension of place attachment and is related to the cognitive process that associates self-images with a particular brand or place. While the informational dimension of commitment is found similar to the place dependence dimension. These two dimensions relate to the extension of individuals and a place, which proves the effect of place attachment to destination loyalty (Pritchard et al., 1999). However, some scholar finds that the tourist's experience satisfaction directly and indirectly affects their conative loyalty mediated by attitudinal loyalty, which is place attachment (Lee et al., 2007). Place attachment is the antecedent to destination loyalty. Also, cognitive and affective loyalty are directly influenced by place dependence, affective

attachment and place identity, the three dimensions of place attachment, which might result to conative loyalty (Yuksel et al., 2010). Place attachment is the product of satisfactory experience but not an influencing factor (Halpenny, 2019). Thus, the social attachment of a destination is derived from the satisfactory experience of the festival.

METHODOLOGY

The Macao Food Festival is one of the large-scale outdoor events that holds in Macao SAR every year since 2001. The scale of the Macao Food Festival keeps on expanding. Since 2003, the date of the Macao Food Festival aligns with the Grand Prix, another large-scale event of the Macao SAR in order to increase the flow of tourists. The purpose of the festival is to promote the gastronomy of the Macao SAR, present the mixed gastronomy culture of the Macao SAR and to deepen the image of “World Tourism and Leisure Centre” and “UNESCO Creative City of Gastronomy” recognized by United Nation Educational, Scientific and Cultural Organization (UNESCO) (Macao | Creative Cities Network, n.d.; UAFBMM, 2021).

Population and Sampling

In order to understand the relationship of satisfactory experience and place attachment, the format of survey will be conducted to understand the past experiences of participating in the Macao Food Festival and place attachment towards the Macao SAR of the participants. Considering the large number of participants that have participated in the Macao Food Festival throughout the 20 years, 300 responses are collected in order to achieve the significance of the data of the survey. The survey conducts anonymously and without any personal identification records, like name, contact number are recorded.

For this specific population of interest, the respondents are invited to complete the survey at those popular tourist attractions of the Macao SAR randomly, like the Border Gate, Ruins of St. Paul, Senado Square, etc. In order to ensure participants have participated in the Macao Food Festival, their participation to the festival is applied as the screening question of the survey. Convenient sampling is adopted for the survey. Overall, respondents are eligible to participate in the study if they are: 1) age 18 or above, 2) tourists of the Macao SAR and 3) participated in the Macao Food Festival.

Survey Instrument

Considering the diversity of the tourists of the Macao SAR, the survey is designed in both English and Chinese version, which is the most common used language of the target participants.

The survey divides into four parts.

Part I - Place Attachment

To investigate the place attachment of the participants, 18 items were adapted from Kyle, Mowen, and Tarrant's (2004) place attachment scale (Kyle et al., 2004).

Part II - Festival Satisfaction

Eleven items adapted from Oliver's evaluative set of cumulative satisfaction measures for the measure of festival satisfaction of the participants (Oliver, 1980).

Part III - Loyalty to Festival Host Destination

Jones and Taylor's (2007) service loyalty scale is adapted to measure the loyalty to the festival host destination of the participants (Jones & Taylor, 2007).

These items are measured on a 5-point scale, from "strongly disagree" (1) and "strongly agree" (5).

Part IV - Revisit Intention

To investigate the intention of return to the destination, scale of Crompton, Lee, and Shuster is adapted (Tian-Cole et al., 2002). They are also measured on a 5-point scale, from "least likely" (1) and "most likely" (5) and "strongly disagree" and 5 is "strongly agree" (Tian-Cole et al., 2002).

FINDINGS

Demographic Profile

The data collection process starts from 24 September to 4 October 2021. 305 responses are collected. The age, gender and hometown distribution of the respondents are varied. Most of the respondents of the survey are from the People's Republic of China, which is up to 91.45%. This is probably due to the entry limit of the Macao Government. Table 1 presents detailed information of the demographic profile.

Table 1 - Information of Respondents

Variables	Categories	Frequency	Percentage
Gender	Male	116	38.16%
	Female	188	61.84%
Age	18-24	68	22.37%
	25-34	60	19.74%
	35-44	41	13.49%
	45-54	40	13.16%
	55-64	42	13.82%
	65 or above	53	17.43%
Hometown	The People's Republic of China	278	91.45%
	Taiwan	5	1.64%
	Hong Kong	21	6.91%
	Singapore	-	0%
	Japan	-	0%
	Korea	-	0%
	India	-	0%
	Others	-	0%

4.2 Past Travel Experience to the Macao SAR

Table 2 presents the travel experience of the respondents to the Macao SAR. Over one third (39.33%) of the respondents claims that they have visit the Macao SAR 1 to 2 times and more than half of the respondents (59.54%) have repeatedly visited the Macao SAR. Most of the respondents (40.46%) stay for 1-3 days. This is probably due to most of the respondents are from the nearby region or country.

Table 2 - Travel Experience of Respondents

Variables	Categories	Frequency	Percentage
Number of Trips to the Macao SAR	0	0	0%
	1-2	123	40.46%
	3-5	71	23.36%
	6-10	59	19.41%
	More than 10 times	51	16.78%
Longest Trip to the Macao SAR	1-3 days	181	59.54%
	3-7 days	99	32.57%
	8-14 days	13	4.28%
	15-30 days	6	1.97%
	more than 30 days	5	1.64%

Place Attachment

The items are measured on a five-point scale, from 1 (Strongly Agree) to 5 (Strongly Agree). Analysis of Variance (ANONA) is applied to compare the place attachment among the six age groups in two different dimensions (place identity and place dependence) and the results are revealed in the following table (Table 3).

Table 3 - Place Attachment towards the Macao SAR among Different Age Group

	Age						F	Sig
	18-24 (n=68)	25-34 (n=60)	35-44 (n=41)	45-54 (n=40)	55-64 (n=42)	65 or above (n=53)		
Place Attachment	3.00	3.51	3.05	3.59	3.12	3.30	5.98	.000
Place Identity	3.03	3.54	2.89	3.58	3.06	3.25	6.05	.000
Place Dependence	2.96	3.46	3.34	3.60	3.23	3.38	5.323	.000

Age Groups

The difference in place attachment towards the Macao SAR among the six age groups are compared by using a series of ANOVA. Table 3 presents all the six age groups in the two dimensions (place identity and place dependence) of the place attachment ($p < 0.000$). Overall, the age group of 45-54 years old has the highest level of place attachment (3.59), while the age group of 18-24 has the lowest level of place attachment (3.00).

Festival Satisfaction

From the following table (Table 4), significant differences are found in 6 out of 7 festival satisfaction items by using ANOVA to compare the age group differences in different items of festival motivation. According to the results, the age group of 45-54 years old is with the highest festival satisfaction among than the other five age groups

It should be noted that among the seven items, one item did not reveal any age difference, which is "I am sure it was the right decision to visit the Macao Food Festival". Considering the high means of this item, all age groups agreed with this statement.

Table 4 - ANOVA: Festival satisfaction of different age groups

	Age						F	Sig
	18-24 (n=68)	25-34 (n=60)	35-44 (n=41)	45-54 (n=40)	55-64 (n=42)	65 or above (n=53)		
Festival Satisfaction	3.57	3.95	3.60	4.04	3.72	3.65	4.273	.001
My choice to visit Macao SAR was a wise one	3.63	4.00	3.27	3.98	3.81	3.72	6.981	.000
I am sure it was the right decision to visit the Macao Food Festival	3.72	3.87	3.66	4.03	3.86	3.72	1.319	.256
This was one of the best festivals I have ever visited	3.38	3.83	3.63	4.00	3.67	3.49	3.909	.002
My experience at Macao Food Festival was exactly what I needed	3.26	3.70	3.41	3.83	3.50	3.30	3.873	.002
I am satisfied with my decision to visit the Macao Food Festival	3.66	4.10	3.59	4.18	3.67	3.70	4.413	.001
The Macao Food Festival made me feel happy	3.68	4.08	3.78	4.23	3.88	3.92	2.771	.018
I really enjoyed myself at the Macao Food Festival	43.68	4.05	3.85	4.05	3.69	3.70	2.616	.025

Festival Satisfaction and Destination Loyalty

In order to examine the effects of festival satisfaction to the destination loyalty towards the festival host destination, regression analysis is applied.

With the three dimensions of destination loyalty of the festival host destination as dependent variables and festival satisfaction as independent variables. After performing linear regression, it is found that behaviour intention, word of mouth and destination preference are significant. Table 5 presents the regression result.

Table 5. Regression: Festival satisfaction to the loyalty of the host destination

	Standardized Beta	Sig.	t	R	R-square
Behaviour Intention	.738	.039	18.985	.738	.544 / .543 (Adjusted R Square)
Word of Mouth	.702	.040	17.133	.702	.493 / .491 (Adjusted R Square)
Destination Preference	.627	.048	13.973	.627	.393 / .391 (Adjusted R Square)

Festival Satisfaction and Place Attachment

In order to examine the influence of festival satisfaction on destination loyalty, another regression is conducted with festival satisfaction as dependent variable and the two dimensions of place attachment as independent variables. However, the result presents that both two dimensions of place attachment are not significant to festival satisfaction. Considering that most of the respondents are with less than 5 times (63.81%) travel experience to the Macao SAR, place attachment might not be able to develop even if they have satisfying festival experience.

DISCUSSION

In the current study, it is found that the age group of 45-54 years old is the group with the highest level of festival satisfaction to the Macao Food Festival. However, the level of satisfaction is not dominant among the other age groups.

The relationship of festival satisfaction and destination loyalty and the role of place attachment is revealed through the current study. Previous studies present differently in the relationship and role of place attachment in different industries. Different industries might have different relationship found. For the current study, which takes the visitors of the Macao Food Festival as the target respondents, reveals that the positive festival satisfaction is not affecting the development of place attachment of the tourists to the host destination. In other words, place attachment to the Macao SAR is not developed even if they are satisfied to the Macao Food Festival. However,

the findings of the current study present that satisfying festival experience influences the development of destination loyalty of the visitor. Tourists develop destination loyalty if they are satisfied with the Macao Food Festival. The importance of positive festival satisfaction is highlighted for the development of destination loyalty (Pike, 2008). The effect of satisfaction towards conative loyalty, like word of mouth, behavioural intentions in tourism industry, this is a method to minimize alternatives and increase the destination loyalty (Russell-Bennett et al., 2007). DMOs are suggested to utilize the concept of place attachment on understanding and attracting tourists (Kyle et al., 2004) and is important for the DMOs to examine the process of transferring the positive festival experience to destination loyalty.

Considering the high means of the scores of the dimension of word of mouth, tourists will recommend the Macao SAR to their family and friends. Furthermore, due to the nature of events and festivals, tourists usually revisit the destination and the events or festivals together with their companions. This could help to spread and develop the destination loyalty widely. This result is found corresponding to the findings of the previous studies that higher level of festival satisfaction will result in higher destination loyalty and is more willing to recommend to their family and friends (Anderson, 1998).

The current study examined the importance of positive festival satisfaction to the development of destination loyalty. Tourists will develop loyalty to the host destination in their process of their positive festival experience, however, place attachment is not developed in this process. Therefore, in the case of the Macao Food Festival, place attachment is not acting as a mediator towards the relationship. This finding is also corresponding with the previous findings that satisfaction of the tourists is not directly related to the place attachment to a particular destination (Changuklee & Allen, 1999; Mesch & Manor, 1998). Place attachment is not necessarily related to the tourists' festival satisfaction, however, it is varied according to different conditions and variables. Place attachment is not predictable with positive festival satisfaction.

CONCLUSIONS

Summary

The current study reveals the complexities and relationship of festival satisfaction and destination loyalty. The findings of the current study provides significant contributions to the development of destination loyalty through the process of satisfied festival experience.

The current study identifies the relationship of festival satisfaction and destination loyalty and evidences that in the case of the Macao Food Festival, visitors of the Macao Food Festival develop their destination loyalty if their visit experience to the Macao Food Festival are satisfied. Satisfied visitors are usually with a higher willingness to recommend the host destination to their family and friends.

However, from the current study, place attachment is found not acting as a mediator in the relationship of festival satisfaction and destination loyalty. Place

attachment is not developed even if the visitors are satisfied with the experience to the Macao Food Festival. This is also corresponding to the previous studies that place attachment as mediator role vary according to different industries.

Theoretical Contribution

The current study examines the relationship of festival satisfaction and destination loyalty in the case of the Macao Food Festival and provides understanding on the relationship.

Firstly, as the relationship of festival satisfaction and destination loyalty and the mediator role of place attachment vary according to industries or different contributes. The current study reveal the case of the Macao Food Festival and provides the Macao SAR DMOs information on the relationship and the mediator role.

Secondly, the evidenced relationship provides more understanding to the Macao SAR DMOs. They could apply precise actions in order to raise the festival satisfaction of the tourists, which is benefit to the development of destination loyalty. With the condition that the Macao SAR DMOs successfully raised the festival satisfaction, the destination loyalty is also expected to be raised. This is particularly helpful for the planning of the Macao SAR DMOs.

Thirdly, festival satisfaction among age groups is also presented, the Macao SAR DMOs could apply the findings of the current study to the age groups that are with lower festival satisfaction to understand the reason behind and apply focus action plans to raise their festival satisfaction, which could help to raise their destination loyalty. Considering that Macao Food Festival is one of the large-scale festivals held in the Macao SAR regularly, the focus action plan is believed to be one of the practical means of increasing destination loyalty of the tourists.

Practical Implication

The findings of the current study are meaningful for the Macao SAR DMOs. DMOs could consider applying the current findings in their action plans or promotion plans in order to raise the destination loyalty.

DMOs are always fighting for destination loyalty of the tourists. Considering that convention and exhibition industry is one of the fastest growing emerging sectors of the Macao SAR in the recent years, DMOs could consider applying the findings to different events and festivals that are held in the Macao SAR, which is important for the planning. The level of festival satisfaction among age groups should involve in the planning. DMOs could further investigate the groups with lower level of satisfaction and establish precise promotion plan or action plan in order to raise the level of festival satisfaction and finally raise the destination loyalty.

LIMITATION

Although the current further identifies and distinguishes the relationship of festival satisfaction and destination loyalty, some factors that are not being included might still influence the destination loyalty.

The data is collected during the outbreak of COVID-19, most of the tourists traveled to the Macao SAR are from the People's Republic of China, which is the only country that is allowed by the Macao SAR to enter into the Macao SAR without 14-days or even longer quarantine period. Though some of the respondents are from Taiwan or Hong Kong, the proportion only occupies a small proportion (8.55%), which is less than 10% of the total data collected. The short geographical distance and minor cultural gap between the Macao SAR and the People's Republic of China might also influence the destination loyalty.

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TOWARDS THE DEVELOPMENT OF A SUSTAINABLE EVENTS RISK MANAGEMENT FRAMEWORK FOR THE SOUTH AFRICAN EVENTS INDUSTRY

LEONIE LOUW, ELRIZA ESTERHUYZEN AND NELLIE SWART

INTRODUCTION

The reasons for event failures are complex and numerous. Event failures can lead to the loss of life, damage to property and financial losses. There are a number of cases both locally and abroad that illustrates how events can fail disastrously. Recent South African examples include the Global Citizen concert at the First National Bank (FNB) Stadium in Johannesburg, where concert goers were attacked on their way from the concert (Molosankwe, 2018). A stampede at a church in Pretoria occurred after a severe rain storm had congregants scrambling for shelter, leading to the death of three people (Maromo, 2019).

The types of events and incidents that can occur are diverse and the different risks may not be sufficiently addressed with current risk management theories in events management (Brito et al., 2020), since it could be that not all events experience the same risk or require the same risk mitigation steps.

Literature on events framework from a tourism perspective are limited and only evident in a study related to mass event participation (Hillman et al., 2021), the evaluation of an events framework (Sadd et al., 2017) and the social utility of a sports event (Schulenkorf, 2009). Literature appears to be silent on the relevance or integration of sustainable development in an events framework, especially from a risk management perspective. The purpose of this paper is to explore the development of an events risk management framework in a South African context. The elements of the envisaged sustainable events risk management framework (SERMF) is described in greater detail in the systematic literature review in order to determine the need for such a framework. Existing literature published by custodians in events management such as Van der Wagen, (2007), Getz (2009), Ninow (in Tassiopoulos, 2010) and Getz and Page (2016) amongst other, are explored for its reporting on relevant events aspects related to risk management and sustainable development. The SERMF and its associated systematic literature review will aim to contribute to both the events management body of knowledge (EMBOK) (Dowson & Bassett, 2018; Silvers, 2007) and the current literature on sustainable development (Eizenberg & Jabareen, 2017; Hak, Janouskova & Moldan, 2015; Schaltegger, Hansen & Lüdeke-Freund, 2016) by expanding on available research and literature.

LITERATURE REVIEW

Allen, O'Toole, Harris and McDonnell (2008, 588) refer to events risk as "... the likelihood of the special event or festival not fulfilling its objective", while Bladen, Kennel, Abson and Wilde (2018, 202-203) elaborate on this statement that risk is not only about the compliance of policies and procedures, nor only about health and safety, but also an assessment of the Triple Bottom Line (TBL). Getz and Page

(2016,347) define risk management as "... the process of anticipating, preventing or minimizing potential costs, losses or problems for the event, organisation, partners and guests". Risk management can be aligned with all aspects related to the planning, management, execution and assessment of events, however the integration with sustainable development has not been documented in the literature explored.

It is known that the majority of events are there specifically to cater for the needs of delegates. The focus of such events should therefore be to provide the most memorable experience for delegates as is possible within the parameters of a given project. Delegates or participants refer to events as 'once in a lifetime experiences' (Van der Wagen, 2007; Getz & Page, 2016). This customer experience should be taken seriously by event managers. Generally speaking, the more unique the event, the more expensive it is to present (Van Der Wagen, 2007). The role of managing risks sustainably can't be overstated in the quest to ensure the ultimate customer experience and ensure the profitability of an event.

Events are characterised by its seasonality, type and geographic location (Getz & Page, 2016) Events that are successful or applicable internationally, may not get the same responses within the South African environment. It is also important to consider the infrastructure available. For example, the Olympic Games as a mega event require vastly different infrastructure than a Rugby World Cup event might. South Africa, as a developing, third world economy (Herrington & Kew, 2016) will face different challenges than are faced in first world, developed countries in terms of events management and events risks. These challenges might relate to challenges with electricity supplies, country-specific legislation, crime and infrastructure. However, the disparity between developed and developing countries is not all negative for the events industry since there is evidence that shows that events might be a way to relieve urban stresses (Getz & Page, 2016).

The management of risk, assessment techniques and principles and guidelines are addressed in SANS (South African National Standards) and ISO standards, forming part of international best practice in risk management. In order to apply these best practices, the risk management process should be followed. Aspects included in the risk management process include risk identification, -analysis, -evaluation, -treatment and continuous review (ISO, 2009). Following the risk management process presents events managers with the opportunity to thoroughly examine, analyse and address each possibility that may occur during the life of an event (Silvers, 2008). The importance of this is emphasized when taking into account that a concerning percentage of event organizers (52%) do not see any need for risk management in events (Shangiuna & Xinjian, 2012). The process by which risk management is interpreted and executed by event managers is becoming increasingly important. Considering stakeholders' perceptions of risk beyond event managers themselves is an important consideration. From this perspective, risk should be explored from all possible avenues including key event planning aspects and from different stakeholder perspectives (Moyle, Kennelly & Lamont, 2014).

METHODOLOGY

Snyder (2019) suggest the use of a systematic literature review when literature needs to be compared and synthesised to inform a policy or practice. Therefore, the systematic literature review deemed the most appropriate methodology for this paper. This conceptual paper starts off with a review of academic literature from a Scopus search of the term “events risk management” and “event* management framework”. This search on “events risk management” yielded 49,819 results across a number of fields, the majority of which resided in the field of medicine (30,168). The search criteria was refined to focus on the tourism sector, yielding 548 results. The search criteria was further refined to include papers published between 2016 and 2020 (inclusive). This yielded 54 results, only 9 of which relate to events, as summarized in table 1.

Informed by the refinement of the first search to the tourism sector only, the secondly search on “event* management framework” only yield three papers, depicted in figure 1. Due to the limited literature found on events risk management, the literature search was expanded on Google Scholar, investigating all publications citing Donald Getz (Goldblatt, 2015), which assisted in the identification of the most prevalent authors and journals. More events management custodians such as Van der Wagen, (2007), Getz (2009), Ninow (in Tassiopoulos, 2010) and Getz and Page (2016) were identified. These scholars’ reporting on relevant events aspects related to risk management and sustainable development are also considered, to inform the development of an original SERMF for the South African events industry. Literature rooted in three subject areas: events management, risk management and sustainable development provides valuable insights on how a SERMF can be developed.

	Document title	Authors	Year	Source	Cited by
<input type="checkbox"/> 1	Reframing mass participation events as active leisure: Implications for tourism and leisure research	Hillman, P., Lamont, M., Scherrer, P., Kennelly, M.	2021	Tourism Management Perspectives 39,100865	0
	View abstract Locate full-text(opens in a new window) View at Publisher Related documents				
<input type="checkbox"/> 2	Evaluative event frameworks: A learning destination perspective <i>Open Access</i>	Sadd, D., Fyall, A., Wardrop, K.	2017	International Journal of Tourism Research 19(3), pp. 339-348	6
	View abstract Locate full-text(opens in a new window) View at Publisher Related documents				
<input type="checkbox"/> 3	An Ex Ante Framework for the Strategic Study of Social Utility of Sport Events	Schulenkorf, N.	2009	Tourism and Hospitality Research 9(2), pp. 120-131	33
	View abstract Locate full-text(opens in a new window) View at Publisher Related documents				

Figure 1: Results of Scopus search on “event* management framework”

Source: Authors' own composition (2021)

DISCUSSION

As summarized in table 1 below, the major themes covered by recent literature on events risk management focus mainly on the effect of climate change on tourism (11 articles). Tourist safety is the second most proliferating topic as per this review (11 articles), followed by the impact of tourists on nature or destinations (10 articles) and tourism decision-making (6 articles). Although it could be argued that all of these articles relate to risks and risk management, risk management per se is addressed by three of these publications (Cleland, 2019; Martin, Guamieri & Lamm, 2018; Mikulic, Milos Sprcic, Holicek & Prebezac, 2018).

The discussion that follows aims to provide an overview of key concepts and arguments in events management, sustainable development and risk management, to address the abovementioned gap in literature.

As only three papers are relevant to the events framework search and limited to mass event participation (Hillman et al., 2021), the evaluation of an events framework (Sadd et al., 2017) and the social utility of a sports event (Schulenkorf, 2009), it is evident that previous studies have not considered the integration of the three proposed key concepts for the development of a SERMF. Neither of these studies considered sustainable development to ensure that events risk is aligned by the meeting of the events objectives as proposed by Allen et al. (2008) or the TBL as proposed by Bladen et al. (2018).

Table 1

SUMMARY OF MAIN THEMES OF PAPERS IN SYSTEMATIC REVIEW

	<i>Event management</i>	<i>Tourism / tourism management</i>
Yu, McManus, Yen, & Li (2020)		Tourism boycott
Chamberlain, Edwards, Lai, & Thwala (2019)	Mitigation strategies to improve cost performance & minimize public disruption	
Aliperti, Sandholz, Hagenlocher, Rizzi, Frey, & Garschagen (2019)		Environmental disaster risk management.
Bosher, Kim, Okubo, Chmutina, & Jigasy (2019)		Effect of climate change on cultural heritage tourism
Santos-Lacueva, Ariza, Romagosa, & Saladie (2019)		Effect of climate change on tourism

Tanana, Rodriguez, & Gil (2019)		Effect of climate change on tourism
Franzoni, & Pelizzari (2019)		Rainfall risk management
Gonzalez Reguero, Secaira, Toimil, Escudero, Diaz-Simal, Bech, Silva, Storlazzi, & Losada. (2019)		Effect of climate change on tourism
Tracey, Saussy, Witt, Haugh, & Stumpf (2019)		Community education
Wood (2019)	Voluntary risk taking by festival visitors	
Cleland (2019)	Risks at live sport events	
De Wit, Ravankhah, Kogias, Zuvella-Aloise, Anders, Hollosi, Hofler, Birkman, Patrikakis, Resta, & Boi (2019)		Effect of climate change on tourism
Agustan & Kausar (2019)		Tourist safety
Gstaettner, Kobryn, Rodger, Phillips, & Lee (2019)		Tourist safety
Dioko & Harrill (2019)		Tourist safety
Memish, Steffen, White, Dar, Azhar, Sharma & Zumla (2019)	Public health issues from mass gatherings	
Cortese, Cantino, Solazzo, & Fassio (2019)	Strategic management of food tourism events	
Balzaretti (2019)		Tourist safety
Salgueiro & Tarrazon-Rodon (2019)		Weather risk exposure
Ivkov, Blesic, Janicevic, Kovacic, Miljkovic, Lukic & Sakulski (2019)		Natural disasters and tourism
Franco & Leao (2019)	Biopower in the management of big events	

Pappas (2019)	Marketing strategies during crises at events	
Clua (2018)		Tourist injury risk management
Toimill, Diaz-Simal, Losada & Camus (2018)		Effect of climate change on tourism
Tyne, Christiansen, Heenehan, Johnston & Bejder (2018)		Effect of tourist activities on wildlife
Buer, Gyraite, Wegener, Lange, Katarzyte, Hauk & Schernewski (2018)		Effect of tourist activities on nature
Hung, Mark, Yeung, Chan & Graham (2018)		Tourist safety
Doulamis, Lambropoulos, Kyriazis & Moropoulou (2018)		Effect of climate change on cultural heritage sites
Lee, Morrison, Maeng, Ascherman & Rohde (2018)		Tourist safety
Abd-Elhamid, Fathy & Zelenakova (2018)		Tourism and weather
Reniers (2018)		Effect of climate change on tourism industry
Moreno, Aviron, Berg, Crous-Duran, Franca, de Jalón, Hartel, Mirck, Pantera, Palma, Paulo, Re, Sanna, Thenail, Varga, Viaud & Burgess (2018)		Tourist value of agroforestry
Jedd, Hayes, Carrillo, Haigh, T Chizinski & Swigart (2018)		Effect of climate change on tourism
Martin, Guamieri & Lamm (2018)		Managing major risks in tourism sector
Mikulic, Milos Sprcic, Holicek & Prebezac (2018)		Integrated risk management in tourism

Malek, Tomek, Lukaskova, Jerabek, Velichova & Pitrova (2018)		Tourist safety
Barbosa & Scavarda (2018)	Value chain of mega events	
Craig & Feng (2018)		Effect of climate change on tourism
Beirman (2018)		Tourism destination resilience
Vargas-Sanchez (2018)		Crisis management in tourism
Kaushik & Chakrabarti (2018)		Tourist risk perceptions
Chetty & Ndlovu (2018)		Environmental education (impact of tourism on nature)
Deaux, Crowe & Charrier (2018)		Impact of tourism on nature
Dans, Crespo & Coscarella (2017)		Impact of tourism on wildlife
Cuca (2017)		Effect of climate change on cultural heritage sites
Jao, Wang & Wu (2017)		Tourist safety
Wilks (2017)		Tourist safety
Monterrubbio (2017)		Social movement as a causal agent of tourism crises
Njoroge, Atieno & Do Nascimento (2017)	Impact of sports tourism	
Luo & Zhai (2017)		Tourism boycott
Farajat, Liu & Pennington-Gray (2017)		Influence of travel writers on tourism (tourist decision making)
Wells, Zarger, Whiteford, Mihelcic, Koenig & Cairns (2016)		Impact of tourism on resources
Tormo-Flores, Altur-Grau & Pena-Regueiro (2016)		Impact of tourism on resources
Marrion (2016)		Protecting cultural heritage

As alluded earlier, only themes related to climate change on tourism, tourist safety, the impact of tourists on nature or destinations and tourism decision-making emanated from the systematic literature review. The follow-up literature searches citing Donald Getz (Goldblatt, 2015) was expanded on Google Scholar in an attempt to get a well-rounded understanding on how events management, risk management, and sustainable development were documents by the custodian event scholars. Event studies make reference the scope of events, role players and stakeholders, event design and what happens when things go wrong in events. Content related to sustainable development explain sustainability and the paradigm associated with sustainable and responsible events. Risk management elaborate on the different types of events risk where Ninow (in Tassiopoulos, 2010) briefly refer to the importance of ISO, which results in more questions than answers. These most important findings are summarised in the paragraphs below.

Events studies

Scope of events

In terms of the definition of a project, whereby a project is defined by its scope, deliverables, schedules and required resources (Swink, Melnyk, Cooper, & Hartley, 2014), events are autonomous projects, requiring collaboration between different experts and role players. The scope of an event is determined by the project definition, early on in the event planning process. The project definition, in turn, informs the scope of the risks that will need to be addressed for such an event.

Events are distinguished in terms of both size and type or content (Spracklen & Lamond, 2016). In terms of the size of events, events are categorised as mega-, hallmark-, major- and minor events (Getz, 2005; Van Der Wagen, 2007; Getz, 2007; Getz & Page, 2015). In terms of the types of events, distinctions can be made between sporting events, entertainment, arts and cultural festivals, commercial, marketing and promotional events, meetings, conferences and exhibitions, family events, fundraising events and miscellaneous events (Van Der Wagen, 2007).

Role players & stakeholders

The role players in an event will form part of a local organising committee (LoC). These role players may include, but are not limited to, event sponsors and originators, event managers, event consultants, specialized suppliers, media, accommodation and transport providers, retailers, personal service companies, and general service providers (Dowson & Bassett, 2018; Getz & Page, 2016).

Event design

Van Der Wagen (2007) notes that events design at its core involves creative elements such as the theme of the event, layout, décor, suppliers, technical requirements, staging, entertainment, talent and catering. Although this is in line with the perception of events management as an artistic and creative sector, it does not underline the practicalities that needs to be embedded in the events design process to ensure the success of an event. Event design is no longer limited to being a

problem-solving activity, but contributes to value creation (Orefice, 2018). The feasibility of an event should be evaluated quite early on in the event design process (Bowdin et al., 2012; Van Der Wagen, 2007). The feasibility of an event can be influenced by the event risks and the mitigations that will need to be implemented. Getz and Page (2016) proposes an economic impact assessment and cost-benefit evaluation as part of the event design process whereby a comprehensive evaluation of costs and benefits in terms of tangible and intangible aspects are investigated. The aspects involved in this type of strategic event planning correlates to the core characteristics of the risk management process that will be used to inform the SERMF.

When things go wrong

The implications of failures in the events management and events planning processes are greatly dependent on the risks that was involved in the event in the first place. Risk is not only determined by the size of an event or the financial implications involved. Risk encompasses a broader process of identifying not only the specific risk but also evaluating the likelihood of such an incident occurring (Dowson & Bassett, 2018). Shangiuna and Xinjian (2012) found that 3,241 people died in major incidents in China between 1950 and 2010 as a result of mistakes in risk control and 58% of incidents that occurred were caused by errors in the forecasting system utilized by event managers. Smit and Esterhuyzen (2018) explain that incidents are foreseeable and preventable if a rigorous risk management process is followed to ensure that the levels of risks remain with acceptable parameters. With this in mind, it can be postulated that the events management process and risk management process are inseparable and needs to be applied simultaneously in order to function effectively.

Sustainable development

Sustainable development is defined as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987). Although the concepts focused on environmental concerns at first, it has developed into a field of study that is merging the seemingly contrasting concepts of environment, economy and society (Hak et al., 2015).

Sustainability

Traditionally, the term sustainability has been used in the context of climate change and renewable energy (Getz & Page, 2016). However, in order to be truly sustainable, the events industry will have to look beyond recycling and water conservation. The main focus of sustainability, in whatever context it is applied, lies in preparation for the future (Swink et al., 2014). Sustainability is based on the premise of life-cycle assessment by meeting the needs of present populations without compromising the ability of future generations to meet their needs. Applying these principles to the life-cycle of a project such as an event ensures that a balance is kept between the planet, people and profit (Hendrikse & Hefer-Hendrikse, 2012; Swink et al., 2014).

Sustainable and responsible events

Getz (2009) identifies a separate paradigm of events research as 'sustainable and responsible events'. He emphasizes the importance of institutionalizing this new research paradigm in order to ensure that the events sector as a whole moves towards ensuring sustainable and responsible event management. Risk management slots in as a core principle of sustainable development, forming part of the values of commitment and confidence.

Risk and risk management

Risk management, similar to sustainable development, needs to be addressed on three levels, namely, economic, social and environmental (Ninow in Tassiopoulos, 2010). Such a multidimensional view on risk management takes into account the fact that all risks do not necessarily have a negative impact since certain risks have a speculative aspect (Silvers, 2008; Smit & Esterhuyzen, 2018).

Risk

There are a number of definitions of risk. Ninow (in Tassiopoulos, 2010) proposes that definition of risk should address three spheres of risk management: economic, social and environmental. This multidimensional view is supported by Smit and Esterhuyzen (2018) who reiterates the view expressed by ISO (2009) that safety risk is not only limited to negative impacts but also has positive effects. For the purpose of this study risk is defined as something that leads to economic loss or the probability of loss, or a hazard that may cause harm and lead to the loss of life, injury, damage to property, social or economic disruption or environmental degradation (Ninow in Tassiopoulos, 2010).

Risk management

Risk management is the systematic process of gathering information for the identification of risks, its impacts and consequences and analysing these risks to facilitate the elimination, mitigation or reduction of the probability and severity of the risk (Ninow in Tassiopoulos, 2010; Hanstad, 2012). ISO indicate that the active management of risks will increase the likelihood of the achievement of objectives, it encourages proactive management, ensures the identification of risks throughout a project, assists in the identification of opportunities and threats and contribute to compliance. Further advantages of risk management is improved governance, improved stakeholder relationships, effective resource allocation, improved operational efficiency, improved safety performance and protecting the brand image of an event in case of unforeseen circumstances (ISO, 2009; Moyle et al., 2014).

Types of risk

With specific reference to the events management industry, the sources of strategic risk include human behaviour, including terrorism and security (Faulkner, 2001; Toohey & Taylor, 2008). Further risks include ticket sales, sponsorship services, athlete safety and services, hospitality, operations management, concessions, finance, support services, media relations, promotions, advertising, insurance, technology, technical issues, occupational health and safety, economic, legal, political factors, financial, property and equipment (infrastructure), environmental and natural events

such as weather (Brito et al., 2019; Carroll, 2019.; Shangiuna & Xinjian, 2012; Leopkey & Parent, 2009; Van Der Wagen, 2007; Dawkins & Stern, 2004; Getz, 2002). Ninow (in Tassiopoulos, 2010) highlights the inclusion of power failures, water failures, emergencies and security as it applies to the South African context of events management.

In order for a risk management process to be successful, it should create value while forming an integral part of organisational processes and decision making. The process needs to address uncertainty explicitly, systematically, structured and timely, based on the best available information that is tailored to the needs of the specific project. Taking human and cultural factors into account while being inclusive, transparent, dynamic and responsive to change facilitates continual improvement of the risk management process (ISO, 2009). The cost of risk mitigation is part of the risk management process. If the cost of risk mitigation outweighs the potential benefit of an event or project, the event is no longer feasible (Bowdin et al., 2012; Getz & Page, 2016).

Sustainable events risk management framework (SERMF)

Based on this extensive systematic literature review and additional content following the Google Search it is evident that there is a need to develop a SERMF. By combining the constructs discussed in this conceptual paper informs the development of a new framework. The development of a SERMF may be significant by adding value to the private, governmental and academic sectors in terms of practical application and theoretical contribution. In terms of practical application, the aim would be to enable event managers to add value to their business activities by ensuring sustainable events risk management. From a governmental perspective, this framework could bridge the gap between the private sector and government in terms of events risk management. The elements of the new, proposed theoretical framework as concluded from this conceptual paper is outlined in figure 1 below.

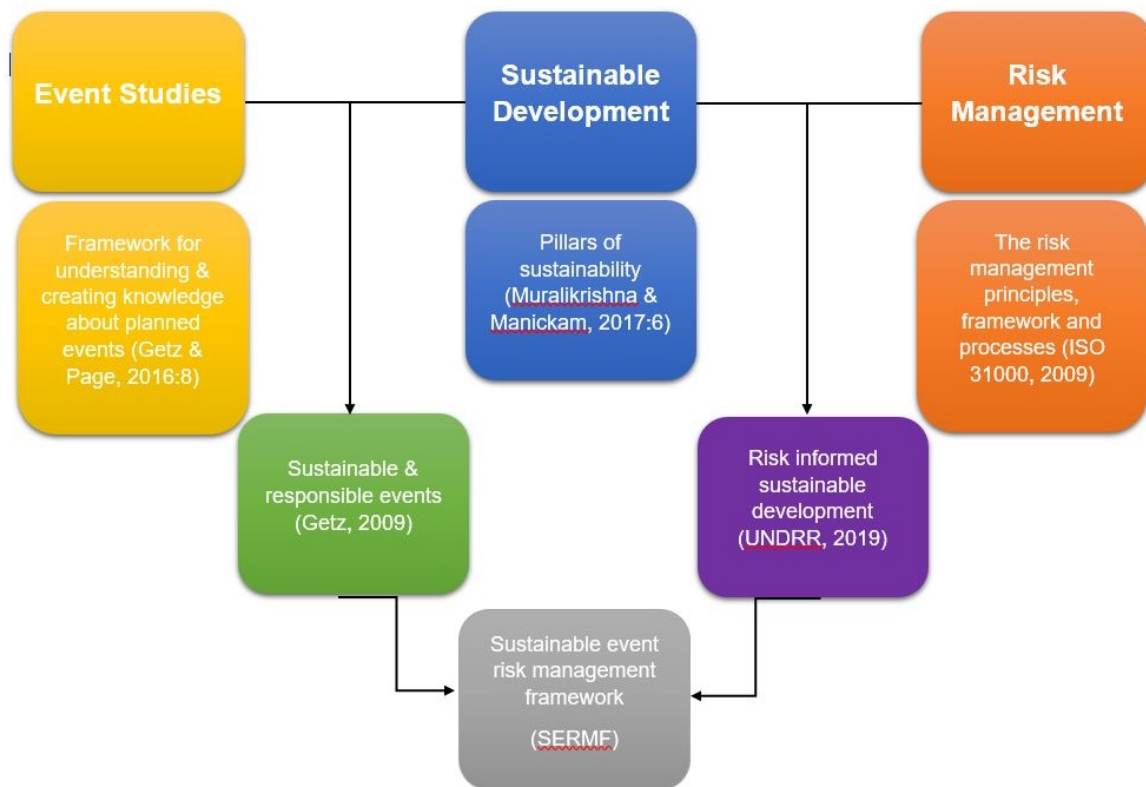


Figure 2: Theoretical framework for the sustainable events risk management framework (SERMF)

Source: Authors' own composition (2019)

With the combination of three fields of study, namely event studies, sustainable development and risk management, there is an opportunity to address the risks associated with events in a manner that is both ethical and economically practicable.

CONCLUSION

This conceptual paper investigated the development of a SERMF for the South African events industry by applying the principles of events management, risk management and sustainable development. The goal of this model is to ensure that risks are mitigated in a manner that can be practically applied, that is law compliant and adding value to the private, governmental and academic sectors. The SERMF still lacks international research as the events risk management legislation is often limited to a specific country and region. It can be useful to explore the international relevance of the SERMF by comparing events laws of the top ten ICCA countries to make the application of the SERMF more universal. This model can be expanded to other sectors within the tourism industry such as accommodation, and airlines to ensure a standardised approach to the management of risk management in a sustainable manner. Although the proposed SERMF will benefit events managers, owners and stakeholders, training is needed on the interpretation and application of the principles captured in the framework.

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DE-MOTIVATING FACTORS INFLUENCING SPORT STUDENTS' VOLUNTEER DISCONTINUATION AT UNIVERSITY SPORTING EVENTS

LIANDI VAN DEN BERG

INTRODUCTION

Volunteerism is an essential part of sport and recreation events with an appraised worldwide economic value of more than \$50 billion (Chelladurai, 2014). Volunteer recruitment managers have often targeted students due to their tendency to volunteer because of in-service learning, possible work opportunities and their enthusiasm for sporting events (Handy et al., 2010; Gage & Thapa, 2012). Students' behavioural characteristics regarding volunteerism has been closely investigated at numerous universities over a number of years (Kragt & Holtrop, 2019), however, very few of the studies focused primarily on sport curricula students' volunteer propensity (Johnson et al., 2017). From a sport management programme and university sports events organization point of view, it is important to investigate sport curricula students' volunteerism since they want to enter a career in sport management and need to attain experience through volunteering before entering the workforce (Maner & Gailliot, 2007). In this regard, the benefits that campus based sport events can provide to students in terms of practical experience, immersive learning, personal development, CV building and skills enhancement is immense (Denton, 2019; Foster & Dollar, 2010; Holdsworth & Quinn, 2010). University based sports events provide a unique context for the volunteer student, which differentiates them as a distinctive cohort (Aisbett et al., 2015). In this regard, sport volunteer behaviour has been characterized as episodic in nature since the periodic sporting events provide a unique and different environment for student volunteers to engage in compared to sport club or other events (Treuren, 2014). Student volunteer motivations at university sporting events include social-, personal- and career development, as well as supportive and purposive factors (Treuren, 2014). This is indicative of the specific motivational factors of student volunteers and the unique university sports event environment. These motivational factors need consideration to ensure continued and successful student volunteering at sporting events (Nichols et al., 2019). Even though sport students eagerly volunteer at campus sport events because of the numerous benefits, they also tend to cease their volunteer activities for various reasons (Pierce et al., 2014; Johnson et al., 2017).

Constraining factors which inhibit students to volunteer or force them to stop include the following: too many other commitments, lack of time, inconvenience, emotional cost, financial reasons, working conditions not acceptable and unreasonable number of hours (Gage & Thapa, 2012; Hyde & Knowles, 2013; Van den Berg & Cuskelly, 2014). Although these constraining factors influence student volunteerism, the aspect of satisfaction as major influential factor, has also been closely investigated (Johnson et al., 2017). Satisfaction is linked to volunteer motivation and retention and students derive significant satisfaction from volunteer experiences through aspects such as career development, enhancement, understanding and social situations (Chelladurai & Ogasawara, 2003; Pierce et al., 2014; Johnson et al.,

2017). Career related benefits derived from volunteering include being prepared for a new career and developing career-related skills, while enhancement, centres around personal development and individual growth (Pierce et al., 2014; Johnson et al., 2017). Students indicated that learning experiences while sharing knowledge, skills and abilities as part of the understanding aspect, together with the enrichment of social relationships and working with others as part of the social aspect, significantly influence their volunteer satisfaction (Pierce et al., 2014; Johnson et al., 2017). Volunteer managers should therefore not only pay attention to the known motivating factors, but more so to the factors which satisfies student volunteer expectations and goals. Numerous sport events, volunteer activities and environments do not significantly influence students' satisfaction and therefore diminish volunteer retention (Johnson et al., 2017).

Sport volunteer managers have a tremendous role to play in decreasing student volunteer constraining and de-motivating factors, addressing motivational factors for recruitment and increasing satisfaction and retention for sporting events (Auld, 2004; Pierce et al., 2014; Johnson et al., 2017). To achieve event success, volunteer managers have to promote a positive working relationship between volunteer and organization and ensure that volunteers have meaningful experiences and attain their goals (Kim et al., 2018). It is essential that the manager create a mutually beneficial relationship with reciprocal commitment, loyalty and satisfaction (Haski-Leventhal et al., 2020; Kim et al., 2007). The mutually beneficial relationship is very often compromised through unsatisfactory managerial decisions and negative environment created by management (Stirling et al., 2011). Managers often strive to attain organizational goals while neglecting volunteer objectives (Johnson et al., 2017). In this regard, volunteers are sometimes treated with inferiority and managers do not give adequate attention or recognition to volunteers, while also not clearly defining the volunteer duties (Phillips et al., 2002; Haski-Leventhal et al., 2020). Managers should ensure that students engage in a sport event volunteer environment to support the organization goals, while simultaneously meeting the career and skills development needs of students (Pierce et al., 2014). It is essential that managers identify factors within the current volunteer environment that dishearten or de-motivate student volunteerism, in order to improve the managerial activities and sport event volunteer environment to increase student volunteer satisfaction and retention (Strigas & Jackson, 2003; Kim et al., 2018). The purpose of this paper is to determine the factors that de-motivate students' volunteerism at university sporting events. Identifying de-motivating factors are relevant to the current volunteerism knowledge pool, and working from a pragmatic paradigm, the research aims to identify practical answers to a phenomenon in specific social setting (Burrell & Morgan, 1979). In addition, the paper purposes to establish the correlations between the de-motivating factors, shedding light on the practical implication of the findings.

LITERATURE REVIEW

Rewards and costs

The motives and constraints of individuals to volunteer could also be discussed in light of the equilibrium of rewards versus costs (Corrigan, 2001; Kragt & Holtrop, 2019).

Costs are seen as elements of negative value to an individual, which include time spent or financial expenses (Auld, 2004; Drollinger, 2010). Rewards are considered positively valued activities that meet a persons' needs (Kragt & Holtrop, 2019) and according Denton (2019) volunteer rewards can include learning new skills, gratitude or status. In this regard, rewards and costs are more likely definitive for volunteerism and various studies have shown that in numerous environments, giving of one-self and investing time into others, as altruistic motives were rewarded and encouraged (Stukas et al., 2016). Likewise, egoistic motives for volunteerism such as skills development, career networking and obtaining a job can also be seen as rewards obtained for volunteer time and effort spent (Haski-Leventhal et al., 2020). Several volunteer cases indicate that volunteer work result in either positive reinforcement due to rewards gained, or negative effects due to the cost exceeding the rewards (Williamson et al., 2018). Volunteerism therefore hinge on the drive by individuals to maximize personal gains and minimize personal losses (Rabun et al., 2017). The relationship between organizations and volunteers may be strained since both parties purpose to maximise their own goal or reward where their striving behaviour will undoubtedly influence the cost of other the party invariably (Williamson et al., 2018). In light of the rewards versus costs paradigm, this paper used the social exchange theory as theoretical underpinning for the evaluation of volunteer de-motivating factors for sport curricula students at university sport events.

Theoretical framework

Various theories and theoretical frameworks have been employed to evaluate and explain volunteerism which include inter alia the behavioural commitment-, transactional commitment-, social identity-, continuity-, social capital-, social exchange- and socio-cultural resources theories as well as theory of planned behaviour (Kragt & Holtrop, 2019). Due to the variety in volunteer research, there is currently no integrated theory of volunteering available (Kragt & Holtrop, 2019). This study implemented the social exchange theory to explain the volunteer de-motivating factors among sport event volunteers. Likewise, this theory has also been used by Aisbett & Hoye (2014) and Aisbett et al. (2015) for sport event volunteerism research. The social exchange theory emerged through four main scholars between 1958 and 1976, each with diverse approaches and viewpoints (Emerson, 1976). In this regard, operant psychology with a variety of reinforcing theories, rationality, tautology and decision theory were evident within the social exchange theory development. Social exchange theory implies a two-sided, mutually reliant and rewarding process involving an exchange. This study used the operant research approach, since it focused on the organism-environment exchange system focussing on the contingencies within the propositions about human behaviour as depicted by Homans (cited by Emerson, 1976) to underpin the study and provide explanations to the empirical evidence – in this study regarding volunteerism. Within this approach, Homans (cited by Emerson, 1976) considered three propositions:

1. The success proposition: "For all actions taken by persons, the more often a particular action of a person is rewarded, the more likely the person is to perform that action (under similar conditions)" (Emerson, 1976:339).

2. The stimulus proposition: "If in the past the occurrence of a particular stimulus, or set of stimuli has been the occasion on which a person's action has been rewarded, then the more similar the present stimuli are to the past ones, the more likely the person is to perform the action, or some similar action, now" (Emerson, 1976:339).

3. The deprivation-satiation proposition: "The more often in the recent past a person has received a particular reward, the less valuable any further unit of that reward becomes for him" (Emerson, 1976:339).

The three propositions correspond with the basic concept of reinforcement and therefore rewards. Homan refined his first proposition according to the value assigned by the person, into the following two statements:

i. The value proposition: "The more valuable to a person the result of his actions are, the more likely he is to perform the action" (Emerson, 1976:340).

ii. The rationality proposition: "In choosing between alternative actions, a person will choose that one for which, as perceived by him at the time, the value (V) of the result, multiplied by the probability (P) of getting the result, is the greater" (Emerson, 1976:340).

The value and rationality propositions of Homan (cited in Emerson, 1976) imply that people make conscious decisions and show voluntary actions, based upon self-interests. The propositions are foundational to explain the de-motivating factors and their correlations within a group of sport curricula students who ceased to volunteer at university sporting events.

METHODOLOGY

Design and sampling method

This study was conducted from the functionalist quadrant by means of a pragmatic approach to provide rational explanations of a social affair (Burrell & Morgan, 1979). The social affair relates to university sport students who volunteer at campus based sporting events, yet cease to volunteer after a time (Gage & Thapa, 2012). Therefore, a purposive sampling method was used to investigate the factors that influence sport curricula students to discontinue their volunteering at university sport events. The purposive sampling method is appropriate since the objective of the study was specifically aimed to find explanations for a phenomenon within a specific setting (Merriam, 1988). Data was collected over a two-week period from an in-class convenience sample utilizing a self-administered questionnaire.

Sample

First, second and third year students in three different sport curriculum programmes at two universities in the Gauteng Province, South Africa, completed the questionnaire. Authorization from the respective universities were obtained, yet both institutions required anonymity for the protection of their students. From the 359 students enrolled in the sport curricula, 278 (77.7%) students participated anonymously and voluntarily. Of the completed and returned questionnaires, 84

students classified themselves into the category of 'volunteered but stopped' which equates to 30.1% of the total group of participating students.

Procedure

The questionnaire was administered during scheduled class times with the definition of a volunteer provided according to Statistics SA (2010: online) as "A person who actively and willingly performed for little or no payment, to provide assistance or promote a cause, either through an organisation or directly for someone outside one's own household or immediate family". The explanation included volunteering at the university sporting events.

Measurement instrument

The questionnaire used was originally developed by Auld and Cuskelly (1999) and consists of five sections. Section 1 referred to demographic information and in Section 2, the respondents categorized themselves into one of the following three categories of volunteering:

- never volunteered for a community/university based organisation/event (section 3),
- used to volunteer for a community/university based organisation/event but stopped (section 4); or
- currently volunteering for a community/university based organisation/event (section 5).

The students then completed only that section of the questionnaire which applied to their category of current volunteering status. The respondents who categorized themselves into the category of "used to volunteer but stopped", therefore completed section 4 which pertained a series of statements on volunteer discontinuation. Responses were measured on a five-point Likert-type scale with the options, strongly disagree (1), disagree (2), neither disagree nor agree (3), agree (4) and strongly agree (5).

Data analysis

Data were analysed through the Statistical Package for Social Sciences (SPSS – version 21) (Statsoft, 2014). Descriptive statistics were computed to profile the participants who volunteered but stopped regarding gender, age group, ethnic group, years volunteered and events volunteered. An exploratory factor analysis was conducted to identify the de-motivating factors which influenced university sport students to cease volunteering. Cronbach's alpha values were computed for each factor to ascertain inter-item reliability. Internal consistency for the four factors scored 0.75, 0.72, 0.72, 0.75 respectively. Nunnally and Bernstein (1994) suggested that values of 0.7 or above may be considered good and therefore reliability of the factors identified in this study can be deemed good. Correlation analysis was performed between the four factors to determine the inter-relatedness.

RESULTS

A total of 84 from the 278 students classified themselves into the I used to volunteer but stopped category and completed that section of questions. Of the 84 participants, 56.5% were male and 43.5% female. The majority of participants were in the 20 to 21 years' age group (50.6%), followed by the 18 to 19-year category (24.7%), 22 to 23-year age group (16.5%), with the least number of students older than 24 years (7.1%). The majority of participants volunteered less than one year (43.5%), with 40% volunteering 1 to 2 years, 14.1% between 3 to 5 years and only 2.4% for more than five years. The majority of participants' ethnicity was Black (82.1%), followed by White (15.5%) and Coloured (2.3%). More than half of the students (52.4%) volunteered at sport and recreation events, followed by community development (22.6%), cultural (10.7%), religious (9.5%), school (3.6%) and political (1.2%) events.

Table 1

DESCRIPTIVE STATISTICS OF PARTICIPANTS

Demographic information (N=84)	n	%
Gender		
Male	47	56.0
Female	37	44.0
Age group		
18-19 years	21	25.0
20-21 years	43	51.2
22-23 years	14	16.7
24 years and older	6	7.1
Years volunteered		
Less than 1 year	37	44.0
1-2 years	33	39.3
3-5 years	12	14.3
6-10 years	2	2.4
Ethnicity		
Black	69	82.1
White	13	15.5
Coloured	2	2.3

Demographic information (N=84)	n	%
Volunteering organisation/event		
Sport and recreation	44	52.4
Cultural	9	10.7
Community development	19	22.6
Religious	8	9.5
Political	1	1.2
School (Government)	3	3.6

The thirty-four items directed to evaluate why students stopped volunteering were entered into the first PCA and resulted in eleven factors accounting for 70.38% of the overall variance being identified (KMO=0.720; Bartlett's Test of Sphericity=1223.357; df=561; p=0.000). An examination of the items revealed that ten items did not load cleanly (within 0.3 of each other) and these items were discarded for the subsequent factor analysis. A second PCA was conducted on the remaining 24 items (KMO=0.706; Bartlett's Test of Sphericity=688.297; df=276; p=0.000) and resulted in five factors which accounted for 52.82% of the total variance extracted. Seven items did not load cleanly on a factor and subsequently, they were removed to reduce ambiguity in the interpretation of the factors (Tabachnick & Fidel, 2001). The third PCA (KMO=0.748; Bartlett's Test of Sphericity=474.454; df=136; p=0.000) extracted 4 factors which accounted for 63.325% of the total scale variance. The final factor structure is provided in Table 2. The four factors were labelled as managerial aspects, volunteer environment, negative experience and structural constraints.

Table 2

FACTOR ANALYSIS RESULTS OF THE STUDY

Scale $\alpha = 0.872$	Items loaded on factor (1)-(4)			
Factor and variable description	1	2	3	4
<i>Factor 1: Managerial aspects</i> $\alpha = 0.794$				
Poor training support offered by the organization	.649	-.060	.372	.118
I became too stressed about my volunteer work	.680	.113	-.127	.087

Scale $\alpha = 0.872$	Items loaded on factor (1)-(4)			
Factor and variable description	1	2	3	4
My responsibilities were not clearly defined	.514	.469	.254	-.053
The time commitment was not clearly defined	.626	.466	.220	.038
The organization lacked direction	.849	.103	.134	-.043
<i>Factor 2: Volunteer environment</i> $\alpha = 0.721$				
I didn't like being bossed around	.194	.781	.228	.069
All the work was left to a few people	.163	.609	-.008	-.006
My friends were no longer volunteers	-.412	.617	.269	-.026
The commitment was greater than I initially thought	.136	.680	.074	.111
<i>Factor 3: Negative experience</i> $\alpha = 0.724$				
I did not enjoy working with other volunteers	-.150	-.037	.800	-.058
I had to do boring and mundane tasks	.279	.336	.635	-.106
Of the poor attitude of the volunteers	.292	.306	.521	.073
I didn't have fun	.279	.258	.671	-.129
<i>Factor 4: structural constraints</i> $\alpha = 0.75$				
I have too many work responsibilities	.125	.007	-.158	.725
I have too many other commitments	.022	.159	.217	.759

Scale $\alpha = 0.872$	Items loaded on factor (1)-(4)			
Factor and variable description	1	2	3	4
I no longer had enough time	-.068	-.028	-.149	.594
Total variances explained	70.388	52.82	63.33	
KMO statistics	0.720	0.702	0.748	
Bartlett's Test of Sphericity	1223.357	688.297	474.454	
sig.	.000	.000	.000	

The correlations in Table 3 indicate a statistically significant, large positive relationship ($p \leq 0.01$) between managerial aspects and volunteer environment ($r = 1.000$) and a statistically significant medium positive relationship between managerial aspects and negative experience ($r = 0.467$). The volunteer environment also showed a statistically significant positive medium relationship with negative experience ($r = 0.467$). However, no significant relationship was found between structural constraints and managerial aspects, volunteer environment or negative experience. The strongest correlation was between managerial aspects and volunteer environment.

Table 3

CORRELATION ANALYSIS: SPEARMAN'S RHO

		Managerial aspects	Volunteer environment	Negative experience	Structural constraints
Managerial aspects	Pearson Correlation	1	1.000**	.467**	.100
	Sig. (2-tailed)		.000	.000	.364
	N	84	84	84	84
Volunteer environment	Pearson Correlation	1.000**	1	.467**	.100
	Sig. (2-tailed)	.000		.000	.364
	N	84	84	84	84
Negative experience	Pearson Correlation	.467**	.467**	1	-.070
	Sig. (2-tailed)	.000	.000		.530
	N	84	84	84	84
	Pearson Correlation	.100	.100	-.070	1

Structural constraints	Sig. (2-tailed)	.364	.364	.530	
	N	84	84	84	84
** Correlation is significant at the 0.01 level (2-tailed).					

DISCUSSION

The study identified four primary factors which de-motivate sport curricula students to continue volunteering at university sporting events. The four factors, labelled managerial aspects, volunteer environment, negative experience and structural constraints, were identified through exploratory factor analysis and will be discussed individually. The factor relationships determined through the correlation analysis will be discussed thereafter.

Managerial aspects

Effective management practices such as volunteer training programmes, clearly defined activities, number of volunteer hours specified and clearly defined organizational and event objectives, are essential for successful and sustained event volunteerism (Wardell et al., 2000). The first identified factor within this study relates to such managerial aspects, where students reported that they ceased to volunteer due to poor training support offered by the organization, volunteers becoming too stressed about their volunteer work, responsibilities and time commitment were not clearly defined and the organization lacked direction. These managerial elements could be addressed since organizations have provided a mentor to new volunteers to introduce them to the organizational objectives and to clearly outline responsibilities and time requirements (Bussell & Forbes, 2006). Likewise, effective management practices such as providing training, ongoing support, supervision and symbolic rewards, positively influence volunteer retention (Wardell et al., 2000; Cuskelly, 2006; Studer and Von Schnurbein, 2013). In light of the social exchange theory success proposition, the students took action in volunteering, yet their actions were not rewarded and they did not receive the expected training, direction and responsibilities they assumed they would obtain. Students volunteer in order to gain work experience, enhance their CV and connect with professionals for possible job opportunities (Pierce et al., 2014; Johnson et al., 2017), however, if these rewards are not met, students will most likely cease to volunteer. Managers need to understand volunteer rewards systems and should endeavour to manage volunteers in an efficient and positive manner and reward students for their volunteer actions. In this regard, managers also need to ensure that the volunteer environment created by management is conducive for both the volunteer and organization success (Kim et al., 2007).

Volunteer environment

The second factor identified which de-motivates sport curricula students to continue volunteering, involved the volunteer environment. This refers to aspects such as not liking to be bossed around, all the work was left to a few people, friends not volunteering anymore and a greater commitment needed than initially thought. In

this study, the volunteer environment is not portrayed as a conducive and developmental environment. The social exchange theory rationality proposition indicate that a person will choose an action, based on the perceived value of the result, multiplied by the probability of obtaining the result. In this regard, student volunteers perceived that they would probably not obtain a positive result or rewards within the volunteer environment, since they were being bossed around, they had to do most of the work, and their friends no longer volunteered. Likewise, the value and probability of a positive reward within a volunteer environment with a higher time commitment than initially thought, seemed to be too low, and therefore students ceased to volunteer. Volunteer managers could address this aspect by cultivating volunteer environments and roles, by publically recognizing volunteer actions and efforts with tangible (t-shirts, food) and intangible (skills development, networking) rewards (Finkelstein et al., 2005). Volunteer environments where volunteers are actively involved in decision making and where intra-team communication is well established are conducive to positive performances (Hong et al., 2009) and management should endeavour to create such environments through positive results and rewards. The volunteer environment also needs to support and focus on volunteer goal attainment by leveraging volunteer experiences and expectations (Kim et al., 2007).

Negative experience

The third factor from the PCA was labelled negative experience, since it contained items such as I did not enjoy working with other volunteers, I had to do boring and mundane tasks, poor attitude of the volunteers and I didn't have fun. These statements indicate that management did not create a positive and relational environment where student volunteers' experience was positive nor social needs met. Social motivations are important for students to volunteer and significantly influence volunteer satisfaction (Pierce et al., 2014). In this regard, student volunteers want to build relationships, meet new people with similar interests and network and therefore management need to cultivate a volunteer environment where social interaction is supported and enhanced (Pierce et al., 2014). The exchange theory value proposition state that the more a person value the result of their actions, the more likely they will perform the action again (Emerson, 1976). Students volunteers value social interaction and the building of new relationships very highly (Johnson et al., 2017), and therefore if their social need and motivation are met, they will continue to volunteer. However, in this study, the volunteers' social needs were not satisfied, and the cost of spending time and not experiencing meaningful social interactions, became greater than the benefit they perceived they would obtain and students ceased to volunteer. In addition, this factor indicated the students had to perform boring and mundane tasks as part of the negative experience, and seen in the light that students want to develop job related skills and enhance their CV (Pierce et al., 2014; Johnson et al., 2017), the tasks assigned did not meet career development need. The stimulus proposition of the exchange theory indicates that if students were involved in meaningful and skill building tasks within the volunteer environment, they would have experienced it as rewarding. If the opportunity to volunteer arose again, students would most likely react positively to the new volunteer stimuli because of their positive skills development reward experienced

with the previous volunteer stimuli. Through the negative experience and little rewards received, students' structural constraints added to the de-motivating volunteer factors.

Structural constraints

The fourth factor identified and labelled is that of structural constraints and refer to aspects such as I have too many work responsibilities, too many other commitments and I no longer had enough time. The occurrence of this factor influencing students' volunteerism corresponds with previous research which indicates that structural constraints such as a lack in time and too many other responsibilities were the most influential in student volunteer discontinuation (Martinez & McMullin, 2004; Godbey et al., 2010). The exchange theory rationality proposition is applicable to this constraint since the students perceive the value and the probability of a positive gain from the volunteer experience as minimal, and therefore ceased to have adequate time left to volunteer and chose to spend their time on other work and commitments. It is evident that the structural constraints together with the other three factors de-motivated students to continue volunteering at university sporting events. A further investigation into the correlations between the four factors identified, indicate a strong positive relationship between three out of the four factors.

De-motivating factor relationships

The correlation analysis' statistically significant relationship between the managerial aspects, volunteer environment and negative experience, indicate that management has failed to effectively construct a conducive volunteer environment and that students had a negative volunteer experience. The significant relationship between managerial aspects and volunteer environment is substantiated by literature which indicates that managers have an important role to play in managing volunteer activities, providing training and defining responsibilities clearly, while also managing volunteer career development, enhancement, understanding and beneficial social situations that fulfil the needs of volunteers (Auld, 2004; Pierce et al., 2014; Johnson et al., 2017). The items within the managerial aspects and volunteer environment, does not speak of a mutually beneficial volunteer environment where both the organisation and the volunteers' goals were pursued, which may be attributed to ineffective volunteer management practices. Likewise, the statistically significant relationship between managerial aspects and negative experience, as well as volunteer environment and negative experience reiterate the notion that management failed to adhere to specific volunteer management principles to ensure volunteer goal attainment and satisfaction. Volunteer environments should foster positive, rewarding experiences, however will only be attained if management intentionally strive towards the realisation of a conducive and positive environment and experience for the volunteers (Hyde & Knowles, 2013; Johnson et al., 2017; Sauder and Mudrick, 2018). The fact that the structural constraint factor did not correlate with one of the other three factors, indicate that even though it is a valid de-motivating factor, it was not caused by the organisation management.

CONCLUSION

This study indicates that students' volunteer motivations were not satisfied, and the cost to volunteer exceeded the benefit or reward. Consequently, the students' volunteer activities could not be sustained. Students volunteer for specific benefits yet, the results show that the anticipated rewards were not attained and therefore, according to the exchange theory, students ceased to volunteer. It is important that managers at universities focus on providing students with perceived rewards and address volunteer motives in exchange for the time and effort. The results indicate specific managerial aspects that could be addressed by university management to foster student career development, skills enhancement, positive social relationships growth and a mutually beneficial environment to continuously use sport curricula students to volunteer at campus sporting events.

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DETERMINING CONFERENCE COMPETITIVENESS ATTRIBUTES: A SOUTH AFRICAN INDUSTRY PERSPECTIVE

LISA WELTHAGEN, ELMARIE SLABBERT AND LINDIE DU PLESSIS

INTRODUCTION

Business travel and the conference sector, a complex and multifaceted industry is one of the largest and most profitable segments playing a pivotal role in the global economy (Nolan, 2020; Tichaawa, 2017; Webster & Ivanov, 2014; Skinner, 2017; Tseane-Gumbi, 2020; Matiza, 2020; Di Pietro et al., 2008). Emerging economies and destinations are becoming increasingly more attractive and showing greater competitiveness (Nolan, 2020). According to the Travel and Tourism Index (2019), the industry is instrumental in the global economy, generating 10.4% of world Gross Domestic Profit (GDP). In light of this contribution, policy-makers and industry stakeholders are analysing travel and tourism competitiveness continuously to increase this growing market. The South African National Convention Bureau (SANCB), an organisation that supports meeting planners, conference, exhibition and incentive organizers, hosted 207 international conferences from April 2018 to March 2019, prior to COVID-19. This attracted over 87 000 delegates contributing to R2.5 billion to the South African economy. Furthermore, South Africa has maintained its International Congress and Convention Association (ICCA) ranking of 39th in the world (SAT, 2020).

Evidently, the development of business tourism is a viable option for destinations as it promotes job opportunities and justification for infrastructure which in turn enhances long term profitability, a significant determinant for competitiveness (Armenski, Dwyer & Pavlukovic, 2018; Komsic & Dorcic, 2016; Zehrer, Smeral, & Hallmann, 2016; Donaldson, 2013; Kumar, 2014; Sainaghi et al., 2017). As competition increases it becomes more important to determine the attributes which lead to conference tourism competitiveness. This knowledge will enable potential event destination managers to position their products in the market (Di Pietro et al., 2008). According to Kruger and Heath (2013), due to the nature and the dynamics of an event, as well as the ability of a conference to be sustainable, it is important to note that it is no longer considered an advantage to be competitive, but a requisite, therefore forcing the industry to apply a more integrated approach to competitiveness.

The pioneers of competitiveness (Dwyer, Forsyth & Rao, 2000; Porter, 1990; Ritchie & Crouch, 2003) define this phenomenon as encompassing price disparities in search of favourable competitive positioning to increase profit in a competitive environment. However, Crouch and Ritchie (1999) warn that defining competitiveness is complicated and due to its multi-faceted nature, it is difficult to measure (Mazanec & Ring, 2011). Most of the competitiveness research in the tourism industry focuses on destinations with numerous studies, models and theories. Even though this concept can be studied in the different sectors of the tourism industry it has not been applied to the conference sector. Serving a theoretical base for the application of competitiveness in tourism and destinations, various authors

researched destination competitiveness in orientation to attributes (Schlesinger, Taulet & Cabanero, 2020; Moon & Han, 2018; Cvelbar et al., 2016; Huo, 2014; Komsic & Dorcic, 2016; Khin, Daengbuppha & Nonsiri, 2014; Haile, Abiew & Abuhay, 2020; Schlesinger, Enricht & Newton, 2004; Ariya, Sempele & Wishtemi, 2020; Zehrer, Smeral, & Hallmann, 2016). Destination attributes, a variety of different factors that attract leisure and business tourists to a destination enact an important role in competitive advantage when selecting a destination for a business event (Haile, Abiew & Abuhay, 2020; Moon & Han, 2018; Schlesinger, Ariya, Sempele & Wishtemi, 2020; Cvelbar et al., 2016; Schlesinger, Taulet & Cabanero, 2020). This further advances the importance of determining the attributes that are important to conference tourism competitiveness for the industry to remain competitive (Huo, 2014; Lau & Wong, 2010).

In recent years, the hosting of conferences has become part of the tourism competitiveness package but under the umbrella of destination competitiveness. None of these include the competitiveness attributes of conference tourism and not in a South African context (Cronje & Du Plessis, 2020). Attributes have an influence on the decision making of delegates and a motivator for revisit intentions (Ariya, Sempele & Wishtemi, 2020; Moon & Han, 2018; Tan, 2017; Schlesinger, Taulet & Cabanero, 2020). Filling the gap in literature will demonstrate that conference tourism has its own set of unique attributes that differ from those of destinations and tourism and it is clear that different sectors will have a different set of attributes that contribute to them being competitive or not.

LITERATURE REVIEW

The concept of competitiveness has extended over various sectors with much of the research emphasising destination competitiveness. Destination competitiveness can be seen as the ability of a destination to manage its resources and assets and creating value to the social and economic environment whilst remaining competitive (Novais, Ruhanan & Arcodia, 2018; Armenski et al., 2011; Khin, Daengbuppha & Nonsiri, 2014). Although various approaches to destination competitiveness can be applied since it is multi-faceted, it is still a broad comprehensive term with various inconsistencies. Several authors have attempted to elucidate competitiveness in a tourism and destination context, basing their findings on the pioneer researchers in global competitiveness. The IMD World Competitiveness Ranking Report (IMD, 2017) defines competitiveness as the “extent to which a country is able to foster an environment in which enterprises can generate sustainable value”. Due to the complexity of competitiveness, there seems to be no recognised definition of competitiveness and challenges attempts to include application and relevance. Many researchers agree that the tourism industry can only be considered as competitive when destinations are competitive in services and products (Poon, 1993; Goeldner & Ritchie, 2003; Ritchie & Crouch, 1995, 2003; Murphy, Pritchard & Smith, 2000) and when global market competitive attributes promote sustainability and growth (Hudson, Ritchie & Timur, 2004).

Resources and attractions enable a destination to be perceived as appealing (Dwyer & Kim, 2003). Destination competitiveness research has gained momentum since the 1990s, with literature based on pioneer research of Ritchie and Crouch which highlights comparative advantage in the tourism industry (Crouch and Ritchie, 1999; Ritchie and Crouch, 1993, 2000, 2003). The Crouch and Ritchie model is considered one of the more comprehensive models with distinct dimensions of destination competitiveness (Mazanec et al., 2007). The model indicates that destination competitiveness is based on comparative advantage as well as competitive advantage. However, Armenski, Dwyer and Pavlukovic (2018) argue that recent destination competitiveness research has moved from a comparative advantage focus to a more competitive advantage focus, highlighting the management focus of the public and private sector. This model has been commended for its approach to including all elements of tourism competitiveness. The model of Porter (1990), on the other hand is a model of competitive positioning and consists of interrelated elements of the business environment which focuses on productivity, demand conditions, factor conditions, strategy and rivalry, and supporting industries (Porter, 1990). Porter (1990) points out that to create competitive advantage sustainability, it is important to support industries (Porter, 1990). Porter's "diamond of national competitiveness" model (Porter, 1990), is based on the determinants of competitive advantage as a system, with six broad factors such as factor conditions, demand conditions, related or supported industries and local conditions which affect firm strategy. The model of Dwyer and Kim (2003) based on the pioneer model of Crouch and Ritchie (1999) focuses on a more integrated and holistic approach between different parts of the model (Armenski et al., 2011) with a focus on "demand" and "socio-economic prosperity". Heath (2002), a South African researcher, focuses on key success drivers (people) and their vital linkages (communication and information) and proposed a destination/tourism competitiveness model based on foundations which included the foundations of providing and managing the key attractors, addressing the fundamental non negotiables (e.g. safety and health), providing enablers (e.g. infrastructure), capitalising on the value adders (e.g. location, value), ensuring appropriate facilitators and focusing on the experience enhancers (e.g. hospitality, service). The next foundations of the Heath (2002) model included the cement, sustainable policy and framework, strategic and holistic destination marketing framework strategy, the building blocks (implementation), strategic framework and the key success drivers (Heath, 2002). Heath (2002) contends that from a Southern African perspective, the current models proposed by Crouch and Ritchie (1999) and Dwyer and Kim (2003) lack sufficient integration of competitiveness and importantly do not focus on 'people' sufficiently.

With each of these authors providing their own set of unique contributing factors to competitiveness, it can be said that a 'one size' fits all approach cannot be used when focusing on factors that contribute to a destination's competitiveness (Cronje & Du Plessis, 2020). Furthermore, Khin et al. (2014) raised concerns of the shortcomings of the models mentioned above and indicate that they are used directly to measure the destination and the "mainstream" factors have not been taken into consideration. Some researchers argue that there is no single set of indicators for measuring destination competitiveness since each destination has its

own unique set of features (Cronje & Du Plessis, 2020), hence the need for research within the conference domain.

Studies conducted from a South African perspective include those of Du Plessis (2002); Heath (2002) and; van der Merwe (2015) who researched destination competitive factors for South Africa from a supply side (industry stakeholders), indicated that the attributes of scenery, geographical features, climate, and availability of quality accommodation were identified as important for South Africa in terms of destination competitiveness. Saayman and Saayman (2008) contend that price competitiveness is an important attribute for inbound tourism to South Africa

In a study conducted by Crouch and Ritchie (1997) site selection criteria of conventions was determined from a convention planners and participants perspective and indicated that accessibility, accommodation, additional conference attributes, meeting facilities, and accessibility were important attributes. Mair and Thompson (2009) identified six attributes for conference attendance namely; networking, personal and professional development, cost, location, time and convenience. According to Kozak et al., (2015), weather and climate are considerations can also be used to benefit the business tourism sectors since conferences can take place throughout the year (Kozak et al., 2015). In addition, a convention positioning study conducted by Kim et al. (2011) stated that although climate was not highly prioritized, an attractive climate was a consideration for delegates and could affect their level of satisfaction with a convention. For South Africa, the favourable climate attracts both leisure and business tourists. According to Kim et al. (2011), price in the conference context refers to the conference package which may have an overall impact on the cost of the conference. In terms of accessibility Kim et al. (2011) state that accessibility can influence the ease of access to a destination for a conference. Donaldson (2013) makes mention that it should be noted that delegates that are required to travel for long periods of time and long distances, the destination's competitiveness is affected significantly. In a study conducted by Huo (2014), conference attendees rank infrastructure as a high consideration when identifying a conference destination, together with city accessibility and destination image. With regards to entertainment, a conference destination needs to offer attractive elements of entertainment (Crouch & Louviere, 2004) with Kim et al. (2011) contending that a social setting and program is important for delegates. In relation to image, the convention site studies conducted by Baloglu and Love (2005, Kim et al. (2011), Crouch and Ritchie (1999) and Kozak et al. (2015) suggest that the image of a conference destination are important, however there is very limited research to substantiate this. In terms of health and safety, Ramsborg (2008) indicates that safety at a conference should be considered and sufficient resources at the venue supplied. Mair, Binney and Whitelaw (2018) identifies technology as an essential attribute as it makes provision for delegates to attend a conference in a "virtual" setting, attend simultaneous sessions and have access to online presentations. Hybrid conferencing has become a relevant attribute since COVID-19 as is the use of apps and other online and digital tools (Ramsborg, 2008). Another important attribute is sustainability or 'event greening' which focuses on achieving societal policies and practices at events and ensures

that events are socially, environmentally and culturally responsible (Roger, 2013). Service quality increases customer satisfaction and improves the quality of services and facilities, which ultimately enhances the quality experience of the conference (DiPietro et al., 2008; Mair, Binney & Whitelaw, 2018).

According to Du Plessis (2015), the continuous change in the macro environment requires marketing strategies to foster growth. Conference organisers make use of web-based promotions to market and promote their conferences (Dwyer & Kim, 2003) and therefore conference organizers should understand the core preferences and values of the delegates (Crouch and Louviere, 2004:3; Hassan, 2000). In terms of facilities, activities and services, it is important for conference venues to maintain facilities and services to remain competitive. According a study conducted by Huo (2014), facilities and activities have a high ranking.

Numerous studies have researched tourism and destination attributes influencing the selection of conference destinations and their competitiveness (Baloglu & Love, 2001; Kim et al., 2011; Crouch & Louviere, 2004); however, this study supports the determination of conference attributes that affect competitiveness from an industry stakeholder perspective. It should be noted that many researchers highlight the importance of stakeholder collaboration to reach and maintain a sustainable competitive position (Lustický & Stumpf, 2021).

It can therefore be seen from the literature that there is evidence that some attributes found in tourism and destination research can be applied to the conference industry. The following conference attributes relevant to the studies of Dwyer and Kim (2003), Crouch and Ritchie (1998) and Heath (2002) were identified.

Table 1: Conference tourism attributes linked to competitiveness models

Conference tourism attributes	DWYER & KIM	CROUCH & RITCHIE	HEATH
Climate/weather	✓	✓	✓
Price/value for money	✓	✓	✓
Accessibility	✓	✓	✓
Infrastructure	✓	✓	✓
Location	✓	✓	✓
Entertainment – program	✓	✓	✓
Image	✓	✓	X
Safety	✓	✓	✓
Technology	✓		✓
Service quality	✓	✓	
Environmental practices	✓	X	✓
Marketing	✓	✓	✓
Facilities/activities/services	✓	✓	✓
Accommodation/hospitality	✓	✓	✓

Source: Author's compilation

The above table reflects overlaps with tourism, destination and conference tourism competitiveness attributes.

METHOD OF RESEARCH

To identify conference competitiveness attributes qualitative research was conducted. This approach was chosen since more probing questions could be asked in the in-depth interviews held with the industry stakeholders. The aim of the qualitative research was twofold, to identify and rank the most important conference attributes that will contribute to increased levels of competitiveness. The interviews took place over a four-month period, were conducted face-to-face and lasted 45-60 minutes. To ensure integrated responses from all relevant stakeholders, emphasis was placed on heterogeneity and number of years in the industry (between 10 and 15 years). Thus, Professional Conference Organisers (PCO's) (P), sponsors, academics (A), venue suppliers (V), associations and organisations (O) were targeted for participation which resulted in twenty-two (N=22) interviews (profile indicated in Table 2). All the interviews were recorded, and transcribed and hand-written notes were also compiled.

The interview guide was developed based on the literature review, with specific reference to the destination competitiveness studies of Dwyer and Kim (2003),

Crouch and Ritchie (1998) and Heath (2002). This led to the development of a list of destination and tourism attributes to guide the participants (Table 1). The participants were then asked to discuss their interest and background in conference tourism and competitiveness to create an understanding of their values, opinions, interests and attitudes towards conference competitiveness. Thereafter the discussion focused on the identification of important attributes of conference tourism that will lead to competitiveness. Lastly the participants had to rank their list in order of importance. A pre-test of five interviews were done before the official interviews and small changes were made to the instrument. The interview guide was approved by an ethics committee of a Higher Education Institution after reviewing all ethical matters related to this research (EMS14/10/16-02/04). Before conducting the interview, the participants had to provide written consent that they voluntarily participate in the research and that they can leave the interview at any time without any responsibility.

Table 2: Sample sizes and participant profiles of the study

CATEGORY	PARTICIPANT PROFILE	TOTAL
Associations/organisations represented in the conference industry	<ol style="list-style-type: none"> 1. Chief Executive Officer 2. Regional Director 3. Chief Convention Bureau Officer 4. General Manager 	N=4
Conference venues	<ol style="list-style-type: none"> 1. Director 2. Manager 3. General Manager 	N=3
Academics involved in conference attendance	<ol style="list-style-type: none"> 1. Senior Lecturer (PhD) 2. Senior Lecturer (PhD) 3. Associate Professor 4. Lecturer 	N=4
Sponsors for conferences	<ol style="list-style-type: none"> 1. Director 2. General Manager 	N=2
Professional Conference Organisers (PCO)	<ol style="list-style-type: none"> 1. Director/owner 2. Director 3. Member 4. Marketing Manager 	N=8

	<ul style="list-style-type: none"> 5. Team Leader 6. Manager 7. Senior Program Manager 8. Manager 	
TOTAL		N 22

RESULTS

The first significant finding was the identification and ranking of the attributes by the industry stakeholders. The industry stakeholders identified a number of attributes such as program, accessibility, price, greening, location, value for money, technology, service, networking, venue facilities, parking, food, personal development, infrastructure, accommodation, comfort, quality, political stability, economic stability, image, facilities, services and service quality (Figure 1). These were then collated and the top 13 attributes in order of importance were ranked as follows: location, accessibility, price and value for money, food, technology, personal development, facilities, accommodation, greening, service quality, infrastructure and safety.

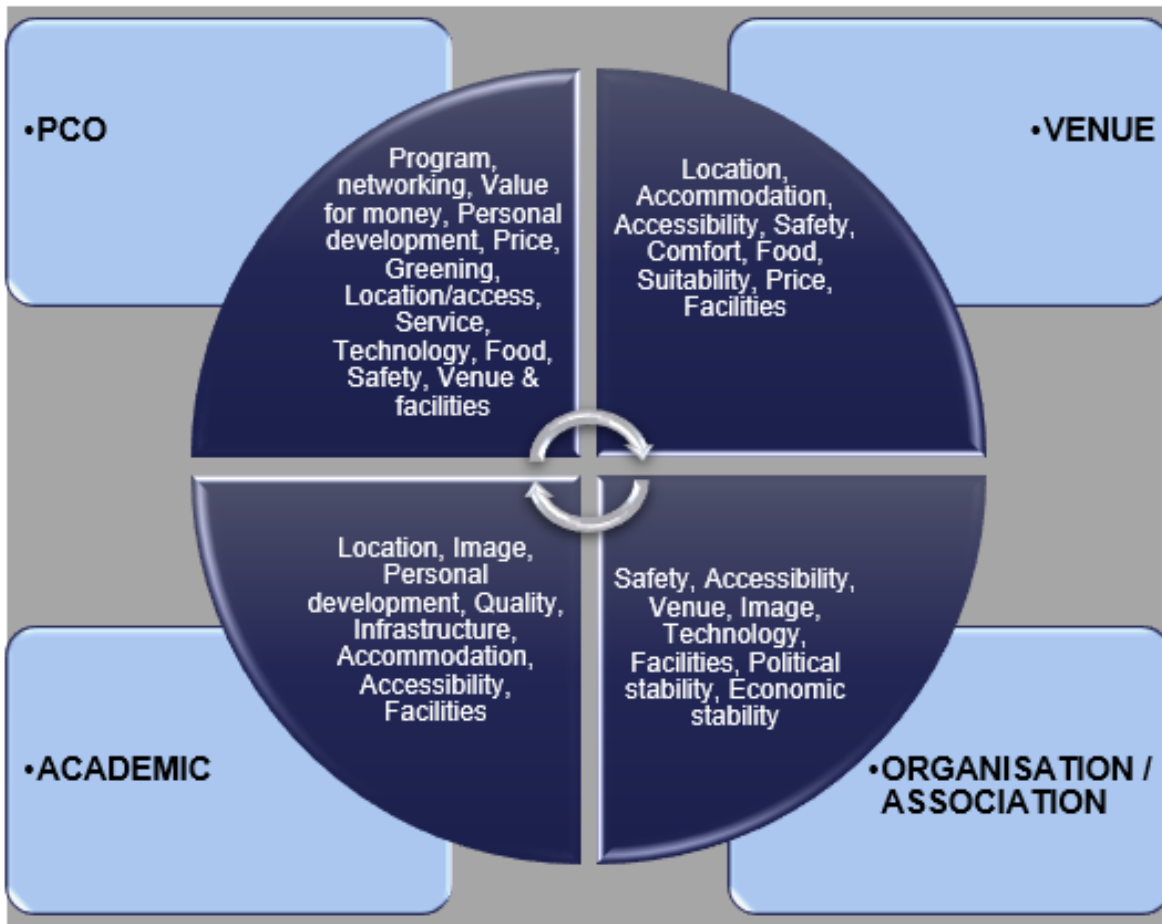


Figure 1: Stakeholders' mutual themes identified through interviews

Source: Author's composition

The relevance and importance of the conference competitiveness attributes in a South African context.

Location and accessibility

Location of a conference venue is closely linked to site environment and include attractiveness of the surrounding area, accessibility and the infrastructure of the venue (Crouch & Louviere, 2014).

Overall location and accessibility were ranked as the top priority by most of the participants (P1, P2, P3, P4, P6, P7, A1, A2, V1, V2, V3, O1, O2, and O3). Participants A1 and A2 indicated that "we would not attend a conference that was not accessible or located in a favourable destination". A3 stated that "conferences hosted in unique locations are appealing". O2 elucidated that "if a destination wants to attract international association conferences delegates from all over the world, they must be able to fly in either directly into the specific city, or maybe just have one connecting flight and also ideally enough international airlines must be able to fly into the destination." O3 added that "accessibility is not only the site but visa accessibility, transport and accommodation accessibility".

Crouch and Ritchie (1999) consider location as a destination qualifying and amplifying determinant for competitiveness ranking in the top ten of destination competitiveness attributes. These findings are consistent with similar studies conducted from a demand side on convention attendee related studies (Mair & Thompson, 2009; Zhang, Leung & Qu, 2007; Mohammadi & Mohamed, 2010) which found that there were three variables influencing the level of conference attendance, of which accessibility being the first. In research conducted by Baloglu and Love (2001); Chen (2006); Kozak et al. (2015); and Kim et al. (2011), location is deemed an important attribute for venue selection. Furthermore, a conference venue does not have control over location or accessibility but still it is the number one competitiveness factor. This supports that the hub of conferencing in South Africa is in the cities of Johannesburg, Cape Town and Durban, however, should be extended to other cities expand competitiveness.

Price and value for money

The relationship between price and quality ensures value for money, often a high consideration for delegates when choosing a conference (Rogers, 2013).

The participants (P1, P2, P3, P4, P5, V3, O3) indicated that price and value for money were ranked as the next important attributes for conference tourism. Furthermore, P4 stated that "due to the global recession, many companies were cutting down on conferences and therefore looking for value for money and more affordably priced conferences". Participant A3 indicated that "many delegates weigh up what "adds value" to the conference package; in other words, is there a component of authenticity and is the exchange rate favourable for international delegates?" In relation to price, O3 and V3 stated that "political and economic stability play a role, as delegates would be reluctant to visit a conference destination subjected to political or economic unrest". Participant V3 indicated that "venues in South Africa are very expensive, adding to the overall expense of the conference". In addition, participant P4 and P5 mentioned that "South Africa is still a "long haul" destination and expensive". Concluding that there was consensus among all industry experts in South Africa that price and value for money in a conference setting is an important competitiveness attribute and that delegates look for affordably priced conferences with a component of value for money.

In a destination competitiveness context, Crouch (2007) indicates that value/cost is one of the top ten destination competitiveness attributes and influenced by the macro and micro environment which is governed by economic structures within the destination. Zhang et al. (2007) on the other hand highlights that total cost factors are one of the four main dimensions of conference factors. In a supply study conducted by DiPietro et al. (2008) meeting planners consider price and value for money as one of the top five considerations for destination selection criteria for a meeting or conference.

Food and cuisine

Crouch and Ritchie (1999) include food services under the determinant of tourism superstructure and highlight that despite the fact that destination attractions may

exclude food services, there it can be considered a significant percentage of the overall appeal of a destination.

Participants P4, P6, P7, A4, V2 and V3 indicated that international delegates were becoming more conscious of food trends and healthy eating and felt that South Africa should make more of an effort to meet these requirements and give menus a more “South African” flavour to offer an “authentic” appeal. P1 indicated that “food is really, really important for the individuals that are attending the event, not only quantity but quality. From an organising perspective I think too many mistakes are being made that thinking that if you feed somebody they will be content with what you give them. Food can make or break an event”.

According to Yeoman and McMahon-Beatte (2016) and Ellis et al. (2018), delegates are better educated and well-travelled and conscious of their health, with cuisine fast becoming an attractive trend. Furthermore, stating that food is a “focus for socialising and a means for simultaneous enriching experiences, expressing personal identities and adding to quality of life” and provides access to cultural experiences (Yeoman. & McMahon-Beatte, 2016). Destinations are including food and cultural authenticity and local nature as part of their destination strategies to attract tourist, both business and leisure (Yeoman & McMahon-Beatte, 2016; Ellis et al., 2018).

Program

Conference organizers use a program to attract potential delegates. The content of the program should focus on the objectives and theme of the conference and should make provision for current trends in the industry and encourage interaction and networking with professionals (Mohammadi & Mohamed, 2010; Mair & Thompson 2009; Zhang & Leung (2007; Smiljanic, Chatterjee, Kauppinen & Dankulov, 2016; Kim et al., 2011; Ramsborg, 2006; Mair, Binney & Whitelaw (2018).

Participants P1 and P3 agreed “the attractiveness of the program to accommodate different interests was of vital importance” and often a key consideration as to whether to attend the conference or not. Furthermore, stating that keynote speakers was also an important consideration for the program (Donaldson, 2013).

Many academics need to be more selective of the conferences they attend and thus pay more attention to the content of the programs and the guest speakers included in the conference program. Some conferences attract more prestigious speakers which could influence an academic as to whether to attend the conference or not. Programming at a conference also promotes engagement and networking opportunities amongst delegates (Mair, Binney & Whitelaw, 2018). From a South African perspective, it is important to offer top quality conferences which hold a good reputation to remain competitive. This can be achieved by providing a high-quality program.

Technological infrastructure

Technological infrastructure at a conference venue is an essential component and important attribute to contributing to a successful event. Currently, since the Covid-19 pandemic hit, virtual events and conferences have placed themselves at the forefront of technology.

Participants P4, P5, P6, O2, O3, V3 and A2 pointed out that technology, infrastructure and facilities were of equal importance for conference tourism and making a conference competitive. Participants V1 and V3 indicated that site selection was critical when identifying the facilities and infrastructure of the venue, as was logistical planning to make the most of the infrastructure. Participants cautioned that even when a venue had the best facilities and infrastructure, lacking the service-oriented element would affect the competitiveness of a country or destination and therefore training of staff is essential. Participant P4 indicated that "technology was an important attribute; but that in South Africa we are 'lagging' behind and still have a long way to go to meet international standards". Participant O1 stated that "I do not feel we meet international standards and there should be a bigger driver to offer free Wi-Fi, as many conferences focus on new technology in the form of 'apps'". Participant V3 raised concerns "as a venue supplier technical infrastructure/technology in South Africa is amongst the most expensive in the world". Participant P6 stated that "infrastructure must be conducive to the type of meeting or conference and therefore the venue selected would play an important role". Participant P5 indicated "there are so many conference venues that are not up to speed with the way things are overseas. We have little pieces of paper flipcharts, we have little white boards on a stand; it's not high-end, it's not what's happening in Europe where they have maybe white boards around a wall... There is not enough technology in the conference venue so everything has to be outsourced... If you take a conference venue you should automatically offer free Wi-Fi, you should automatically give benefits."

Industry stakeholders indicated that conferencing in South Africa is following the international lead of making use of "apps" as an important platform for communication between the conference organisers and the delegates prior to the conference and after the conference. According to Swart, Sotiriadis and Engelbrecht (2019), technology provides a competitive advantage and improvement of work performance. However, many of the participants held different views on whether South Africa was a leading destination as far as technology is concerned.

FINDINGS AND IMPLICATIONS

Location and accessibility were found to be the most prominent attributes by industry experts. These findings are consistent with convention attendee related studies (Mair & Thompson, 2009; Zhang et al., 2007; Mohammadi & Mohamed, 2010). However, South Africa is still considered a long-haul destination and not as accessible as other destinations. This creates a challenge for South Africa in becoming a more competitive conference destination. Conference delegates will only consider South Africa if it offers a value-for-money experience and accessibility and other offerings can be improved at the site environment.

Crouch (2007) ranked the top ten destination attributes as follows: climate, activities, culture, infrastructure, safety/security, cost/value, accessibility, image, location, entertainment. Safety and security was identified as the least important attribute by industry stakeholders which was a strong contrast to what the findings of a parallel study indicated (Welthagen, 2018) as well as that of Crouch (2007). The reason for

this being that safety is an external factor which there is limited control over. Conference venues provide as much security as possible to provide a safe environment for delegates. According to Mair and Thompson (2009), safety can be considered a barrier for delegates not to attend a conference. In addition, economic stability was also ranked as an important attribute by industry experts. Du Plessis (2015) agrees with the statement and illustrates that both political and economic stability is paramount for destination competitiveness.

Price and value for money were ranked as an important attribute for conference tourism, According to Kansal, Suriti and Goel (2015) value for money is very important consideration for the tourist, both leisure and business. Currently in South Africa the exchange rate is favourable to international delegates and provides an opportunity for value for money. Furthermore, industry experts did not view sustainability and greening of events to be of importance and were of the opinion it is expensive to execute events with greening principles and that industry would only comply if forced to do so through legislation. Lastly, food and cuisine were noted as a competitiveness attribute with South Africa being in a unique position to offer authentic food experiences and cater for the various special meals.

CONCLUSION

It was the purpose of this article to identify and rank conference tourism competitiveness attributes. It is worthy of noting that this is the first study of its kind to investigate and rank competitiveness attributes in conference tourism. A number of studies focused on tourism and destination attributes with pioneer researchers developing models of competitiveness. The significant contribution of this study is that by identifying the competitive attributes outlined by the industry experts a ranking based on importance was possible. It was found that although destination competitiveness and conference competitiveness display similar attributes, they are not necessarily ranked or prioritised the same.

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A 3E-TYOPOLOGY OF VISITORS TO A LITERARY FESTIVAL IN NIGERIA

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INTRODUCTION

While literary arts festivals play a prominent role in enhancing the arts in developing countries such as Nigeria, the market attracted to these types of festivals has, to date, received little to no research attention (Lötter, 2012). Understanding the market's needs is paramount for the success of any festival, and hence the importance of market segmentation. Market segmentation requires clearly defining visitors into different groups and placing those with similar interests into the same categories. By doing this, a clearer understanding of homogenous groups can be identified, targeted and marketed efficiently to increase the number of visitors attending the festival and also to be able to cater adequately for the diverse needs of festival attendees (Dolnicar et al., 2016; Kruger & Saayman, 2017).

To fill the gap in the current literature regarding the literary arts festival market in developing countries, this research aims to apply market segmentation and profile visitors to a Nigerian literary festival. The Aké Arts and Book Festival (hereafter referred to as Aké) is one of Nigeria's largest literary and arts festivals, hosted during October in Abeokuta, Ogun State. The event has gained momentum over the years, with more than four hundred guest authors, artists, filmmakers, and poets attracting around 30 000 visitors in the last six years (Akéfestival, 2018).

Moving away from a traditional market segmentation approach where a single segmentation base is applied, this research applied a combination of three segmentation bases - motives to attend, behavioural intentions and future event interests. These variables are used to profile the visitors to Aké, determine how these visitors differ, and identify different types of literary arts festival visitors. This study serves as baseline research for Aké and other festivals to understand the literary arts festival market dynamics and satisfy visitors' needs and expectations.

LITERATURE REVIEW

The development of target segments and typologies, especially in tourism and events research, has widely relied on and applied visitor motivation as a segmentation basis (Kim & Ritchie, 2012; Andreu et al., 2005). Carse et al. (2018) identified six visitor motives to Woordfees National Arts Festival, one of the few literary arts festivals in South Africa. The authors identified six constructs: 1) basic festival attributes such as value for money, venue spacing, and adequate infrastructure; 2) the internal festival experience, such as variety in programme content, convenient event setting and adequate safety and security; and 3) the external festival experience, including sufficient support services and amenities, excellent customer service, and the experience of appropriate advertising media to attract visitors. The constructs which most influenced visitor satisfaction and reflected the level of service at the festival were 4) details of infrastructure, the convenience of access, and food and beverage services; 5) the internal festival experience, including

technology (electronic ticketing and payment), the experience of culture and arts, and designated smoking areas; 6) the external festival experience, which extended to the general ambiance, hygiene and traffic.

Kruger (2019), on the other hand, identified literary arts enhancement as the most important motive to attend the same literary arts festival, followed closely by literary arts exposure and escape and socialization. Contradicting the observation from international studies that push motives play a more significant role in festival and event visitors' motivation to attend, it appears that pull motives, in other words, the distinct nature, characteristics and offerings of the festival, are more prevalent in South African festival visitors.

Behavioural intentions refer to 'a stated likelihood to return to the festival, comment on the festival positively, and recommend the festival to family, friends, and others in the future' (Yang, Gu & Cen, 2011, p. 26). Studies have shown that perceived value and satisfaction precede behavioural intention at festivals (Duman & Mattila, 2005; Yoon et al., 2010; Lee et al., 2007; Lee, 2016). In this regard, Mensah (2013) investigated festival attributes in Nigeria and found that ancillary services, participation in the festival, festival information, festival activities and security, and festival duration influenced visitor satisfaction.

In their research, Kulkarni et al. (2017) revealed that attending literary festivals might influence and improve reading habits and increase book purchases. Kruger (2019) revealed that the principal intention, literary arts festival loyalty, was most likely to occur due to attending a literary arts festival, followed by the supplementary intentions: literary arts support and purchases, literary arts awareness and literary arts tourism. Literary arts participation was less likely to occur. In a literary arts festival context, Kruger (2019) found that motives and festival offerings have the most significant relationship with festival loyalty, confirming that the distinct nature of the festival and its primary offerings, i.e. showcasing the literary arts, are the biggest influencers.

Market segmentation studies of visitors to events and festivals are abundant in the tourism and marketing literature. For example, Lee and Lee (2001) segmented visitors to a cultural expo in South Korea revealed three segments: culture and variety seekers, escape-orientated seekers, and the least cultural orientated seekers. In a similar study, Lee et al. (2004) identified four prominent segments: culture and families, multi-purpose seekers, escape seekers, and event seekers. Li, Huang, and Cai (2009) segmented visitors to a community-based festival in the USA. Five segments were identified based on their motives to attend, socio-demographics, and travel behaviour, including family travellers, event enthusiasts, loyal festivalgoers, escapers, and social gathering lovers.

From a developing country perspective, most studies have been conducted at festivals and events in South Africa. Nigeria as a case study for festival research has not yet been realized. This is evident from the lack of research into festival visitors' segmentation methods/bases. The opportunities to establish this research are supported by the myriad of cultural and traditional festivals. Aké celebrates the

literary arts and appeals to a broad visitor base. Little is known about visitor segments attending this literary and book festival - a gap this research attempts to fill.

METHODOLOGY

This research was quantitative, and a structured questionnaire was used to collect the data. The questionnaire consisted of four sections. Section A captured socio-demographic details. Section B captured motivational factors, measuring 19 items on a five-point Likert agreement scale (1 = 'strongly disagree' to 5 = 'strongly agree'). The questionnaire measuring festival visitors' motives is standardized and tested at various festivals, especially arts festivals in South Africa (see Pretorius et al., 2016; Viviers et al., 2013). Therefore, many of the items in Section B, especially about escape, socialization, and festival attributes, were included and adapted for the study context. The researchers created additional items about the distinct literary arts component featured at the festival. Respondents also had to indicate on a five-point Likert scale of extent (1 = 'not at all' to 5 = 'definitely') to what extent attending the festival influenced particular behavioural intentions. Behavioural intentions mainly refer to visitors' intentions to repeat attendance and engage in positive word-of-mouth recommendation – a relationship that is well established (Kim et al., 2018; Chaney & Martin, 2017). However, the present study sought to determine whether attendance at a festival could lead to additional behavioural intentions. Therefore, sixteen statements were created related to the appreciation of the literary arts, information search behaviour, and festival tourism. These statements were created with the nature of the festival in mind and adapted from Kruger and Saayman (2017), Kruger and Saayman (2018a, 2018b), and Kruger (2019). Finally, in Section C, respondents had to indicate on a five-point Likert scale of extent (1 = 'not at all' to 5 = 'definitely') to what extent they would support or attend literary and arts events in the future. Twelve events ranging from performing to conceptual art events were listed. The authors developed the categories to measure visitors' future event interests.

A destination-based survey was undertaken in Nigeria, where the festival was held at the Arts and Cultural Centre, Kuto, Abeokuta. (14 - 18 November 2017). The venue was cordoned off into blocks allocated according to the level of experience attendees may receive from the shows, and they have different price structures. A convenience sampling method was used within a stratified sampling method (to limit bias), where trained fieldworkers were divided into these different blocks and distributed the questionnaires to non-homogenous respondents to get a more even distribution among the various ticket holders. A total of 370 completed questionnaires were obtained. Based on the figures provided by the festival organizers, about 1 000 visitors attended the festival in 2018. According to Krejcie and Morgan's formula (1970), for a population (N) of 1 000, a sample of 278 respondents would be seen as appropriately representative and thus validate the results. Therefore, the sample size exceeds the required number of questionnaires, thereby validating the sample size.

STATISTICAL ANALYSIS AND RESULTS

The data were captured using Microsoft Excel® and analyzed in SPSS Version 25 (2019) and Statistica Version 13.4 (2019).

Profile of respondents

More than half of the respondents were female (58%), while 42% were male. The festival attracted a young market with an average age of 30 years. Most respondents were single (76%), English-speaking (86%) and originated from Nigeria (87%). Respondents travelled in groups of 2 persons, but they were financially responsible only for themselves. On average, respondents stayed 3 nights in the area and attended the festival for 2 days. The majority of respondents were first-time visitors (67%), and the average spending per group was ₦32 249.72 (approximately 89US\$).

Results from the exploratory factor analyses

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.93 for the motives, 0.90 for the behavioural intentions and 0.90 for the future event interests. Therefore, all KMO values were above the commonly recommended value of 0.6. Bartlett's test of sphericity was significant in all three cases [respectively $\chi^2(171) = 4598.54, p < 0.05$, $\chi^2(120) = 4284.65, p < 0.05$ and $\chi^2(66) = 2682.92, p < 0.05$]. All items loaded on a factor with loadings greater than 0.3 and all factors had a reliability coefficient above 0.6. The identified factors accounted for 63%, 74% and 63% of the total variance.

Table 1 shows the three identified motivational factors. Literary arts enhancement (3.93) is the most important motive to attend Aké, and this was followed closely by personal literary arts development (3.84), while escape and socialization (3.64) was considered a lesser important motive.

Table 1: Results of the factor analysis of motives to attend the festival

Motives to attend the festival	Literary arts enhancement	Socialisation and escape	Personal literary arts development
Creative events such as these enrich the quality of my life	0.853		
The festival offers a platform for learning where I can enrich my literary knowledge	0.848		
To support women-in-Africa initiatives	0.832		
To contribute to literary (books, poems, films, stories, art) excellence	0.802		

Attending the festival provides opportunities to meet a well-known writer, poet, filmmaker, storyteller, visual artist	0.773		
To be immersed in literary works by revered writers	0.760		
It is a sociable event where I can meet like-minded individuals	0.706		
Attending the Aké Festival is a fun experience	0.588		
The festival promotes the perseverance of African literary works and artists	0.545		
Literary festivals and events such as these aspire to procure and preserve cultural relevance	0.516		
I am exposed to others' points of view and ideas which reshapes my own thinking	0.513		
To learn from well-known writers, poets, filmmakers, storytellers, visual artists	0.482		
To spend time with family and friends		0.902	
To relax and escape from daily my routine		0.382	
I am an amateur writer/poet/filmmaker/storyteller/visual artist			0.743
I am a film enthusiast			0.633
I am an avid reader			0.576
I consider myself to be a literary enthusiast			0.509
I enjoy creative writings			0.405
Reliability coefficient	0.94	0.60	0.84
Average inter-item correlation	0.56	0.32	0.51
Mean value	3.93	3.64	3.84

Regarding future event interests, two factors were identified (Table 2). Respondents indicated a greater preference for performing arts events (3.90). However, respondents are also interested in conceptual arts events (3.78).

Table 2: Results of the factor analysis of future event interests

Future event interest	Conceptual arts	Performing arts
Creative writing classes/workshops	0.863	
Art exhibitions	0.831	
Film festivals	0.793	
Storytelling events	0.784	
Performing arts such as ballet productions	0.778	
Poetry nights	0.728	
Book readings and book signing events	0.609	
Theatre productions (dramas, comedies, musicals etc.)		0.846
Live music performances		0.817
Cultural tourism tours and excursions		0.453
Literary heritage tours and excursions		0.433
Literary work discussions		0.347
Reliability coefficient	0.90	0.84
Average inter-item correlation	0.56	0.51
Mean value	3.78	3.90

Finally, as indicated in Table 3, four behavioural intention factors were identified. Literary arts festival loyalty (4.06) was most likely to occur due to attending the festival, and this was followed by literary arts purchases (3.84), literary arts participation (3.79) and literary arts sharing and travel (3.75).

Table 3: Results of the factor analysis of behavioural intentions

Behavioural intentions as a result of attending the festival	Literary arts participation	Literary arts festival loyalty	Literary arts purchases	Literary arts sharing and travel
Actively searching and waiting for	0.883			

literary festival announcements		
Getting involved in literary community projects	0.862	
Actively searching for information on the artists, writers and filmmakers	0.848	
Participating and performing in poetry nights, book readings etc.	0.764	
Developing a deeper appreciation for African literary, film and artwork	0.522	
I will attend Aké again next year	0.897	
I will recommend Aké to family, friends and others in the future	0.814	
I will comment on Aké positively	0.804	
Purchasing more books by African authors		0.828
Becoming more inclined to buy books (e-books), music, art due to your visit		0.820
Supporting local and African artists' works, exhibitions and films		0.782
Becoming inspired to create your own works e.g.		0.606

writing poetry and stories				
Participating in literary competitions e.g. writing and storytelling competitions				0.563
Sharing your literary work with others e.g. online blogs, writing of reviews, posting on social media platforms etc.				0.443
Travelling more to attend similar festivals internationally				0.436
Travelling more to attend similar local and national festivals				0.375
Reliability coefficient	0.89	0.86	0.84	0.87
Average inter-item correlation	0.62	0.68	0.58	0.63
Mean value	3.79	4.06	3.84	3.75

Stage 3: Identifying market segments of literary arts festival visitors

The cluster analysis was performed in Statistica (StatSoft, Inc., 2019) on the scores of the motivational, behavioural intention and future festival preference factors. A hierarchical cluster analysis was used to explore the natural structure of the data, using Ward's method with squared Euclidean distances. A three-cluster solution was selected as the most discriminatory.

The results of the multivariate analyses in SPSS (2019) were used to identify the three clusters (segments) and to indicate any significant differences between them ($p < 0.05$) based on their socio-demographic and behavioural characteristics. As presented in Table 4, the ANOVAs indicate that all the factors contributed to the differentiation between the four segments ($p < 0.05$). Segment labels were created that describes how the segments rated the individual factors. Segment 1, the smallest segment with 96 respondents, rated all three sets of factors the lowest. While it appears that they are interested in the festival, especially for personal literary arts

development and for literary arts purchases, it is to a lesser extent compared to the other two segments. However, this segment appears to be just evolving in their support for literary arts and festivals; hence, they were labelled the (literary arts) Evolvers. With 126 respondents, Segment 2 is the second largest segment. This segment was motivated by literary arts enhancement and emphasized socialization and escape. Similar to Segment 3, they show high levels of loyalty towards the festival and purchasing behaviour. This segment was labelled the Escapists. Finally, Segment 3 was the largest segment with 148 respondents and had the highest ratings across all three sets of factors. This segment appears to be highly involved and devoted to the festival and the literary arts. Hence, they were labelled the Enthusiasts.

Table 4: Results of ANOVA and Tukey's post hoc multiple comparisons for motives, behavioural intentions and preferred future festival factors in the three segments of Aké visitors

Segmentation bases	Segment 1: Literary arts Evolvers Low involvement N=96	Segment 2: Literary arts Escapists Moderate involvement N=126	Segment 3: Literary arts Enthusiasts High involvement N=148	F- value	Sig. level
Motives to attend					
<i>Literary arts enhancement</i>	3.20 ^a	3.83 ^b	4.48 ^c	206.059	0.001*
<i>Socialisation and escape</i>	2.85 ^a	3.81 ^b	4.01 ^b	72.709	0.001*
<i>Personal literary arts development</i>	3.17 ^a	3.78 ^b	4.38 ^c	153.345	0.001*
Behavioural intentions					
<i>Literary arts participation</i>	2.91 ^a	3.62 ^b	4.49 ^c	308.747	0.001*
<i>Literary arts festival loyalty</i>	3.41 ^a	3.94 ^b	4.58 ^c	86.474	0.001*
<i>Literary arts purchases</i>	3.16 ^a	3.68 ^b	4.40 ^c	171.018	0.001*
<i>Literary arts sharing and travel</i>	2.88 ^a	3.61 ^b	4.43 ^c	220.784	0.001*
Future event interests					
<i>Conceptual arts</i>	3.00 ^a	3.74 ^b	4.34 ^c	162.441	0.001*
<i>Performing arts</i>	3.21 ^a	3.82 ^b	4.41 ^c	139.249	0.001*

* Statistically significant difference: $p \leq 0.05$

a Segment differs significantly from type (in a row) where b or c is indicated.

Stage 4: Significant differences between the market segments

Table 5 indicates that the three segments showed statistically significant differences ($p < 0.05$) based on the average number of nights spent in the area (Tukey's post hoc multiple comparisons, however, indicated no differences), average group size, spending on book purchases and average total spending. Enthusiasts spent the most nights in the area (an average of 3 nights) compared to the other two segments who spent two nights in the area. Evolvers travelled in the largest groups to the festival (an average of 3 persons) compared to the other two segments who travelled with groups of one and two persons. Regarding spending on book purchases, Enthusiasts spent the most while Evolvers spent the least. Enthusiasts also had a significantly higher average total spending compared to the other two segments, making them a very lucrative market to attract and retain.

Table 5: Results of ANOVA and Tukey's post hoc multiple comparisons for socio-demographics in the three segments of Aké visitors

Socio-demographic characteristics	Segment 1: Literary arts Evolvers N=96	Segment 2: Literary arts Escapists N=126	Segment 3: Literary arts Enthusiasts N=148	F- value	Sig. level
Av. age	31.19	30.33	29.23	1.725	0.180
Av. no. nights in the area	2.49	2.37	2.89	3.131	0.045*
Av. no. days attending	2.61	2.32	2.23	1.043	0.353
Av. no. of times attended	1.22	1.00	1.07	0.779	0.460
Av. group size	2.67 ^a	0.93 ^b	1.64 ^b	8.177	0.001*
Av. no. of people paying for	0.66	0.68	0.51	0.799	0.451
Av. spending on components (N†)					
Festival registration	4508.33	3488.89	6016.22	2.940	0.054
Accommodation	10260.42	11147.62	13629.25	1.221	0.296
Return transport	3745.83	4626.19	11085.71	2.447	0.088
Food and beverages	1610.42	2055.56	1938.51	0.303	0.739
Excursions in Abeokuta	729.17	202.38	628.38	1.921	0.148
Book purchases	4153.13 ^a	6449.21 ^{ab}	6839.19 ^b	3.188	0.042*
Other	416.67	250.79	137.16	0.817	0.443
Av. Total spending	25423.96 ^a	28220.63 ^{ab}	40380.27 ^b	4.052	0.018*
Av. Spending per person	28832.00	29432.91	37945.78	1.989	0.140

* Statistically significant difference: $p \leq 0.05$

a Segment differs significantly from type (in a row) where b or c and d is indicated.

†1US\$ = 360 ₦ (Nigerian dollar)

DISCUSSION

To the authors' knowledge, this research is a first attempt to segment literary arts festival visitors based on their travel motives, future event preferences, and behavioural intentions in an African context.

Based on the identified motives, future event interests and behavioural intentions, the cluster analysis revealed three distinct market segments to the festival, Literary arts Evolvers, - Escapists, and -Enthusiasts. In terms of their involvement and interests, the segments exhibit low, moderate and high levels of involvement. The Enthusiasts rated all the factors the highest and were the largest segment identified. Their younger age, a longer length of stay and consequent higher spending makes them a lucrative market to attract and retain from an economic point of view. The Escapists' rating and characteristics resemble a moderate level of involvement. However, this segment was the second largest segment with high levels of loyalty and purchasing behaviour, indicating that this segment shows great potential to be converted to becoming Enthusiasts. The final segment, Evolvers, rated the factors the lowest and was the smallest segment. This segment was the oldest, spent the most days at the festival and travelled in the largest groups. While their support for the literary arts seems to be only in its developing stages, this segment should not be neglected, as they need to be converted to one of the other two segments. However, their greater age stresses the importance of early exposure to the literary arts to foster a love for this distinct art form. Based on the results, festival organizers and marketers should consider the following practical implications in developing marketing strategies and programme development to attract the identified market segments.

Three factors were identified concerning travel motives: in order of importance, literary arts enhancement, personal literary arts development, and socialization and escape. These motives are similar to those Kruger (2019) identified at a South African literary arts festival. The distinct nature, characteristics and offering, i.e., the festival attributes of Aké was the most prevalent motive to attend the festival. This finding contradicts most international festival research that emphasizes especially socialization and escape as prominent motives (Li et al., 2009; Maeng et al., 2016; Tkaczynski & Toh, 2014).

The literary arts enhancement motive relates to how the festival contributes to visitors' quality of life and enriches their literary knowledge. Moreover, the festival is a platform to support and contribute to literary excellence and provides the opportunity to meet authors, poets, filmmakers and other artists (which is one of the primary roles of a literary festival). Beyond this, the festival also advocates the perseverance of African literary works, which contributes to decreasing the African diaspora. The high rating of this motive comprises the main attraction and therefore

should be emphasized in the festival programme, and the festival should focus its branding on this distinct aspect.

Organizers and marketers of Aké should furthermore follow a two-pronged marketing approach. The various forms in which the literary arts are showcased at the festival, i.e. a combination of written and oral representation, should be highlighted in the festivals' primary marketing approach. The secondary approach should showcase how the various literary art components are presented in a sociable and relaxing way that engages like-minded individuals. The latter can be an effective way to entice visitors to return to the festival and recommend it to their family and friends, especially considering it mainly attracts first-time visitors.

Concerning future event preferences, respondents indicated an almost equal affinity towards the performing arts, which includes theatre productions, live music performances, cultural and literary heritage tours and excursions as well as literary discussions and the conceptual arts that relate to creative writing classes/workshops, art exhibitions, film festivals, and storytelling events. Both these preferences display active and passive art consumption. Literary festivals such as Aké can consider incorporating various performing and conceptual arts forms into the festival programme. This can be a way to create exposure to additional arts forms and extend the festival's appeal to a variety of markets.

Regarding the behavioural intentions, four factors were identified. Confirming the findings by Kruger (2019), the results showed that the principal behavioural intention, literary arts festival loyalty, was most likely to occur. However, corroborating the findings by Kruger and Saayman (2017, 2018a, 2018b), the third factor analysis showed that behavioural intentions could extend beyond this factor. In order of importance, three additional and distinct supplementary behavioural intentions were identified: literary arts purchases, literary arts participation, and finally, literary arts sharing and travel. Literary arts purchases relate to the consumption of literary arts by purchasing books by African authors, in both printed and digital (e-books) formats, supporting African artists in terms of their works, exhibitions, and films and being inspired to create their own works of poetry and stories. This factor can be enhanced by allowing visitors to purchase literary arts during the festival and after attending it. Increasing purchase behaviour is vital to the livelihood of artists and writers and the sustainability of the literary arts industry. Festival organizers can consider creating an online platform where artists can promote their work and where visitors can purchase them online. This platform can also include reviews and public testimonies to help encourage visitors to support the literary arts and could effectively reach a broader audience beyond those who attend Aké.

The factor, literary arts participation, relates to actively searching out literary arts festivals, getting involved in literary community projects, actively searching for information on authors and artists, and participating and performing in poetry and book readings. Therefore, festivals such as Aké should consider themselves essential platforms where greater engagement can be encouraged. Exposure to the literary arts through discussions, debates and workshops can help stimulate and unlock literary arts creativity.

The results showed that literary arts sharing and travel are less likely to occur. Visitors should, therefore, be encouraged to share their work as this could be another way to increase literary arts participation and awareness. Attracting visitors to the host city and encouraging travel to support the literary arts should also be prioritized. This factor could be further enhanced by offering tailored and affordable travel packages, including entrance to the festival, accommodation, transport, and admission or discounts to local tourist attractions. This might also be a way to attract visitors to travel further to attend the festival as the current market consists mainly of local residents.

CONCLUSION

The research made several conclusive findings regarded as lessons learned for researchers and literary arts festival marketers and organizers.

(1) Firstly, the research identified three distinct literary arts festival market segments that need to be understood. This study showed that employing a combination of segmentation variables is a helpful approach to market segmentation instead of only using a single segmentation base. This approach reveals considerably more information about the characteristics and needs of the market.

(2) The results confirmed that the distinct nature of the festival and its offerings play the most significant role in motivating visitors to attend, implying that literary arts festivals should strive to remain true to their initial goal and purpose, i.e. the advancement of the literary arts.

(3) The results confirmed that literary arts festival loyalty is the principal behavioural intention after attending a literary arts festival – a finding generally recognized in the festival literature. However, the results showed that literary arts festivals also could increase and stimulate supplementary behavioural intentions in the form of 'actions' such as the greater awareness of the arts, increased purchasing behaviour of literary works, increased travel to support the literary arts and greater personal involvement. Therefore, literary arts festivals can enhance the literary arts on various levels, during and after the festival.

This research may be regarded as a benchmark study in understanding the arts festival market in Africa. The research is not without limitations. Only one literary arts festival in Nigeria was analyzed, and the results cannot be generalized. More research is required to validate the results, and it is recommended that future research studies be aimed at analyzing the festival market in other parts of the continent. This is especially important to understand the African viewpoint when it comes to festivals and provide a platform for research into the cultural, linguistic, and ethnic diversity on the continent.

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INVESTIGATING BARRIERS TO CAREER ADVANCEMENT FOR WOMEN IN THE WESTERN CAPE BUSINESS TOURISM INDUSTRY

NASREEN TISAKER AND NELLIE SWART

INTRODUCTION

Women in Tourism relates to all women in public, private and education sectors who actively contribute and participate in the broader tourism sector (WTO, 2019). As stated by World Travel and Tourism Council (WTTC) tourism is a large employer of women and South Africa is ranked 2nd after Russia (WTTC, 2019). The United Nations World Tourism Organisation (UNWTO) highlights the importance of gender equality and the empowerment of women. This notion has become one of the central tenets for the sustainable development of tourism, as this sentiment was reiterated during the commemoration of World Tourism Day 2019 (UNWTO, 2019; Boley, Ayscue, Maruyama & Woosnam, 2017), and further supported by the WTTC through this statement.

“Globally tourism is seen as a labour-intensive sector which has the impetus to create substantial employment opportunities for developing countries. Developing countries such as South Africa have placed a large focus on bolstering their business tourism industry. Business tourism being less seasonal than leisure tourism provides an opportunity to create employment throughout the year. Increasing female employment plays a role in reducing poverty, sustaining economic growth, and supporting women's empowerment and independence” (WTTC, 2019:2).

Against this background, researchers argue that women face many barriers such as wage inequality, gender stereotyping, sexism and are often not afforded the same opportunities as men (Basurto-Barcia & Ricaurte-Quijano, 2017; Remington & Kitterlin-Lynch, 2018). Therefore, this paper investigates the barriers to career advancement which may be experienced by women in the Western Cape tourism industry and propose the possible impacts on the business tourism industry, based on the review of the literature. Strategies and suggestions are outlined as a means to mitigate barriers to career advancement for women in the business tourism industry. The paper concludes by specifying questions that are worthy of empirical research in the area of business tourism management.

LITERATURE REVIEW

The dynamics of Business Tourism in the context of this paper discuss with a focus on (i) a global perspective, business tourism in (ii) Africa, (iii) South Africa, and (iv) the Western Cape. Lastly, literature on women in business tourism will provide insight on whether barriers to career advancement exists for women in business tourism in the Western Cape.

Global business tourism

Tourism can be divided into leisure tourism and business tourism with both relying on the same physical infrastructure (Tichaawa, 2017; Rogerson, 2015). Leisure tourism is

concerned with travelling outside their usual environment in pursuit of relaxation or to participate in recreational activities in his/her their free time (Boniface, Cooper, & Cooper, 2016). Greenberg and Rogerson (2018:85) cite the early definition by Davidson (1994) which describes business tourism as being concerned “with people travelling for purposes which are related to their work” and considers it as “one of the oldest forms of tourism”. Business tourism is defined as, “tourism that involves the traveling of people for the purpose of work and encompasses independent business trips as well as traveling for purposes of meetings, incentives, conferences, and exhibitions (MICE)” (Rogerson, 2015:vi; Tichaawa, 2017:181). According to the International Congress and Conference Association (ICCA) business tourism is “the provision of facilities and services to the millions of delegates who annually attend meetings, congresses, exhibitions, business events, incentive travel, and corporate hospitality” (George, 2011, p. 552). Business tourism has become an attractive industry for many destinations, due to its low seasonality, high economic growth potential, low environmental impact, and an opportunity to develop human capital (Marques & Santos, 2016; Hussain, Kumar, Kannan & Nor, 2017). According to Hussain et al. (2017) it is considered to be one of the fastest developing and profitable industries prior to the Covid-19 pandemic. Business tourism has also been found to be relevantly more resilient in trying economic times. Destination Management Organisations (DMO), together with Convention and Visitors Bureaus (CVBs) play a pivotal role in the development and planning of a destination wanting to assert themselves as popular and growing business tourism destinations. The industry has been marred over the past decade by a lack of standardised concepts and terminology which have resulted in a multiplicity of jargon and acronyms used within the industry (Marques & Santos, 2016). However, for this study, reference is made to business tourism, with an understanding that this terminology captures the terms MICE and business events.

Business tourism in Africa

According to the ICCA rankings, Africa has grown in popularity as a favourite destination to host business events (Campos, 2017). In many countries in sub-Saharan Africa income derived from business tourism far exceeds the income derived from leisure tourism (Greenberg & Rogerson, 2018). The notion that it is unsafe and difficult to host business tourism events is fast dissipating with Africa winning bids to host many prestigious conferences (Campos, 2017). In November 2019 Ghana hosted the UNWTO 1st Regional Congress for the empowerment of women in tourism in Accra (UNWTO, 2019). The WTTC also hosted their first Africa leadership forum in Stellenbosch, Western Cape in 2018, recognizing the importance of Africa's growing tourism economy (Wortley, 2019). South Africa will soon have to compete for events with African destinations such as Ethiopia, Ghana, Rwanda, and Egypt, as these destinations continue to invest in infrastructure (e.g. International Convention Centres) and transport (ICCA, 2019).

Business tourism in South Africa

The tourism sector in South Africa has remained the most resilient during financial turbulence. Nearly 4.5% of South Africa's workforce is employed in the tourism sector and tourism contributed 2,8% (or R130 billion) to South Africa's gross domestic

product (GDP) in 2017 (STATSA, 2019). Tourism is a priority sector in most of the government strategic plans such as the Industrial Action Plan (IPAP, 2007), the New Growth Path (NGP, 2010), and the National Development Plan (Department of Tourism, 2013, 2017). Since the fall of Apartheid in 1994, South Africa has hosted many prestigious conferences and sporting events (Giampiccoli, Lee & Nauright, 2015). The promotion of South Africa as a business tourism destination and bids to host conventions and conferences is largely facilitated through the South African National Convention Bureau (SANCB), which was set up by South African Tourism (SAT). According to the ICCA statistics released in 2019, South Africa is the leading business events destination in Africa hosting 100 events of which 42 events were held in Cape Town (ICCA, 2019). According to Fourie and Spronk (2011), mega-events in South Africa have proven to increase tourist numbers indicating that South Africa has successfully exported travel-related services which is an impetus for economic development and job creation.

The Tourism Sector Human Resources Development Strategy (TSHRD) highlights the need to train at least 100 women from designated groups per year in an attempt to address the sector's transformation goals. Therefore, the Department of Tourism launched a Women in Tourism programme across all provinces and an Executive Development Programme in 2016. The School of Business Leadership at the University of South Africa offered the Executive Development Programme for Women in Tourism since 2017. On average more than 20% of the women who completed the programme have been promoted, however, most of the women are from the hospitality sector, and not from the business tourism sector per se. Annually the 'Top 40 Women in MICE' is acknowledged through an initiative of a media house known as 3SMedia and their magazine 'the planner guru'. However, this award has been criticised for only acknowledging women who contribute to business tourism but does not expand this initiative into further capacity-building initiatives.

Business tourism in the Western Cape

Western Cape is situated in the south of South Africa and according to STATSA (2019) the Western Cape has a population of approximately 6,3 million, this constitutes 11% of the total population of South Africa. "The Western Cape accounted for 16.8% of all South African tourist arrivals and received 28.6% of South Africa's tourists' expenditure (Goodman, 2018:1). Tourism is a key growth sector for the Western Cape, with the City of Cape Town as a flagship destination for South Africa (Booyens & Rogerson, 2017). The Western Cape is a cosmopolitan hub with a diverse population, making it an attractive tourist destination. Cape Town is the leading business event destination in South Africa and has hosted the prestigious World Ophthalmology Congress in June 2019 which saw 10 000 delegates from 110 countries descend on Cape Town (Kazi, 2019). It is, therefore, the most appropriate to investigate the barriers to career advancement in business tourism amongst women from the Western Cape, as the industry anticipates the recovery.

Women in business tourism

Twining-Ward and Zhou (2017), and Deen, Harilal, and Achu (2016) state that women have actively become engaged in travel and tourism and estimate that

globally the sector employs twice as many females than any other sector. This offers a country the opportunity to increase the empowerment of women through initiatives such as entrepreneurship, upskilling through coaching, and executive leadership programs (Deen et al., 2016). It is generally known and accepted that women earn less, do not enjoy the same career advancement as their male counterparts, and are also offered less training and development opportunities (Remington & Kitterlin-Lynch, 2018). Azra Batool, Ahmed, and Qureshi (2017) claim that globally women belong to the marginalised, and in the developing world women's voices are muted because of social, cultural, and financial dynamics. Women in business tourism often opt for part-time, casual, flexible time or seasonal employment due to family commitments (Twining-Ward & Zhou, 2017). Older women (between the ages of 36-55) come with a wealth of experience, knowledge and often communicate better, younger (between the ages of 18-35) workers tend to earn less due to the lack of experience and are often employed in positions which are an extension of household chores. Older women are often the ideal employee in positions where work ethic, well developed soft skills are important (Poulston & Jenkins, 2016). The WTTC (2019) reports that women's jobs are more likely to be of lower status and lower earnings and that corporate culture often frames a women's confidence and equality in the workplace. The UNWTO (2010) reports that comparative information on women in tourism in developing nations is limited. In 2008 at ITB, in Berlin, the UNWTO committed to play a leadership role in gender mainstreaming and unveiled an action plan for the empowerment of women in tourism. According to the UNWTO (2019), there is a need for country and tourism industry-specific research on gender equality and tourism. The report also identifies that further research is needed on the types of initiatives that work best for women's empowerment in tourism (UNWTO, 2019). Against this background, the paper aims to explore the most suitable variables to investigate the barriers to career advancement for women in business tourism.

METHODOLOGY

A timeline, as postulated in Table 1, provides an overview of the most important developments in the barriers to career advancement for women. Systematic and comprehensive steps were followed for the selection of articles from EBSCOhost and Scopus-listed journals from May to December 2019 and makes explicit use of concepts related to either tourism and gender studies (Aguinis, Ramani & Alabduljader, 2018). Using an objective counting technique, the authors conceptualise the recognized articles as a coherent body of knowledge on the identified tourism and gender studies concepts to synthesize the contributions over the past 10 years (based on the content extracted from EBSCOhost and Scopus). The emergent themes were identified from 33 qualified articles, which are used to present the avenues between business tourism and barriers to career advancement literature timelines.

DISCUSSIONS

The literature reviewed is tabulated in Table 1 and is analysed according to the main theme of barriers to career advancement and sub-themes of (i) family responsibility, (ii) work environment, (iii) qualifications, (iv) flexible working hours, and (v) work from home.

Table 1

Content analysis of literature

Theme	Authors	Number of articles
Barrier to career advancement	Hamel (2009); Jones and Palmer (2011); Kolade and Kehinde (2013); Carvalho, Costa, Lykke, and Torres (2018); Remington and Kitterlin-Lynch (2018); Atef and Balushi (2015); Laba and Geldenhuys (2018), and Datta (2018).	8
Sub-themes	Autors	Number of articles
Family responsibility	Jones and Palmer (2011); Basurto-Barcia and Ricaurte-Quijano (2017); Segovia-Perez, Figueroa-Domecq, Fuentes-Moraleda and Munoz-Mazon (2019); Atef and Balushi (2015); Deen et al. (2016); Mckenna, Verreynne & Wadell (2016); Laba & Geldenhuys (2018); Kumara (2017).	8
Work Environment	Kolade and Kehinde (2013); Choi and Park (2014); Boley et al. (2017); Basurto-Barcia and Ricaurte-Quijano (2017); Kumara (2017); Remington and Kitterlin-Lynch (2018); Sergovia-Perez et al. (2019).	7
Qualifications	Islam (2015); Slifka (2017); Deen et al. (2016).	3
Flexible Working hours	Mazzucchelli (2017); Burnford (2019); Remington & Kitterlin-Lynch (2018); Fuller & Hirsh (2018).	4
Work from home	Reshma, Aithal and Acharya (2015); Laba and Geldenhuys (2018); Fuller and Hirsh (2018).	3

Source. Authors' own compilation

As evident in Table 1, results from the objective counting technique and screening of the literature identified four emerging themes to investigate the barriers to career advancement of which the most relevant content is highlighted in the paragraphs below.

Barriers to career advancement for women in business tourism

Barriers are mostly related to external organisational culture and internal factors such as family life and self-imposed barriers (Carvalho et al. 2018; Remington & Kitterlin-Lynch, 2018). In the Middle East and sub-Saharan Africa, the notion of equal opportunity, equal salaries, and gender equality has not been fully accepted or implemented which can pose as a barrier for women seeking career advancements (Atef & Balushi, 2015; Hamel, 2009). A barrier or obstacle can represent an internal or external challenge that is experienced by women in the advancement of their careers.

In all sectors of the economy, women are affected by barriers to their career advancement, they often include lack of fit, family responsibilities, and wage inequalities (Laba & Geldenhuys 2018; Kolade & Kehinde, 2013; Jones & Palmer, 2011; Hamel, 2009,). Datta (2018:1), states that there is an “invisible door” that keeps women at home and limits the opportunity for good jobs. She claims there are “three bolts” which pull women back from accessing economic opportunities (Datta, 2018:1). Women are often told, “someone has to take care of the family or the sad reality for many developing countries is that public transportation is not safe and the subtlest of the “invisible door” is, being told, ‘your place is at home’ (Datta, 2018). Events associated with Business Tourism do not usually conform to the usual 9 – 5-week day, work week, and is this may pose as a barrier for many women due to family responsibility or even cultural stereotyping. It is therefore important to understand the impediments and to find ways to mitigate those impediments.

Family responsibilities, work environment, educational qualifications, flexible working hours, and work from home will be discussed as dimensions to barriers to the career advancement of women in business tourism (Datta, 2018; Laba & Geldenhuys, 2018; Kumara, 2017)

Family responsibilities

“Family responsibility is an ideological social construct that relates to functions and roles that individuals play in a family” (Masipa, 2015:2017). In many cultures, gender stereotyping has meant that women are understood to be nurturers and caregivers. This often causes women to have less career ambition and find it tough to balance work and family life (Jones & Palmer, 2011; Basurto-Barcia & Ricaurte-Quijano, 2017; Segovia-Perez et al., 2019; Atef & Balushi, 2015; Deen et al., 2016). According to Mckenna et al. (2016), work and family responsibilities are often in conflict, and more so for women. Women often feel stressed, which is caused by juggling multiple roles and this can lead to them feeling guilty about neglecting their spouse and children. Women often opt out of work when they perceive their careers are in conflict or incompatible with family responsibilities (Laba & Geldenhuys 2018). Kumara (2017), claims that women often struggle to make difficult career decisions based on family responsibilities and suggests, tourism as the ideal employment creator for women

who need to work whilst accommodating their roles as wives and mothers. The long unconventional hours of business events may deter women from pursuing a career in business tourism due to a women's family responsibility and fear of cultural backlash from family and friends.

Work environment

The work environment of women in the business tourism industry can be described as the surroundings in which women work, it includes aspects such as physical condition office equipment, and office procedures (Money-zine, 2019). Women in the workplace are faced with inequalities, sexism, and are marginalized; this slowly influences a women's psyche, destroying their self-worth, self-confidence, creative thinking, and autonomy (Kolade & Kehinde, 2013; Choi & Park, 2014; Basurto-Barcia & Ricaurte-Quijano, 2017). Sergovia-Perez et al. (2019:190) state that "women's careers rarely follow a linear pattern, unlike men's, the typical trajectory involves multiple stages and turning points and is strongly influenced by family events and family-related decisions". According to Kumara (2017), role stereotyping inhibits capacity and blocks a woman from a career, from inception and this creates a barrier for career-orientated women. The travel and tourism industry is predominately an industry that is shaped on male values and women hold positions such as kitchen aids, housekeepers, and cooks, which is often an extension of their in-home domestic chores (Boley et al., 2017; Sergovia-Perez et al., 2019). Discrimination such as sexism, femicide, gender stereotyping, and gender inequalities can become so entrenched that women start believing this as a norm or choose to remain silent (Basurto-Barcia & Ricaurte-Quijano, 2017; Remington & Kitterlin-Lynch, 2018). It is important to investigate the role which the business tourism work environment has on a women's choice of career as well as a women's career trajectory in business tourism.

Educational qualification

The early definition of educational qualification, as defined by the OECD (2013) relates to degrees, diplomas, certificates, professional titles, and so forth that an individual has acquired whether by full-time study, part-time study, or private study. These qualifications are either conferred in the home country or abroad and can be conferred by educational authorities, special examining bodies, or professional bodies. According to Slifka (2017), lack of qualifications and experience can be understood to be key barriers to career advancement. Islam (2015) agrees that the lack of qualifications and a mismatch of skill sets can prove to be a stumbling block for women wishing to advance their careers. Islam (2015) found a strong correlation between women who had tertiary qualifications and women in top management positions. The business tourism industry is no different, many women lack the basic educational and technical skills which can propel them from lower-level employment to management or even manage their own business tourism companies (Deen et al., 2016).

Flexible working hours

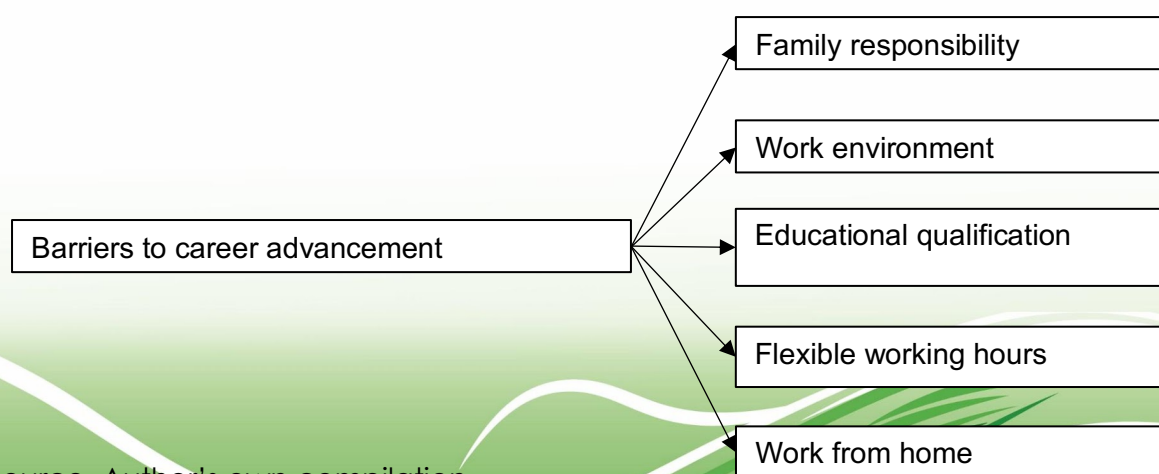
Flexible working hours is the umbrella term used to describe any work role that breaks the traditional norm of a rigid 9-to-5, five-day week structure (Burnford, 2019). Fuller and Hirsh (2018), argue that flexible working hours challenge the assumption of the “ideal worker”. Traditionally women are encouraged to adapt their working hours after becoming a mother (Fuller & Hirsh 2018). The dual role women assume brings additional pressure and organisations should consider allowing employees flexible working hours or even work from home alternatives (Remington & Kitterlin-Lynch, 2018). The study by Mazzucchelli (2017), found that flexible working hours had a positive effect on work-life balance, and organisations that implemented flexible working hours had greater efficacy and had less staff turn-over. Flexible working hours in business tourism may encourage more women to pursue careers in business tourism as it may allow women a work-family balance.

Working from home

Working from home is defined as “... people working from their home or other location of their choice other than the working area by payment which is provided by the employer” (Reshma, Aithal & Acharya, 2015:12). Flexibility to work from home and combining employment with family responsibility reduces commute times, assists women in managing fatigue and distractions which could hamper productivity (Fuller & Hirsh 2018). According to Laba and Gendenhuys (2018), South Africa has the highest levels of single households in Africa, organisations need to recognise this fact and find ways to provide fair employment opportunities for women and especially for women assuming multiple roles. Organisations that fail to address work-family needs are faced with high levels of absenteeism and increased disassociation with the organisation and a decrease in quality and efficiency of performance which results in reduced productivity (Laba & Gendenhuys 2018). The planning of business tourism events can easily be planned from the comfort of a women's home allowing the woman to balance her work-family responsibilities.

Based on the discussion of the results, the following theoretical framework is proposed as indicated in Figure 1.

Figure 1 Theoretical framework for barriers to career advancement



Source. Author's own compilation

CONCLUSION

The purpose of this conceptual paper was to investigate whether barriers to career advancement exist for women in the Western Cape business tourism industry, and which dimensions can be used to investigate these barriers. Findings from the literature reviewed indicate that women are not equal to men in most sectors of the economy. In South Africa, many women have the sole responsibility to take care of and financially provide for her family. Barriers to career advancement such as gender stereotyping are prevalent in the Western Cape context which can largely be attributed to cultural and religious beliefs. Due to the long inflexible hours of business tourism events, women may also start to feel inferior for neglecting their family to pursue a career in business tourism. Overall, the literature indicates that even though the tourism industry is a large employer of women and that business tourism is a growing industry in the Western Cape, women are still overrepresented in lower-ranking jobs and do not hold senior management positions. Business tourism impacts various industries within the tourism industry, such as transport and hospitality and while the barrier to entry is low for many of these industries, the lack of proper qualifications and skill poses a barrier to career advancement in business tourism. Due to the short duration of a business event, this can provide part-time and flexible work solutions for women allowing a woman to balance family and work responsibilities. Allowing women part-time, flexible hours, and work-from-home opportunities serves as a way to mitigate barriers to career advancement.

This study was based on a content analysis of literature dating from 2010 to 2019 and provides insight into the possible barriers to career advancement for women in the Western Cape business tourism industry. This provides the opportunity for future research on barriers to career advancement, with dimensions (i) family responsibility, (ii) work environment, (iii) educational qualification, (iv) flexible working, and (v) work from home to be tested empirically using quantitative research. It is noted that limited research has been on inclusive tourism in the sphere of women in business tourism and to what extent women in the Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ) community experience prejudices and barriers to their career advancement in business tourism in the Western Cape (van Herdeen, 2019).

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GENDER NUANCES IN TOURISM-RELATED BUSINESS OPERATIONS: FORMAL EDUCATION AND BUSINESS NETWORKS IN KWAZULU-NATAL, SOUTH AFRICA

NOMPUMELELO NZAMA AND IKECHUKWU O EZEUDUJI

INTRODUCTION

KwaZulu-Natal is one of the nine provinces of South Africa. The tourism statistics extracted from the recent State of the Province Address show that tourism has a significant contribution in the KwaZulu-Natal local economy, and continues to grow from a R9billion contribution to the Provincial Gross Domestic Product in 2014 to more than R10billion by 2018 (Tourism KwaZulu-Natal, 2019). Ezeuduji and Nkosi (2017) state that the province of KwaZulu-Natal is renowned for its heritage and cultural experiences. Most visitors to the province of KwaZulu-Natal in South Africa are mostly pulled by the warm weather, nature, culture and beach experience, offered in both its coastal and inland regions. Tourism in KwaZulu-Natal thrives on tourist volumes and the quality of the tourists' experience. It is no gainsaying therefore that tourism-related entrepreneurship is vital in this province to service both domestic and international tourists. Durban is the commercial hub of the KwaZulu-Natal Province.

Entrepreneurship drives every nation's economy. Developing countries are putting more emphasis on building a strong economy by promoting entrepreneurship. South Africa, like any other developing country developed policies that place high value on entrepreneurship (Business Environment Specialist, 2013). However, research by Iwu et al. (2016) reveals that entrepreneurial activity in South Africa is very low. South African government has identified tourism as a huge potential for economic growth (Tshabalala & Ezeuduji, 2016), hence entrepreneurship in the tourism industry is a welcome initiative. Gender mainstreaming (see Shepard, 2015) in entrepreneurship has attracted the attention of recent researchers. Many studies are therefore exploring entrepreneurship differences among genders. According to Sarfaraz et al. (2014), economic development cannot be achieved without the active participation of women. Unfortunately, South African tourism industry has inadequate women participation. Studies shows that women in tourism and other sectors' businesses occupy low position (Tshabalala & Ezeuduji, 2016) and they have less opportunities for advanced career development in these businesses (Ferguson, 2011). This may predict that South African women may remain in the periphery of economic development. Also the performance of women-owned businesses have been reported to be lower and very constrained in comparison to men-owned businesses (Marlow & McAdam, 2013), as they are likely to close down and less likely to make profit (Fairlie & Robb, 2009).

Literature on women entrepreneurship reveal that there are certain challenges (such as lack of management capabilities, inadequate financial capital, unfavourable societal perception, weak entrepreneurial networking) faced by women with reference to starting and managing businesses in South Africa (Nxopo &

Iwu, 2016; Nzama & Ezeuduji, 2020a; Nzama & Ezeuduji, 2020b; Tshabalala & Ezeuduji, 2016). It has also been reported for the entire Southern African Development Community (SADC) region, that management positions in tourism industry is dominated by males (Global Entrepreneurship Monitor (GEM), 2012; Nyaruwata & Nyaruwata, 2013). There has been a global call to empower women, and women entrepreneurship is socially and economically desirable (Kimbu et al., 2019), owing to its ability to create job opportunities, enhance women empowerment, and alleviate poverty (Mkhize & Cele, 2017), specifically in the tourism industry with its high potential for economic growth. Regarding entrepreneurial success, adequate formal education (Iwu et al., 2016; Iwu & Nxopo, 2015; Jiyane et al., 2013; Ramadani, 2015) and formation of business networks (Alam et al., 2012; Greenberg & Mollick, 2017; Jha et al., 2018; Santos et al., 2019) have been earmarked as very important, among other factors, in driving business success. Much of the previous studies did explore women entrepreneurs' challenges and perceptions on business operations, but have not compared perceptions of both genders in the same study, to unearth significant differences.

This study therefore explored nuanced gender perceptions on the influences that proposed business success factors, such as formal education and business networks can have on tourism-related business operations, using the case of Durban Central Business District, KwaZulu-Natal.

OVERVIEW OF LITERATURE

Okereke (2019) defines entrepreneurship as a dynamic process of vision, change and venture creation, which may require certain information, knowledge and skills in order to take place. Ramadani (2015) stresses that formal education plays a major role in business management and problem solving arising in business. Educational factors are considered to be influential in entrepreneurial management because those who possess secondary and tertiary education background seem to have better access to information (Jiyane et al., 2013). Information is also considered an important resource for starting and managing a business (Iwu & Nxopo, 2015). Tajeddin et al. (2017) suggest that education can help entrepreneurs, particularly females who may have less access to resources in starting their businesses, as education provides the necessary information (Zlatkiov, 2015). McGowan et al. (2015) argue that level of education does not determine entrepreneurial skills, however, education is related to knowledge and skills, self-confidence, problem solving, commitment and discipline (Ali, 2018), which are factors that contribute to entrepreneurial performance. Many other authors in Africa (such as Ezeuduji & Ntshangase, 2017a, b; Iwu et al. 2016) also cited that formal education supports entrepreneurship process and development.

Lack of education in African countries has been labelled as one of the key challenges hindering the success of women entrepreneurs (Chinomona & Maziriri, 2015; Daniyan-Bagudu et al., 2016; Nsengimana et al. 2017). Compared to men, educational backgrounds of women entrepreneurs are reported to be generally weaker (Sudarmanti et al., 2013). It must be noted however that entrepreneurs in Africa are more likely to be pushed into entrepreneurship by the prevailing socio-economic factors, such as unemployment (Merasha & Sriram, 2019). It is therefore

likely that such necessity entrepreneurs may not have the required skills to effectively develop and manage their enterprises. Chirwa (2008) posits that women lack business training skills and have less business experience than men. Kuada's (2009) study on gender and entrepreneurship in Ghana also indicate that male entrepreneurs have more university education compared to women entrepreneurs who have mostly high school education. Recent South African literature on entrepreneurship indicates that there is a lower level of education among women entrepreneurs. Nxopo and Iwu (2016) posit that women's level of education is relatively low: about 4% with diploma qualification, 56% with matric certificate (secondary school), and 26% with qualifications lower than matric. Jiyane et al. (2012) found that 62% of women entrepreneurs have primary education and 27% had no formal education.

Compared to men, women form part of informal (family and friends) networks (Jha et al., 2018; Santos et al., 2019). Whereas men have a broader range of entrepreneurial mentors on their networks than women (Greenberg & Mollick, 2017). Family and friends are perceived as weak and powerless entrepreneurial network, since they are not very helpful in terms of business growth or strong start-up (Vossenbergh, 2013), though they can provide emotional support (Welsh et al., 2017). However, having network of family and friends that are self-employed is very important (Alam et al., 2012).

RESEARCH DESIGN AND METHODS

This study explored nuanced gender perceptions on the influences that business capabilities have on tourism-related business operations in Durban Central Business District, KwaZulu-Natal. This requires a questionnaire survey to address research objectives (see Veal, 2011). We employed structured questionnaire survey using purposive sampling method, selecting those who have relevant knowledge (tourism business owners and managers) in tourism entrepreneurship, and who are willing to participate (Etikan et al., 2016; Nardi, 2018). The criteria of respondent inclusion in this study were that a tourism business is an enterprise that falls within the travel sector (transport and travel organisers), hospitality sector (accommodation and events), leisure and business sector, conservation sector, sports and recreation sector, gaming and lotteries sector, tourism support service sector and government tourism sector. The actual target population for this study is largely unknown because many of these businesses operating in this study area fall under the informal sector (not registered). This study therefore used non-probability (purposive) sampling to survey 150 respondents (75 males and 75 females) in their tourism businesses in Durban Central Business District under Ethekewini Metropolitan Municipality, KwaZulu-Natal, South Africa. We took special care in distributing questionnaires to create a fair comparison of the characteristics of male entrepreneurs against female entrepreneurs; and how they may respond to the business capabilities and operation factors. Because this study is non-probability in nature, we considered a sample size of 150 tourism entrepreneurs large enough to address the research objectives. Chawla and Sondh (2011) posit that a sample should not be too small to achieve data saturation or theoretical saturation.

Data analyses were done using IBM's Statistical Package for the Social Sciences (SPSS) software, version 25. We employed descriptive statistics (percentage frequencies and mean scores of responses), bivariate analyses (Mann-Whitney U, Spearman's Rank Correlation and Pearson's Chi-Square tests) and multivariate analysis (Reliability tests using Cronbach's Alpha). Our initial data analysis proved non-normal population distributions of the ordinal variables we used in measuring business operation statements (perceptions); hence we employed Mann-Whitney U tests of comparing means of responses from two independent groups to check if these are significantly different from one other. We compared responses to business operation statements with respondents' demographic characteristics (such as gender). We conducted Mann-Whitney U tests based on the prescribed criteria that the dependent variables have ordinal scale; the independent variables have only two groups; and normality of distribution and homogeneity of variance did not prove true in a test (George & Mallery, 2003; Veal, 2011). We used Spearman's Correlation (two-tailed) test to explore relationships between ranked or ordinal variables, to find out if there are positive or negative correlations between the variables being analysed (Veal, 2011); which for this study is between business operation statements and perceived business success classification. We also used Pearson's Chi-Square test to explore relationships between categorical / nominal data, where some variables that were previously measured in ordinal scale were recoded as categorical variable to support this analysis. Respondents' profiles were compared with business start-up motivation and perception of entrepreneurial success. We applied reliability test, a form of multivariate analysis, to explore the level of internal consistencies of variables used to describe factors influencing business operations ('level of formal education', 'ability to form business networks' and 'general entrepreneurial statements'). Finn et al. (2000) support the use of multivariate analysis in tourism studies where a particular phenomenon is likely to be influenced by a large number of variables rather than a single one. Previous researchers state that Cronbach's Alpha coefficient of between 0.5 and 0.7 is acceptable in the social science research, to denote adequate internal consistency of variables used in measuring a factor or dimension (Chawla & Sondhi, 2011; George & Mallery, 2003). However, Tavakol and Dennick (2011) posit that low Cronbach's Alpha score may be the result if there is a weak interrelationship among variables used in the analysis, or if few variables are being used to explain a particular dimension or factor. From the reliability tests conducted on the three business operation dimensions: 'level of formal education', 'ability to form business networks' and 'general entrepreneurial statements'; dimensions achieved above 0.5 Cronbach Alpha coefficient, hence this study finds the variables contained in these dimension, internally consistent or related, to measure each of the dimensions.

RESULTS AND DISCUSSION

Respondent's Profile

The results presented in Table 1 show that respondents in this study are mostly South Africans (about 89%) and about 61% of the respondents had business experience of not more than six years. Nsengimana et al. (2017) argue that business experience influences the chances of entrepreneurial success. Entrepreneurs' motivation to start

a tourism business as means of survival is somewhat lower (about 46%) compared to the motivation of starting a business to take an opportunity (about 54%). According to Mersha and Sriram (2019), in most African countries, entrepreneurs are pushed into business by socio-economic factors (such as lack of job opportunities). This study, however found the majority of respondents in this study started businesses based on available opportunity. The level of education was also perceived as an important factor in business operation (Fairlie & Robb, 2009; Ramadani, 2015). The results of this study show that 56% had tertiary education. The results further indicate the majority of respondents (57%) perceived themselves as successful in their businesses, as about 13% saw themselves as very successful and about 44% saw themselves as successful.

Table 1: Respondents' profile (N=150)

Variable	Category	Frequency (%)
South African	Yes	88.7
	No	11.3
Gender	Male	50
	Female	50
Ethnic group	Black	52.7
	White	18.0
	Indian	22.0
	Coloured	7.3
Age group	Less than 40 years	61.3
	40 years and above	38.7
Business owner	Yes	63.3
	No	36.7
Business manager	Yes	58.7
	No	41.3
Motivation to start tourism business	Took opportunity	54.4
	Means of survival	45.6
Level of Education	Up to Secondary School (Matric)	44.0
	Tertiary Education	56.0

Variable	Category	Frequency (%)
Type of Business	Accommodation Food and Beverage	16.0
		26.7
	Events Management	10.0
	Tour Operation	3.3
	Travel Agency	4.7
	Tour Guide	2.7
	Car Rentals	7.3
	Resorts	2.0
	Consultancy	2.7
	Souvenir Shop	24.7
Number of years in business	Up to 6 years	60.7
	7years and above	39.3
Self-classification as an entrepreneur	Very successful	13.4
	Successful	43.6
	Surviving	32.2
	Struggling	9.4
	Unsuccessful	1.4

Business Operation Statements

This study's findings (Table 2) indicate that the respondents perceive formal education and training as an important asset in running a tourism business, as about 77% of respondents strongly agreed or agreed to: 'the manager's level of formal education is key to the performance of tourism businesses. Additionally, about 77% of the respondents strongly agreed or agreed with the statement that 'a business owner/manager should take a business training before starting a tourism business' and 80% of respondents strongly agreed or agreed with 'I believe that formal education has contributed in strengthening and developing my leadership skills'. Previous studies (such as Ramadani, 2015; Zlatkov, 2015) posit that entrepreneurs perceive education as one of the key components of entrepreneurial success. This position aligns with the results of this study. About 65% of respondents strongly disagreed or disagreed with the statement: 'male business owners are better trained than female business owners' and only 16% agreed or strongly agreed to this statement. These results contradict Chirwa's (2008) argument that women lack business training and experience compared to men.

Table 2: Business operation statements (%)

Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
2.1 Level of Formal Education and Training					
The manager's level of formal education is key to the performance of tourism business	40.7	36.7	7.3	12.7	2.7
A business owner/manager should take a business training before starting a tourism business	44.0	32.7	11.3	12.0	0.0
I have the ability to run a successful tourism business with my own knowledge	33.3	51.3	7.3	7.3	0.7
I believe that formal education has contributed in strengthening and developing my leadership skills.	42.0	38.0	5.3	10.7	4.0
Male business owners are better trained than female business owners	10.0	6.0	18.7	51.3	14.0
<i>Reliability statistics (Level of Formal Education and Training): Cronbach's Alpha = .542, N of items = 5, Valid cases = 150 (100%), Excluded cases = 0 (0.0%), Total =150</i>					
2.2 Ability to form Business Networks					
I am an active member of a tourism business network (union)	23.3	22.7	8.7	33.3	12.0
There are no tourism business networks in my area	15.3	21.3	18.7	32.0	12.7
I depend on other business owners in order to succeed in my business	16.7	48.0	12.0	14.7	8.7
There is no time for attending business network meetings	14.7	18.7	20.0	42.7	4.0
I can meet with other business owners at social gatherings	35.3	44.7	5.3	14.0	0.7

Reliability statistics (Ability to form Business Networks): Cronbach's Alpha = .504, N of items = 5, Valid cases = 150 (100%), Excluded cases = 0 (0.0%), Total =150

Most of the respondents answered in affirmation that 'they have the ability to run a successful tourism business with their own knowledge' (about 84% of the respondents strongly agreed or agreed with this statement); which may also be attributed to the level of education evident among the respondents. Respondents were asked to indicate their level of agreement or disagreement towards variables or statements showing their 'ability to form business network'. Being part of an entrepreneurial network is regarded as one of the important factors that support business management and development (Klyver & Grant, 2010; Lans et al., 2015; Srećković, 2018). Majority of the respondents agreed to the statement: 'I depend on other business owners in order to succeed in my business', as about 65% of the respondents strongly agreed or agreed with this statement. Results in this study present that about equal numbers of respondents participate or do not participate in entrepreneurial networking, as 46% strongly agreed or agreed with the statement: 'I am an active member of a tourism business network (union)'; and about 45% of respondents strongly disagreed or disagreed with this statement. About 37% of the respondents strongly agreed or agreed that 'there are no tourism business networks in my area', while about 45% strongly disagreed or agreed. The results mean that more respondents are benefiting from participating in the available entrepreneurial networks as they depend on other entrepreneurs to succeed in business, however a significant number of respondents are not. Networking provides entrepreneurs with sources of information and means of promoting their businesses (Gidarakou, 2015; Jonsson, 2015; Rauch et al., 2016; Santos et al., 2019). About 47% of the respondents strongly disagreed or disagreed with the statement: 'there is no time for attending business network meetings', while about 33% of respondents strongly agreed or agreed. These results show that entrepreneurs can make time for entrepreneurial networking, as they benefit from such platforms.

Correlating Perception of Entrepreneurial Success Level versus Business Operation Statements

Spearman's Rank Correlation test was performed between respondents' responses to 'perception of entrepreneurial success level' and 'business operation statements. Based on the results in Table 3, it is evident that the gender specific variable: 'male business owners are better trained than female business owners' has no correlation with perceived entrepreneurial success level. There are variables / statements identified to positively correlate with business success in this study. These are statements related to managers' level and impact of formal education, prior business training, membership of business networks, and socialising with business networks. These point that adequate formal education, business training, and membership of business networks positively influence entrepreneurial success level.

Table 3: Correlating perception of entrepreneurial success level versus business operation statements

Statements ^a	Correlated with perception of entrepreneurial success level ^b
3.1 Level of Formal Education and Training	
The manager's level of formal education is key to the performance of tourism business	* p= .030; Correlation Coefficient = .178
A business owner/manager should take a business training before starting a tourism business	** p= .002; Correlation Coefficient = .252
I have the ability to run a successful tourism business with my own knowledge	N.S
I believe that formal education has contributed in strengthening and developing my leadership skills.	* p= .048; Correlation Coefficient = .162
Male business owners are better trained than female business owners	N.S
3.2 Ability to form Business Networks	
I am an active member of a tourism business network (union)	* p= .037; Correlation Coefficient = .171
There are no tourism business networks in my area	N.S
I depend on other business owners in order to succeed in my business	N.S
There is no time for attending business network meetings	N.S
I can meet with other business owners at social gatherings	* p= .028; Correlation Coefficient = .181

^aQuestionnaire were itemised along a 5-point Likert-type scale (business operation statements): 1, Strongly agree; 2, Agree; 3, Neutral; 4, Disagree; 5, Strongly disagree.

Questionnaire were itemised along a 5-point Likert-type scale (perceptions of entrepreneurial success level): 1, Very successful; 2, Successful; 3, Surviving; 4, Struggling; 5, Unsuccessful.

^bSpearman's Rank correlation (two-tailed) test significance: *, $P < 0.05$; **, $P < 0.01$; N.S., no significant results

Comparing Gender Identity with Business Operation Statements

The respondents were asked to indicate their level of agreement or disagreement towards business operations' variables; these responses were then compared with respondents' gender. This study employed Mann-Whitney U test to check if there are significant relationships between gender identity and the business operations variables. Results in Table 5 show that there are some significant differences between male and female mean scores regarding some of the variables used to describe business operations. Male respondents in this study agreed more than female respondents to the statements: 'the manager's level of formal education is key to the performance of tourism business', 'I am an active member of a tourism business network (union)', and 'I can meet with other business owners at social gatherings.

Table 4: Comparing gender identity with business operation statements

Statements ^a	Mean score (Males)	Mean score (Females)	Compared with gender ^b
4.1 Level Of Formal Education And Training			
The manager's level of formal education is key to the performance of tourism business	1.80	2.20	* Males agree more Z = -2.180; p= .029
A business owner/manager should take a business training before starting a tourism business	1.89	1.93	N.S.
I have the ability to run a successful tourism business with my own knowledge	1.97	1.84	N.S.
I believe that formal education has contributed in strengthening and developing my leadership skills.	1.81	2.12	N.S.

Male business owners are better trained than female business owners	3.45	3.61	N.S.
4.2 Ability to form Business Networks			
I am an active member of a tourism business network (union)	2.57	3.19	** Males agree more Z = -2.585; p= .010
There are no tourism business networks in my area	3.09	3.01	N.S.
I depend on other business owners in order to succeed in my business	2.52	2.49	N.S.
There is no time for attending business network meetings	3.04	3.01	N.S.
I can meet with other business owners at social gatherings	1.80	2.20	* Males agree more Z = -1.998; p= .046

^aQuestionnaire were itemised along a 5-point Likert-type scale (business operation statements): 1, Strongly agree; 2, Agree; 3, Neutral; 4, Disagree; 5, Strongly disagree.

^bMann-Whitney U test significance: *, P < 0.05; **, P < 0.01; N.S., no significant results.

Considering the nature of the statements where males agreed more than females, it is notable that male respondents are more into business management dynamics that support business operations system (Ramadani, 2015; Tajeddin et al., 2017; Zlatkov, 2015). Male respondents agreed more than female respondents that 'the manager's level of formal education is key to the performance of tourism business'. Iwu and Nxopo (2015), Nxopo and Iwu (2016), and Rao (2018) expressed the importance of formal education in equipping entrepreneurs with skills (such as financial management, use of technology, sourcing and utilising information) to effectively manage business operations. Daniyan-Bagudu et al. (2016) note that women entrepreneurs are not aware of the available entrepreneurial networks. It is therefore not surprising, from the results of this study (Table 5) that male respondents agreed more than female respondents that they are active members of tourism business networks and they also meet with other business owners at social gatherings. Gidarakou (2015) notes that compared to men, women have a lower social position; and this may affect their access to critical information and resources. The results in this study are in line with Klyver and Grant's (2010) view that women entrepreneurs are less likely to be part of entrepreneurial networks. Entrepreneurial networking is an important source of obtaining information, resources and business

promotion (Hodges et al., 2015; Klyver & Grant, 2010; Lans et al., 2015; Srećković, 2018).

Comparing Demographic Variables with Business Start-Up Motivation and Perceptions of Entrepreneurial Success Level

In this study, the demographic variables were further compared with business start-up motivation and perceptions of entrepreneurial success level (using Pearson's Chi-Square and Mann-Whitney U tests, respectively). Results in Table 4 show that there is no significant relationship between 'gender', 'age group', and 'number of years in business' with 'business start-up motivation'.

Table 5. Comparing Demographic Variables with Business Start-up Motivation and Perceptions of Entrepreneurial Success

Statements		Evidence from analysis	Compared with respondents' demographic variables ^c
Motivation to start tourism business ^{a, c}			
		Cross-tabulation results	
Nationality	South Africans	Expected count for opportunity entrepreneurs = 71.8; Actual count = 79	** South Africans are more 'opportunity entrepreneurs', while Non South Africans are more 'survival' entrepreneurs Pearson Chi-Square = 14.524; df = 2; p=.001
	Non South Africans	Expected count for survival entrepreneurs = 7.6; Actual count = 15	
Gender	Male		N.S.
	Female		
Age group	Less than 40 years		N.S
	40 years and above		
Level of Education	Up to Secondary School	Expected count for opportunity entrepreneurs =	* Respondents with tertiary education are more 'opportunity entrepreneurs'

		45.1; Actual count = 52	while respondents without tertiary education are more 'survival' entrepreneurs
	Tertiary education	Expected count for survival entrepreneurs = 29.7; Actual count = 37	Pearson Chi-Square = 6.406; df = 2; p=.041
No. of years in business	Up to 6 years		N.S.
	7years and above		
Perceptions of entrepreneurial success level ^{b, d}			
		Mean scores	
Nationality	South Africans	2.42	N.S.
	Non South Africans	2.41	
Gender	Male	2.49	N.S.
	Female	2.35	
Age group	Less than 40 years	2.34	N.S.
	40 years and above	2.53	
Level of Education	Up to Secondary School	2.79	** Respondents with tertiary education agree to being more successful Z= -4.649; p=.000
	Tertiary education	2.12	
No. of years in business	Up to 6 years	2.39	N.S.
	7years and above	2.46	

^aQuestionnaire was itemised categorically: 1, Took opportunity; 2, Means of survival

^bQuestionnaire were itemised along a 5-point Likert-type scale (perceptions of entrepreneurial success level): 1, Very successful; 2, Successful; 3, Surviving; 4, Struggling; 5, Unsuccessful.

^cPearson's Chi-Square test significance: *, $P < 0.05$; **, $P < 0.01$; N.S., no significant results.

^dMann-Whitney U test significance: *, $P < 0.05$; **, $P < 0.01$; N.S., no significant results.

Based on the focus of this study, gender did not explain any choice between being 'opportunity' and 'survival' entrepreneur. Nationality and educational level were identified as the socio-demographic characteristics that have significant influence on the type of motivation to start a tourism business in this study. Results indicate that respondents with tertiary education are more 'opportunity' entrepreneurs while respondents without tertiary education are more 'survival' entrepreneurs. South Africans are more 'opportunity' entrepreneurs whereas non-South Africans are more 'survival' entrepreneurs. According to Mersha and Sriram (2019), majority of entrepreneurs in Africa are forced to start a business as a means of survival due to socio-economic challenges. In this case, non-South African entrepreneurs may struggle to find long-term resident permit in South Africa, and may be discriminated against in the labour market. They may therefore end up starting a business to survive in South Africa. The ability to secure decent job opportunities may also be a big challenge to those without tertiary education, and they may end up becoming 'survival' entrepreneurs. These results support Mersha and Sriram's (2019) argument that the purpose of starting a business as a means of survival is related to socio-economic challenges.

Based on the results in Table 4, the only socio-demographic characteristic that has a significant influence on 'entrepreneurial success level' is the 'level of formal education'. Respondents with tertiary education perceived themselves more successful than those without tertiary education. According to Nxopo and Iwu (2016), and Rao (2018), formal education equips entrepreneurs with skills (such as financial management, use of technology, sourcing of information) to effectively manage business operations. Formal education serves as basis for accessing and utilising information to run a business successfully (Iwu & Nxopo, 2015). Also relating to this study findings, lack of formal education has been labelled a major challenge towards business operations' success (Chinomona & Maziriri, 2015; Daniyan-Bagudu et al., 2016; Nsengimana et al., 2017). Entrepreneurs with higher level of education are better prepared to handle entrepreneurial challenges that may arise in the business (Meunier et al., 2017), and be able to operate the business successfully.

CONCLUSION AND RECOMMENDATIONS

In this study, we explored nuanced gender perceptions on the influences that the level of formal education and belonging to business networks can have on tourism-related business operations, using the case of Durban Central Business District, KwaZulu-Natal. Firstly, we found that adequate formal education, business training, and membership of business networks positively influence entrepreneurial success level. Secondly, gender has no effect on business start-up motivation (becoming 'opportunity' or 'survival' entrepreneur). Thirdly, the only socio-demographic characteristic that has a significant influence on 'entrepreneurial success level' is the 'level of formal education'. Respondents with tertiary education perceived themselves more successful than those without tertiary education. Fourthly, male

respondents agreed more than female respondents that they are active members of tourism business networks and they also meet with other business owners at social gatherings. This study therefore recommends more entrepreneurship training and mentorship programmes in KwaZulu-Natal, South Africa; and these should emphasise that formal education (not gender) supports business success, and encourage women entrepreneurs to be active members of relevant business networks, that support their business growth and development.

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EXPLORING HOW STOKVELS CAN ENABLE BUSINESS TOURISM SMME DEVELOPMENT: A LIMPOPO PROVINCE CASE STUDY

NONHANHLA SEOE AND NELLIE SWART

INTRODUCTION

Economic development and tourism are two complementary concepts often discussed in research related to the sector. It is known that not all the revenue generated from tourism trickle down to benefit the local community at the destination (Wiranatha, Antara & Suryawardani, 2017). Tourism plays a key role in tourism-led economic growth (Tsui, Balli, Tan, Lau & Hasan, 2018), and is recognised as a lucrative sector that continues to attract investor attention (Li, Liu & Zhu, 2018). The projection is that tourism-related investment will grow at 4.3% per year between 2015 and 2025, to reach US\$1254 billion by 2026, with a total estimated investment of 4.7% of total investment, according to the World Travel and Tourism Council (WTTC, 2017), despite the impact of the global Covid-19 pandemic. These projections indicate the growth in total public and private tourism investments as a commitment to the sustainable developments related to tourism (Paramati, Alam & Lau, 2018), especially during a time when investments are gradually shifting toward other social activities and services to achieve modernisation (Cadarso, Gomez, Lopez & Tobarra, 2016). Despite the significance of tourism investment, this notion has received little attention from tourism researchers (Paramati et al., 2018) as studies are limited (Wang & Xu, 2011). Globally investments are a highly competitive business as alluded to by the Organisation for Economic Co-operation and Development (OECD, 2020) especially in the local and rural communities of South Africa.

The Department of Tourism (2017a, 2017b), together with the Culture, Arts, Tourism, Hospitality and Sports Sector Education and Training Authority (CATHSSETA), note that SMMEs constitute 90% of the tourism economy in South Africa. Investment in the tourism sector is limited to government investment programmes or incentives, such as the Tourism Incentive Programme (TIP), the Tourism Transformation Fund (TTF), the Small Enterprise Funding Agency (SEFA), and the Small Enterprise Development Agency (SEDA) (Kirsten & Rogerson, 2002), to name but a few. Therefore, initiatives such as the Reconstruction and Development Programme (RDP) aimed to involve and empower local communities to participate in economic activities (Department of Tourism, 2017b). However, despite the benefits that stem from capacity building and training programmes in local communities, for example the Makuleke community in the Limpopo Province, these programmes are mostly restricted to people at national or provincial level (Sebele, 2010). There is a growing need for financial independence through the development of creative and innovative ways for entrepreneurs to source funding or financial support (Mohapeloa, 2017) to build sustainable tourism businesses. This affords the sector with an opportunity to explore stokvels as a vehicle to benefit the socio-economic state of a region, as stokvels are regarded as social drivers that generate social capital for the economy of South Africa (Klug, Shulgin, Mate & Trajkovic, 2014) and promote local empowerment (Matuku & Kaseke, 2014).

The concept of a “tourism investment model/framework” has not been widely investigated and this is evident in the limited studies related to destination marketing campaigns (Rogerson & Lisa, 2005), models for tourism investment (Steelquist, 1982), and investment planning (Swart, Gearing, Var & Cann, 1974). Despite the lack of recent publications in the field, none of these studies provide an African solution for investment in tourism. This affords an opportunity to develop a unique tourism investment framework as the industry prepares for the recovery of tourism. It is against this background that three research constructs are proposed to investigate how tourism can contribute to the local economic development of rural communities. These constructs are tourism stokvel investment, tourism social entrepreneurship, and tourism social transformation. Through these constructs, the researchers seek to determine how stokvels can be used in an innovative way to unlock the economic growth and transformation of the tourism industry through the development of a tourism investment framework that will create social entrepreneurship, especially as the elevated significance of tourism continues to attract the attention of various governments and other sectors such as hotels, airlines, and ground transport (Sifolo, Rugimbana & Hoque, 2017), among others. The growth of the global tourism industry has resulted in the emergence of SMMEs (Jaafar, Abudul-Aziz, Maideen & Mohd, 2011; Mazimhaka, 2006), as is also evident in the South African tourism sector. The nature and location of the tourism project, the size and source of investment, the policy intentions accompanying the investment and the level of support available to entrepreneurs (which are mostly represented by a few individuals in a co-operative) (Kirsten & Rogerson, 2002) are important factors that can be associated with tourism SMMEs.

This conceptual paper provides an overview of the proposed theoretical framework of the study and is discussed within the context of the three proposed constructs and methodology. The paper is concluded with suggestions on how stokvel investment can contribute to the current body of knowledge as an alternative tool for communities to generate investment and gain financial independence in the tourism sector.

LITERATURE REVIEW

Investment is imperative to the development of a country (Wang & Xu, 2011); equally important is tourism due to its potential to generate a high return on investment, stimulate high employment rates and for the overall sustainability of the sector. The development of a viable and sustainable tourism industry in a rural destination, such as Limpopo province, requires wise and strategic planning of investments (Bai, Kou, An, Ouyang, Wang & Zhu, 2014). Therefore, stokvels are proposed as an alternative investment tool to generate social capital for the sector. The literature will be explored to determine whether stokvels can be used as an investment mechanism to stimulate tourism development.

Understanding stokvels

Stokvels are identified as self-help initiatives designed to respond to problems of poverty and income insecurity in black communities. This initiative improves the financial well-being of members by enabling them to save money through monthly

cash contributions. The accumulated funds are cashed out at the end of a mutually agreed term. Stokvels provide an opportunity for members to save, invest and ultimately accumulate assets (Matuku & Kaseke, 2014) over some time. However, the notion of stokvels as an investment tool to the tourism industry is still unknown. Information is limited to the writings of three dominant stokvel-related associations, namely Rotating Savings and Credit Association (ROSCA), Accumulating Savings and Credit Associations (ASCA) and Informal Savings Association (ISG). Bouman (1995) is among the earliest authors to write about the subject of informal savings when he distinguished between two types of savings, namely (i) rotating savings (which became known as ROSCA) and the accumulating savings (known as ASCA). The ROSCA and ASCA typologies are still used in many countries today.

In South Africa, there are several stokvel options, of which the most relevant types to this study are discussed below:

- The Savings Stokvel is the largest stokvel group (African Response, 2012); it is a pure savings stokvel where people save with or without the option to generate interest (Moloi, 2011). Saving clubs or contribution stokvels promote saving amongst their members, where each member contributes a fixed amount of money to a “common pool” and mutually agree on the distribution or payment cycle of the funds (Matuku & Kaseka, 2015, p. 506).
- The Rotating Stokvel: Moloi (2011, p. 8) describes this concept as “Jikelaza”, an isiZulu word, meaning to rotate. Members divide a year, for example, in quarters, and the money rotates amongst the members throughout the year. This means that members can earn returns on their stokvel investment at least twice a year.
- High-Budget Stokvels operate as financial institutions and are established to promote savings and investments. It does not cater for people with limited needs or who have a small income, as monthly contributions are substantial amounts of money. These substantial savings enable members to receive large-sum payments (Matuku & Kaseka, 2015) or investments, for example to buy a house.
- Investment Stokvels have become very prevalent in South Africa (African Response, 2012). The mutual goal with this type of stokvel is to accumulate capital by investing in business ventures. Members contribute money every month and the funds are saved until enough money is accumulated to invest in a new business venture. More specifically these stokvels promote savings through bulk purchases of goods (Matuku & Kaseka, 2015), “which can also be referred to as cooperative buying societies” (Irving, 2005, p.14).
- Travel Stokvels allow members to work towards a single payout at the end of their financial year. Members divide the contributions or pay towards a group holiday (Mavundza, 2018).

Based on these different stokvel options, the Investment Stokvel seems to be the most relevant option for the tourism industry and needs to be explored empirically, as it has the potential to accumulate capital by investing in business ventures.

The history of stokvels in South Africa

The term "stokvel" in South Africa originated from the term "stock fairs", which was used to explain the activities associated with the auctioning of cattle. These stock fairs were a forum for farmers and labourers to gather, socialise, and sometimes pool money together to purchase livestock (Irving, 2005, p.10). The first evidence found in South Africa, where reference was made to the concept "stokvel", dates back to the time of what was known as the "bantú burial society" in 1932 (African Response, 2012, p.3). This initiated the popularity of stokvels, burial societies and other forms of communal saving schemes that are still embedded in the social security initiatives in communities (Matuku & Kaseke, 2014) as we know it today. During the apartheid era, stokvels evolved as a financial tool, especially amongst black communities. This was due to the financial exclusion of many South Africans from investing money in formal investment schemes. This exclusion solidified the existence of stokvel parties, where black communities organised street or jazz parties to sell food and drinks to the community. Profits generated from these social gatherings were then shared among the members (Calvin & Coetzee, 2009). In the late 1980s, the management of stokvels was formalised with the establishment of the National Stokvel Association of South Africa (NASASA). Later, in 1988, NASASA became a national, self-regulating umbrella body for all stokvels, and is a registered Section 21 (non-profit) company (Calvin & Coetzee, 2009).

Stokvels as an investment tool

Since 1994 (the post-apartheid era), the democratic South African government has been promoting integrated and sustainable development opportunities for all its people, with communities being afforded a chance to participate in integrated tourism development planning enterprises (van Niekerk, 2014). It is costly to start a business and often a challenge to obtain financial assistance (Mohapeloa, 2017); therefore, stokvels are proposed as an alternative investment option for tourism businesses. Furthermore, many stakeholders in rural communities are unable to capitalise on opportunities and optimise the true potential of their respective locations as tourism destinations (Heath, 2014). Furthermore, the development of SMMEs in the tourism sector stems from the national government's attempt to transform the industry, but to attract investment remains a challenge in developing countries (Rogerson, 2015).

These challenges present an opportunity to develop alternative frameworks of investment, for example through stokvels, as a tool to develop tourism ventures. This can allow potential entrepreneurs to invest and develop their tourism ventures without the dependence on external investors or banks (Matuku & Kaseke, 2014), especially as there is not a lot of literature on tourism investment frameworks. Therefore, this paper proposes the use of stokvels as a tourism investment framework to empower community members to invest and accumulate tourism-related assets and services they can yield profits from.

It is against this background that a tourism stokvel investment framework is proposed. The shortage of investors, as well as the growing need for financial independence, funding and support (Mohapeloa, 2017), has given rise to the opportunity to explore stokvels as a financial vehicle to fund tourism businesses. This in turn will benefit the socio-economic state of a region, as stokvels are known as social drivers which

generate social capital (Klug et al., 2014), promote local empowerment (Matuku & Kaseke, 2014) and alleviate poverty, which can benefit the Limpopo province.

RESEARCH DESIGN AND APPROACH

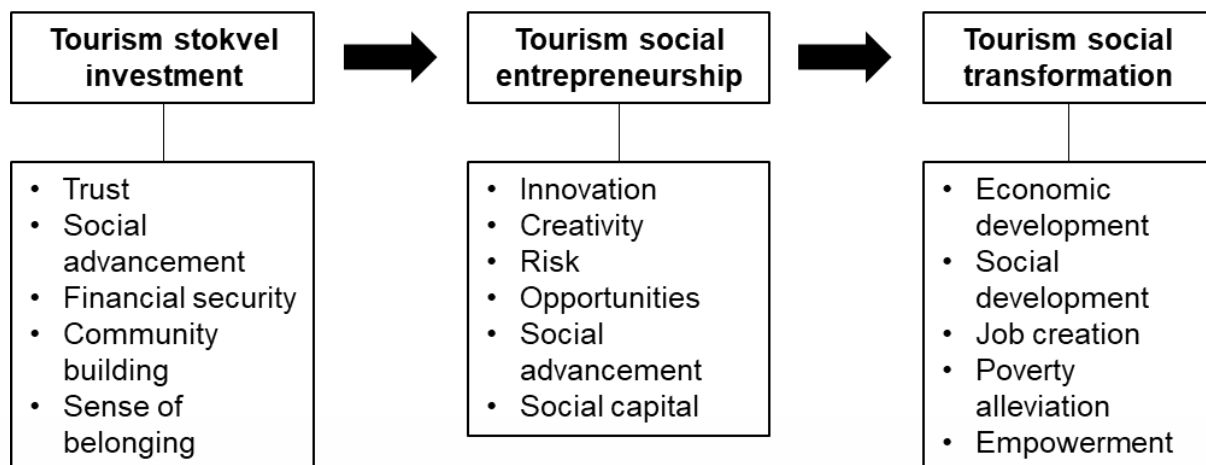
The research approach followed in this paper is a positivist epistemology in a qualitative research tradition to frame the guidelines on how to find acceptable answers to the research problem (Cooper & Schindler, 2014). A semi-systematic literature review was conducted to identify themes in the literature and to map the literature related to stokvels, social transformation, social entrepreneurship and tourism investment (Snyder, 2019) for the development of the tourism stokvel investment theoretical framework.

RESULTS

Three constructs are proposed for the development of a tourism stokvel investment framework, namely tourism stokvel investment, tourism social entrepreneurship and tourism social transformation. These constructs with their different dimensions are presented as potential drivers to generate social capital for the sector, as outlined in the discussion below and illustrated in figure 1.

Figure 1

Tourism stokvel investment theoretical framework



Source: Authors' own compilation

Tourism stokvel investment

Tourism investment is referred to as a basic economic behaviour in the development of the tourism industry (Li et al., 2018). Furthermore, it includes (i) accommodation development and maintenance such as renovations, (ii) investment in tourism transportation, (iii) capital projects and the restoration of tourist places and sights, (iv) tourism-related information and communications technology (ICT) projects, and (v) sustained orientated investment (WTTC, 2017). These investments are identified as initiatives to lift some of the poorest countries out of poverty (Banerjee, Cicowiez & Gachot, 2015), especially those countries where tourism is considered an important

opportunity to stimulate economic growth, create employment and bring about poverty alleviation (Li et al., 2018). Therefore, tourism stokvel investment aims to achieve domestic investment and transformation in the tourism sector. It is explored from this perspective to determine whether stokvels can be used as an investment mechanism to stimulate tourism business development. Five dimensions have been proposed to inform the development of this construct, namely trust (Matuku & Kasela, 2014), social advancement (Moloi, 2011), financial security (Christian, 2016), community building (Sebele, 2010), and a sense of belonging (Peters, Stodolska & Horolets, 2016).

Trust

Trust is what binds members together (Moloi, 2011), as membership is primarily based on the personal relationships which exist among members (Matuku & Kasela, 2014). In a personalised context, trust can be referred to as a set of beliefs that one person has about the behaviour of another person based on their repeated interaction (Bottazzi, Da Rin & Hellmann 2016). Trust among members is the foundation of stokvels (African Response, 2012; Benda, 2012) as stokvels are not formally regulated and operate under the exemptions to the South African Banks Act. The notion of trust is a mechanism to ensure continued commitment and the safety of members' funds (Calvin & Coetzee, 2009), which is imperative for tourism businesses and important to include as a proposed dimension in the measurement of tourism stokvel investment.

Social advancement

Stokvels are regarded as social groups, as one of the main reasons for forming stokvels was based on the tradition of black people to help one another (Moloi, 2011). Matuku and Kaseke (2014) note that no official recognition is given to stokvels in official statistics, which has led to an underestimation of its importance as a saving institution and mechanism for social advancement. Stokvels have both an economic and social function (Matuku & Kaseke, 2014), as evident in tourism (Heath, 2014, Sebele, 2010; van Niekerk, 2014). The literature reviewed on social investment refers to social investors, who are interested in the impact of their investment on people, as well as to make profits (Bruyn, 1991). This notion supports the relationship between social advancement and investment, which will be further explored in a tourism context, with social advancement as a proposed dimension of tourism stokvel investment.

Financial security

Stokvels promote the financial well-being of individuals and stokvel groups (Benda, 2012). Financial security or well-being is characterised by certain qualitative and quantitative criteria which serve as indicators and their threshold values. Theoretically, financial security reflects the financial and banking state with necessary conditions for economic and financial stability (Ivanova, Romanova, Kostoglodova & Romanov, 2017). Literature on investment states that one of the main reasons for long-term private saving or investments is the desire to have financial security (Christian, 2016). This desire for financial security from both stokvel members and other individual investors or savers presents an opportunity to explore

how an investment stokvel can contribute to the tourism business. Therefore, financial security is a proposed dimension of tourism stokvel investment.

Community building

Research about community building and investment often refer to government efforts in increasing social capital and social well-being (Crivellaro, Taylor, Vlachokyriakos, Comber, Nissen & Wright, 2016). This is extended to one of the overarching value systems of stokvels, known as "ubuntu", which instils the essence of fellowship and humanity (Klug et al., 2014). Stokvels are community organisations that offer a sense of belonging to members (Irving, 2005) by putting a strong emphasis on mutual support and solidarity within communities (Klug et al., 2014). Community participation is often regarded as one of the most essential tools of tourism, as it makes a substantial contribution to the development of a region or country (Sebele, 2010). Tourism is also known as a vehicle for community development (Binns & Nel, 2002), presenting an opportunity to develop tourism business within rural communities. Community building is therefore a proposed dimension of tourism stokvel investment.

A sense of belonging

A sense of belonging and group identification emerges as one of the reasons individuals join stokvels. Belonging is referred to as the personal involvement with a group or system, which is characterised by feelings of being valued, needed or accepted by the group (Benda, 2012; Irving, 2005; Lukhele, 2018; Matuku & Kaseka, 2014). The communal nature of stokvels is aimed at supporting one another mostly through money savings, offering support during emotional hardships and providing entertainment to communities. Mostly stokvels promote the spirit of "sisterhood" in women and "brotherhood" in men (Moloi, 2011, p. 8); thus, creating a sense of belonging for individuals. Research links found between a sense of belonging and investment include investments of a psychological nature and attachment (Peters et al., 2016) and between a sense of belonging and personal investment or attachment (Gibbs, Kim & Ki, 2016), which will be further explored in a tourism context. A sense of belonging is a proposed dimension of tourism stokvel investment.

Tourism social entrepreneurship

The tourism industry has stimulated the emergence of SMMEs (Jafaar et al., 2011). The majority of regional tourism plans and policies assume that tourism is a desirable development option for communities, as it directly contributes to improvements in destination community well-being (Mohapeloa, 2017). One of the best ways for poverty alleviation in any region of the world is entrepreneurship, as it provides a basis for economic change (Hussain, Bhuiyan, Bakar, 2014). Stokvels are also aimed at poverty alleviation as they focus on social consciousness and unity among community members (Moloi, 2011). The social nature of tourism and stokvels together with the notion of social entrepreneurship presents an opportunity to show how tourism social entrepreneurship can address a wide range of social business needs (Stephan, Uhlener & Stride, 2015). The tourism social entrepreneurship construct consists of six proposed dimensions namely, innovation (Stephan et al., 2015), creativity (Jafaar et al., 2011), risk (Hussain et al. 2014), opportunities (Bottazzi

et al., 2016), social advancement (McElroy & Lucas, 2014), and social capital (Stephan et al., 2015).

Innovation

Entrepreneurship cannot be characterised without reference to innovation (Tetzschner & Herlau, 2003). A significant connection exists between innovation and entrepreneurs (Jafaar et al., 2014), as it is the innovation that drives business development (Stephan et al., 2015). This paper proposes that innovation contributes to tourism social entrepreneurship as a vehicle to unlock economic growth and social transformation in the sector, and it is therefore a proposed dimension.

Creativity

Entrepreneurs explore opportunities and apply their creativity (Bottazzi et al., 2016) in the development of new business ventures, as in the case of tourism (Jafaar et al., 2011). Social entrepreneurship presents a creative idea that presents the community with a new initiative on how to create social capital and social assets. Guclu, Dees and Anderson (2002) present a social entrepreneurship framework that is broken down into two major steps. For this paper, the focus will be on step one, which refers to social entrepreneurship as an act of pure creativity, where a promising idea is converted into a workable and attractive opportunity. However, this step requires an ongoing creative process which social entrepreneurs regard as the most significant value. Therefore, this paper proposes to explore the role of creativity as a proposed dimension in tourism social entrepreneurship, and how creativity can be used to develop tourism business entities.

Risk

A risk-taking attitude is one of the characteristics of entrepreneurs (Jafaar et al., 2011). The business environment is characterised by risk and uncertainty; however, entrepreneurs are known for operating in an environment where they strive to minimise risks and maximise profits (Hussain et al., 2014). It is therefore important to develop new ways of funding to minimise risk for tourism owners. It is proposed to explore how risk as a proposed dimension can impact tourism social entrepreneurship.

Opportunities

Entrepreneurs and social entrepreneurs are people who look for business opportunities (Jafaar et al., 2011; Kirsten & Rogerson, 2002; Bottazzi et al., 2016). Entrepreneurs are individuals who like to exploit opportunities (Bottazzi et al., 2016), while social entrepreneurs look at various opportunities for solving social problems (Bikse, Rivza & Riemere 2015). Guclu et al. (2002) developed an opportunity for a creation process, where it states that the social entrepreneur is someone who attempts to develop an idea into an attractive opportunity. This opportunity must be favourable enough to convert the business idea into a viable product or service (Tetzschner & Herlau, 2003). Opportunities is a proposed dimension of tourism social entrepreneurship where the importance of opportunities for the social transformation for the tourism sector will be explored, especially in the Limpopo province.

Social advancement

Social entrepreneurs are agents of social advancement as the primary motive involves the tackling of social problems in the long term (Bikse et al., 2015). Social entrepreneurship has developed as a global phenomenon that influences society by using innovative approaches to social problems, while it is expected to apply expertise to a variety of problems in developing countries (Hussain et al., 2014). Tourism is seen as a great vehicle for social advancements in the development of local communities, as it is measured by its share of the gross domestic product (GDP), and social advancement (McElroy & Lucas, 2014). Therefore, social advancement will be explored as a proposed dimension in the context of tourism social entrepreneurship.

Social capital

Stokvels can provide financial and social capital as they contribute to community development (African Response, 2012). Irving (2005) found that stokvels support investment in social capital, due to their contribution to community development through creating employment and support for micro-entrepreneurs. Furthermore, stokvels enable members in a variety of ways such as funding for education and acquiring assets. Both public and private initiatives are recognising stokvels (Klug et al., 2014), social tourism and events (Rogerson, 2015), as well as social entrepreneurs as a means of addressing a wide range of social needs through social capital (Stephan et al., 2015). Therefore, social capital will be investigated as a proposed dimension for tourism social entrepreneurship.

Tourism social transformation

Given South Africa's political past, the responsible transformation of tourism has been identified as a critical success factor in achieving the country's vision (Heath, 2014). Empowerment and transformation initiatives require the involvement and collaboration of local community stakeholders, as they are the beneficiaries of social and economic goals earmarked for social enterprises (Altinay, Sigala & Waligo, 2016). Transformation and empowerment go hand in hand in South Africa. More black entrepreneurs and owners of small businesses are needed to allow for an even distribution of broad-based benefits that seek to promote transformation in the industry (Department of Tourism, 2017b). Social entrepreneurs are propelled by the desire to bring change or social transformation (Marti, Ribiero-Soriano & Palacios-Marques, 2016) in the tourism sector. It is therefore necessary to develop a relationship with the local community to ensure that empowerment and transformation are part of the social entrepreneurship philosophy (Altinay et al., 2016), especially in the tourism sector. Five dimensions are proposed to inform the tourism social transformation construct, namely economic development (Dickson, 2012), social development (Nahar, 2014), job creation (Sifolo et al., 2017), poverty alleviation (Rogerson, 2015) and empowerment (Moscardo et al., 2017).

Economic development

Developing countries such as South Africa are encouraged to use tourism to achieve economic development and to generate revenue for other developmental

activities (Sebele, 2010). Tourism has a positive effect on a country's economic development (Liu & Chou, 2016). For tourism to continue to be part of economic development initiatives, new ways are required to capitalise on economic mobility (Dickson, 2012). This paper aims to investigate if economic development as a proposed dimension of tourism social transformation may lead to the economic development of tourism in the Limpopo province.

Social development

The theory of social development is composed of several interrelated and independent theories. Traditionally, social development is associated with economic development, but has evolved to encompass both social and economic development (Nahar, 2014). Tourism is a catalyst for social development which is used to address historical inequalities (Binns & Nel, 2002). Therefore, this paper proposes the notion that social development is a proposed dimension of social transformation in the tourism sector.

Job creation

It is known that jobs are created through the utilisation of a destination's natural and cultural attractions (Binns & Nel, 2002). Politicians from both local and national government together with strategic leaders often view tourism as a sustainable industry and key contributor to job creation (Heath, 2014). Tourism is a labour-intensive industry that often outperforms other industries in job creation (Sifolo et al., 2017). By investigating job creation literature, this paper proposes that job creation is a proposed dimension of tourism social transformation, with the purpose to determine how the development of tourism businesses may contribute to job creation.

Poverty alleviation

South Africa is characterised by poverty, high levels of inequality and unemployment (Matuku & Kaseke, 2014). The development of tourism enterprises has a critical role in improving the livelihoods of poor communities and alleviating poverty (Kirsten & Rogerson, 2002; Liu & Chou, 2016; Rogerson, 2015). This can also be achieved through tourism SMMEs. Stokvels are regarded as a pro-active strategy used to respond to problems of poverty (Van Niekerk, 2014). The use of a stokvel-driven investment framework to develop tourism entrepreneurship for the Limpopo province may assist in the alleviation of poverty and to improve the standard of living of community members. Therefore, poverty alleviation is a proposed dimension of tourism social transformation.

Empowerment

Local economic development offers the community a sense of self-confidence and empowerment (Binns & Nel, 2002), which is a critical success factor in achieving the vision of equality in South Africa given its political past (Heath, 2014). Tourism facilitates and provides support for the creation of social networks and acts as an agent of change by encouraging community involvement to bring about community empowerment (Moscardo et al., 2017). Belonging to stokvels is a pro-social initiative that enables black people to empower themselves (Moloi, 2011) and

to improve people's lives (Matuku & Kaseke, 2014). The paper proposes empowerment as a dimension of tourism social transformation, to determine the impact of stokvels as a tourism agent for empowerment in communities, especially in the Limpopo province.

CONCLUSION

The purpose of this paper is to develop a conceptual tourism investment framework, as an African solution that can contribute to the transformation of the business tourism sector. The paper offered a summary of the semi-systematic literature review to determine whether stokvels can be used as an investment mechanism to stimulate tourism development. Furthermore, it explored and proposed the integration of tourism, stokvels and social entrepreneurship as agents for tourism development and transformation in rural areas. Three constructs with their respective dimensions were proposed, namely tourism stokvel investment, tourism social entrepreneurship, and tourism social transformation. Through these constructs, the researchers seek to determine how stokvels can be used in an innovative way to unlock economic growth and transformation of the tourism industry through the development of a tourism investment framework that will create social entrepreneurship. A distinct focus in discovering innovative approaches to fund SMME development and sustainability in tourism is needed (Department of Tourism, 2017a; Mohapeloa, 2017), and this study aimed to address this need.

Tourism entrepreneurs have the potential to contribute to the country's GDP and create economic wealth. It is therefore important to understand the depth of the stokvel phenomenon and develop a holistic approach on how stokvels can be applied as an investment avenue to fund tourism businesses.

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ARE DMOS THE KEY TO DEVELOPING BUSINESS TOURISM IN SOUTH AFRICA AND AFRICA?

NOSIPHIWE MAHLANGU AND ELIZABETH ANN DU PREEZ

INTRODUCTION

Over the last fifty years, tourism has evolved into one of the world's most important businesses, contributing significantly to the economies of many countries, particularly in developing countries (Balli, Curry & Balli, 2015; Jesus, 2013; Samimi, Sadeghi & Soraya, 2013; Tugcu, 2014). It has emerged as a critical industry in the economic development process (Banu, 2016) and is one of the main drivers of economic growth and job creation in South and Southern Africa (Kirsten & Rogerson, 2002; Rogerson, 2014). The meetings, incentive, conference, and exhibition (MICE) industry, which has become crucial to the travel and tourism industry, is one of the areas within the tourism industry that is regarded to be huge and continuously developing (Banu, 2016; Para & Kachniewska, 2014; Schroeder, Pennington-Gray & Bricker, 2014; Sumithra & Mishra, 2016). Globalisation, technological and business improvements, and other factors have all contributed to the industry's rise (Para & Kachniewska, 2014). Reduces seasonality and enhances brand awareness while also contributing to the growth of a knowledge economy by making efficient use of people resources, technological know-how, and assets. as well as stimulate the use of natural and cultural recreational resources, which enables growth of the tourism sector as a whole (Aburumman, 2020). This has resulted in the diversification of new services, which encourages corporate tourism, as one of the primary lines of modernisation and increased competitiveness of any country's tourism (Nicula & Elena, 2014). When it comes to contributing to a destination's tourism economy, business tourism plays a significant part, and with business tourism on the rise, there is still opportunity for expansion, as well as the key to encouraging national economic growth (Aburumman, 2020; Banu, 2016; Donaldson, 2013; Para & Kachniewska, 2014; Schroeder et al., 2014).

The South African Government has realized the potential of business tourism and established a South African National Convention Bureau in 2012, to attract business tourism events to the country and continent. This study seeks to determine what roles and function DMOs need to perform when developing business tourism and what challenges they face when trying to perform these specification functions.

LITERATURE REVIEW

Defining and Benefits of Business Tourism

Business tourism, also known as MICE tourism, is a large and fast-growing segment (Chiu & Ananzeh, 2012; Pearlman & Mollere, 2009) Which has become important to the economic sector of many parts of the world and in the modern global market (Kumar, Hussain & Ali, 2014). Some researchers think that business tourism is a multifaceted phenomenon at the center of the global economy, and it constitutes as an essential component of the contemporary international tourism economy,

accounting for one quarter of all tourism in some destinations (Rogerson, 2015). Business tourism is considered as one of the most desirable forms of tourism development at destinations worldwide (Dragičević, Jovičić, Blešić, Stankov & Bošković, 2012). It is regarded as a high quality and high yield sector, it can be positioned as a key part of an economic development strategy and is much more resilient to the type of events and economic downturns that affect leisure tourism (Rogerson, 2019). On both a local and global scale, it is one of the most essential modern tools for attaining economic and social growth (Seymour, 2016).

The surge of demand for conferencing and business events resulted with many cities throughout the industrialised world and later the developing world to recognise the potential economic benefit of hosting conference, equipping themselves with purpose-built conference centres often capable of hosting different types of national and international events and in which several thousand of delegates can attend (Roger & Davidson, 2016a). The growing international significance of business tourism is a direct consequence of new organisation structures of production and processes of globalisation (Rogerson, 2015). A large number of large-scale infrastructure projects relevant to business tourism have been undertaken throughout much of the Pacific rim and Asia, in the former East European countries, in the Middle East, and in a number of African countries (particularly South Africa), as well as in South America (Rogers, 2013). Destinations see business tourism as a complement to leisure tourism business in the same way that that the developed destinations do. Conference and business tourism is of high quality, high yield end of the tourism spectrum, which brings large economic benefits for developed and developing countries. The benefits include foreign exchange earnings and year-round jobs (Rogerson 2020). There is the potential for future inward investment from conference delegates, whom were impressed by the country, the country gaining credibility and acceptance on the international political stage and foreign currency injection into the destination Roger and Davidson (2016b). MICE events are considered to be able to be an image-enhancement tool or as the image makers of modern tourism, and this hence why countries compete to host these events (Chiu & Ananzeh, 2012; Seymour, 2016). They can develop and establish particular industries (Seymour, 2016).

DMOs developing business tourism

Business tourism does not develop organically, according to Sheehan, Vargas-Sanchex, Presenza and Abbate (2016) several author, mention that a competitive and sustainable development of a destination is dependent on a highly related ability for DMOs to manage a destination DMOs are in charge of coordinating and integrating the management of demand and supply, resources, and functions at a higher level (Pearce, 2015). Destination management, according to Morrison (2013:7), is "a professional approach to leading all of the activities of a place that has decided to pursue tourism as an economic activity."

DMOs, according to Morrison (2013), are found all over the world and encompass a wide range of organisational kinds and sizes. There are numerous varieties of DMOs, each of which is classified based on its geographic location (UNWTO, 2007):

- National Tourism Organisation (NTOs) or Authorities (NTAs): They are responsible for management and marketing of tourism at a national level.
- Regional, provincial or state DMOs (RTOs): They are responsible for management and marketing of tourism in a geographical region defined for that purpose (e.g. province, state, country.)
- Local DMOs (LTOs): Responsible for a smaller geographic area or town/city. This form of local level DMOs usually operates tourism information office frequently with a retail shop.

The types of DMOs include the entities at four geographic levels namely country; state, province and territory; region; and county / city (Morrison, 2013). However, Kozak and Baloglu (2011) argue that a DMO be known by a variety of names such as convention and visitor bureaus (CVBs) or authorities, tourist organisation, tourist bureaus, councils, tourist offices and so forth. DMOs are normally funded by government or tax money (Kozak & Baloglu, 2011).

The structure the DMO takes will be dependent on governmental administrative structure. There are both strengths and weakness in whether a DMO should be either a public or private controlled organisation.

DMOs are non-profit organizations that operate within a destination and are tasked with attracting tourists to a certain location (Gretzel et al., 2006). DMOs/NTOs, according to Page (2015:362), "are not producers or operators in the tourism context, but rather strive to shape the images that visitors and potential visitors may have of the county or region." DMOs are responsible for building a unique image and promoting the destination, coordinating most public and private tourism industry constituents, providing visitor information, and leading the whole tourism industry within a destination (Bornhorst et al., 2010). The domains of tourism destination management include the following activities (Bornhorst et al., 2010; Laesser & Beritelli, 2013; Morrison, 2013):

- Leading and coordinating many constituent elements of the tourism sector and ensure service coordination, which includes local, civic, political, business and visitor industry representatives in order to achieve a single voice for tourism.
- Marketing the destination.
- Fulfilling both a leadership and advocacy role for tourism within the local community in which it serves.
- Assisting to ensure the development of an attractive set of tourism facilities, events and programs and an image that will help position and promote the destination as a competitive one in the experiences that it offers.
- Assisting visitors through the provision of visitor services such as pre-visit information, and additional information on arrival to ensure that a seamless customer experience is created.

- Serving as a key liaison to assist external organisations, such as tour operators, meeting planners and travel agents who are working to bring visitors to the destination.

Business Tourism in South Africa and Africa

Africa is becoming a favorite conference destination, which has been recognized by the worldwide meetings industry. Many countries, including Ghana, Ethiopia, Morocco, Kenya, South Africa, and most recently Malawi, have developed important international conference centers (Rogerson, 2019). On the other hand, the spatial distribution of African conferences by international organization demonstrates that a large number of business tourism events are centered in South Africa (Rogerson, 2019). South Africa has increased from 86 associate meetings in 2011 (Van Schalkwyk, 2012) to 108 bids for meetings, incentives, conferences, and exhibitions in 2018/19, up from 94 the previous year, with proposals totaling R2.5 billion and the potential to bring 80,429 delegates to South Africa and generate 501 event days between 2019 and 2024 (Tourism in South Africa, 2020).

METHODOLOGY

Primary and secondary data was collected and analysed; thus, making it a multi-method qualitative study. The study gathered information from respondents via telephone interviews, email and face-to-face interviews. Triangulation was done through checking presentations and strategic documents provided, comparing against what the participant had described in the interviews, as well through information available on website of participants.

Non-probability sampling and convenience sampling was used. The researcher strived to contact the CEOs of the sampled companies, as it is assumed their opinions can be generalised as the opinions of the company as they are the ultimate decision makers of the company. In the case where a CEO was not available, the manager in charge of business tourism was approached. Thus, expert sampling was used

A total of 13 respondents were interviewed. The interviewed respondents were from a national, regional and local level; they differ as some DMOs have convention bureaus and other DMOs do not.

The fact that South Africa's major business tourism provinces, namely Western Cape, Kwa-Zulu Natal and Gauteng have one regional DMO each and there is only one national DMO for South Africa, restricted the possible number of participants. Furthermore, within these regions very few LTOs were found that actively promote business tourism and would possibly have a formal strategy in place.

The use of only experts can result in saturation which forms an important part of the scientific process of a qualitative study, this is where no new information is achieved. This supports the small number of participants where the "how" and the "why" of research is more important. The fact that organisations at all three levels (national, regional/provincial, local) and of varied nature/functions were included, could also be regarded as a strength of the sample. Therefore, the participant profile is as follows illustrated below.

Figure 1: Participant profile

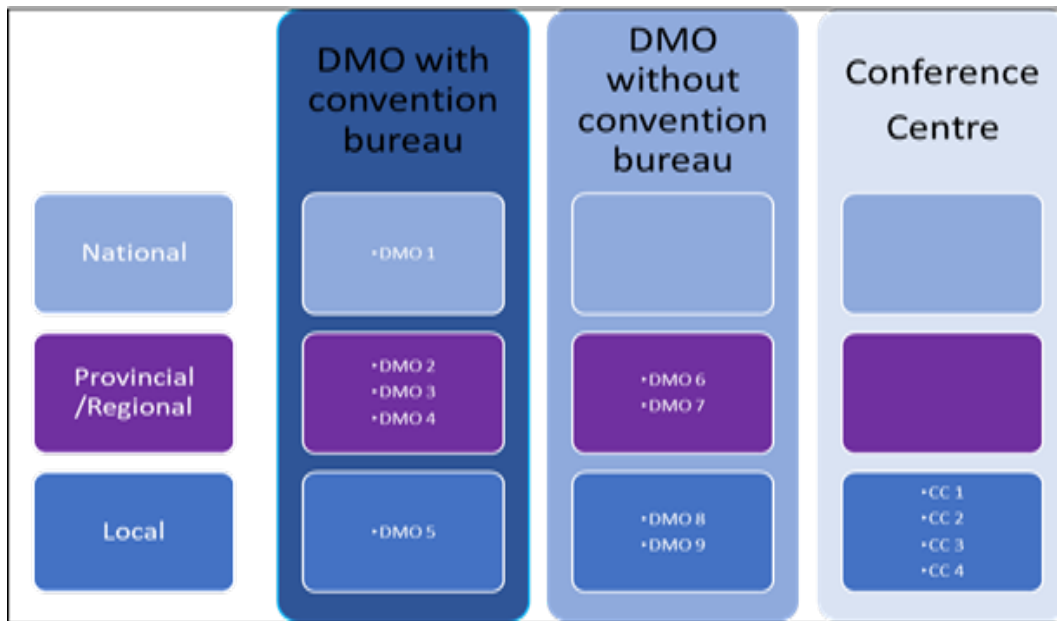
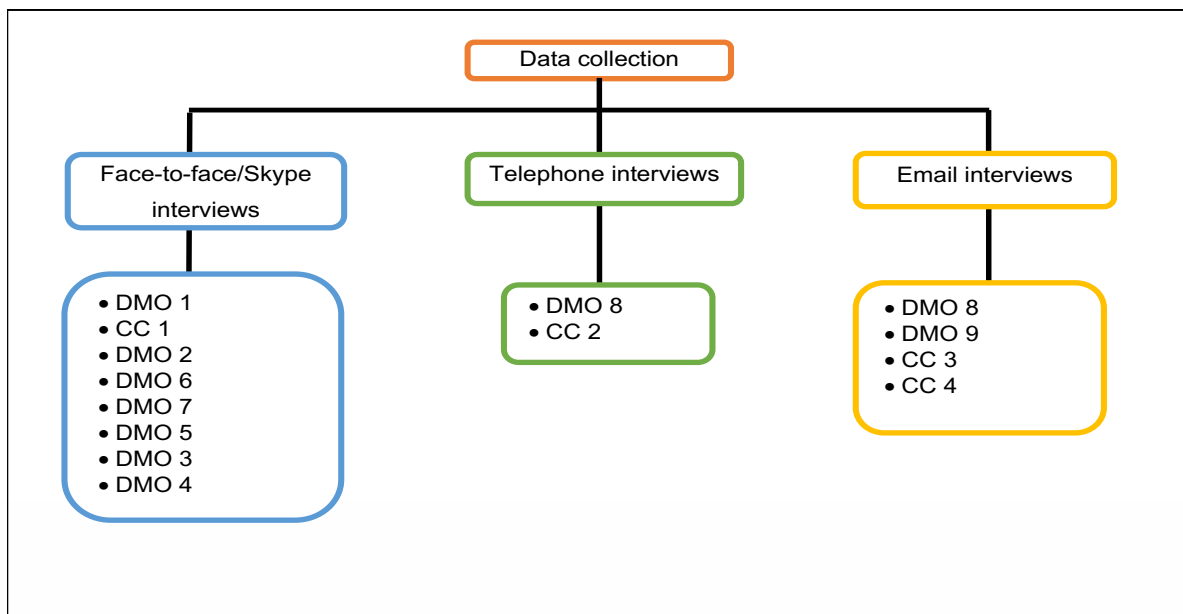


Figure 2: Data Collection Process



The secondary data was collected after the interviews were conducted and data from the interviews had been categorised. The aim of the secondary data was to verify information provided in the interviews. Secondary data was collected by means of the internet focusing on the websites of the interviewees. Documentation provided by the interviewees were also collected.

Table 1: Secondary data sources

Source	Number	Participant
Websites	13	DMO 1 – 9 CC 1-4
Tshwane Tourism Association meeting presentation	3	DMO 1 DMO 2 DMO 5
Strategic documents	4	National government, DMO 1(2015) DMO 3 (2016/17) DMO 2 (2013)
SANCB Factbooks	4	DMO 2 DMO 4 DMO 7 DMO 3
South Africa Bidding report	1	
Total	25	

The criteria for selection of the secondary data sources were:

- Websites were required to be the official websites of the DMOs or convention bureaus.
- Websites should have been updated in the last three years.
- Other source should have been updated in the last five years.
- Strategies should have been updated in the last 15 years.

FINDINGS/RESULTS

Participants were asked what factors they believe are important to develop business tourism in a destination. Having the right role players and service providers were mentioned by most of the participants. The role players mentioned included:

- sufficient, good quality hotels, which are in close proximity to the conference venue which has to be of high quality and standard;
- good transportation within the destination;

- universities which will have a knowledge centre which help bring in academic conferences;
- a “knowledge centre which has skills, technical skills should be reachable that will attract people to come to the particular destination” (DMO2); and
- a DMO that has the ability to sell the country.

The DMO's ability to sell the country aligns with destination appeal mentioned by a participant who said that “It starts with destination awareness...is a huge problem it is one thing people need to know that the destination exists and they need to some sort of positive association with it” (CC1).

Other factors mentioned included accessibility and infrastructure (the second most mentioned factor). With regards to accessibility CC 1 mentioned that having direct flights to the destination has a huge influence on events as “a number of clients and associations who say I want my delegates to fly directly, I don't want them to catch connecting flights”. Another factor was great investment and networking opportunities at the destinations, along with a safe environment (third most mentioned factor). Other factors include stakeholder collaboration and the destination needs to offer value for money. The roles that need to be performed as well as the factors of importance are listed in Table 2.

Table 2: Roles or functions that need to be performed to develop business tourism

Role or function	Participant
Engage with all the stakeholders, has a relationship with the industry	CC3, DMO3, DMO6, DMO5
Sell the country	CC2, CC3, CC4, DMO1, DMO8, DMO2, DMO9, DMO5, DMO4
Find Opportunities through research and market intelligence; gathering information	CC2, CC3, DMO2, DMO3
Knowledge of which event is best suited for which destination	CC3, DMO2
Bid support <ul style="list-style-type: none"> • Put together bids • Familiarisation trips • Bid Presentation • Gift from destination • Delegate boosting • Welcome activation 	CC1, CC2, CC3, DMO1, DMO2, DMO3, DMO4, DMO6, DMO7, DMO8 DMO9
Brand awareness/brand building	CC1, DMO1

Research on impact of bidding	DMO3
Service in kind	DMO8
Licencing	DMO8
Convention planning support	DMO7
On-site event services	DMO1
Event support	DMO5
Developing an effective strategy for business events development in a destination	DMO3

DMOs/CBs perform different roles and services at different levels, with some functions and roles overlapping. Participants were asked which of the above-mentioned roles are performed by DMOs and which of these factors they think DMOs are responsible for, to develop business tourism. The main mandate of all DMO and CB was identified as being "an agency whose primary task is to market a destination as a business and leisure tourism destination" (DMO4) as well as to "brand as a tourist' destination" (DMO3). All the roles performed by the DMO and CB as mentioned by the participants are included summarised by the researcher Table 3 from most to least mentioned.

Table 3: Role performed by DMO/CB

Brand building	By build a brand that is capable of being the preferred destination for meeting.
Marketing and public relations	By marketing the city, province or country at local national and international platforms and media and providing material to the tourism industry.
Promotion	By promoting the destination to prospective business for investment, or bidding to host an event with the local association
Market intelligence and knowledge centre	It is important to know which sectors and events the destinations is able to bid for because they can't run after each and every bid, this will ensure that resources aren't wasted. To also have well-rounded knowledge to know which events are best suited for where.
Market research and lead identification/generation	Tourism is driven by research, DMO find opportunities as well which will lead to the research and lead generation to a conversion of bids. They also research the impact an event will have on a destination.

Bidding services and support	They also prepare bid proposals, presentation in close collaboration with clients. Negotiate hotel rates for conferences, assist with room blocks at hotel, secure special letter of support and welcoming. Other service provided will be discussed below.
Product development	Developing an effective strategy for business events development within the destination
Business event support	Act as liaison between event planner and local officials to if necessary such as secure permits, street closures etc. Help meeting planners, business travellers and leisure tourists find the perfect location and fit. Arrange visits to local attraction and recreation site for participants. Helping clients to identify support services such as PCOs and DMCs
Collaboration	Acting as an umbrella for the entire chain of events by bringing all the stakeholders together and engaging all sectors. They support stakeholders ensuring that they getting the job done at the best possible standard.
Subvention	Getting seed money to support bids or events that will further develop other sectors and investment in a destination
Giving SMEs access to the market	This also includes linking business and visitors
Leveraging off the event	The use of events to provide services to the local community
Visitor centre	Provide information to tourists about destination

Source: Researcher's own construct

Two roles that are performed solely by the NCB is to ensure that there is no national media and brand disaster through bidding for same international event; this is done through a system which enables cities and provinces to "lock" an event which prevent other cities or provinces to bid on the same event or through an internal bid off where cities/provinces submit a bid to the NCB and the coordinating forum determines which is the stronger bid which everyone should back. The other role played solely by the NCB is the gathering of statistics to place in the international arena which enables South Africa to be ranked properly (for example the ICCA rankings). Regional and Local DMOs feed the information up to the NCB.

Bidding is also viewed as a specialised function (DMO2), with a DMO/CB being a "one stop shop" (DMO 9) that has all the information and thereby making the bidding process more seamless. DMO assistance in bidding also contributes to

achieving other wider goals of hosting events such as social cohesion (DMO6). The reasons why DMO bid support is important is summarised in Table 4.

Table 4: Reason DMO/CB support in bidding is important.

Evidence of government support	DMO1, CC2
Ensure event has positive economic impact	DMO6, DMO 7, CC2
Assist in reaching government goals	DMO6, CC2
Return on investment	DMO6, DMO1
Connection, relationship and has information of all stakeholders	DMO9, CC1, CC3
Events further market destination	DMO7, DMO1
Destination profiling	DMO7
Specialised process and long-lead time before event takes place	CC1, DMO3

Participants further elaborated that the importance of DMOs to assist in bidding is return of investment, there is an economic impact towards the city and it helps develop the countries, province or cities goals, for example social cohesion (DMO6). It does not only bring in revenue into the city but it also promotes the city at the same time, all the while people get employment during the event (DMO8). If the event is successful it will translate into word of mouth, and the destination will become more popular for hosting events. It will also demonstrate the destination's ability to host a successful event and most events come with media coverage, so the media helps profile the destination (DMO7).

The role of the DMO/CB goes beyond submitting the bid however. The regional and local convention bureau is required to be able to "open doors and have discussions" (DMO1)

As mentioned above bidding is an essential service that a DMO/CB can provide as "it leads to the securing of actual business events" (DMO3). CC 1 also stated one of the primary roles of a DMO as being bidding. which leads to economic and or social development of a destination.

Any system is bound to face a few challenges. Participants were asked if they face any challenges with developing business tourism in their destination

Table 5: Challenges faced within business tourism

Finance	<ul style="list-style-type: none"> • Lack of bidding funds • Lack of money • More money goes to leisure • Equal and province city contribution to bid and bid support 	<ul style="list-style-type: none"> ▪ DMO5 ▪ DMO3 ▪ DMO1 ▪ DMO2
Destination Brand Image	<ul style="list-style-type: none"> • Even after hosting world cup 	<ul style="list-style-type: none"> ▪ DMO1
Lack of coordination Partnership	<ul style="list-style-type: none"> • Marketing • With Each Other • The stakeholders with destination • Host event and Marketing other 	<ul style="list-style-type: none"> ▪ CC1 ▪ DMO6
Process	<ul style="list-style-type: none"> • Timeframe, government has policies which create red tape. Easy to win but hard frustrating afterwards 	<ul style="list-style-type: none"> ▪ CC3
Competition amongst DMO	<ul style="list-style-type: none"> • Lack of equal opportunity for smaller DMOs 	<ul style="list-style-type: none"> ▪ CC1 ▪ DMO6
Collaboration and coordination	<ul style="list-style-type: none"> • Communication with what is in a presentation. • Marketing • DMOs choosing to do they own thing, not working with national CB strategy 	<ul style="list-style-type: none"> ▪ CC1 ▪ DMO7 ▪ DMO1
Industry Knowledge	<ul style="list-style-type: none"> • New to industry and don't know what to do 	<ul style="list-style-type: none"> ▪ CC1
No Challenges		<ul style="list-style-type: none"> ▪ CC4 ▪ CC2
Stakeholder commitment and knowledge	<ul style="list-style-type: none"> • Not all DMOs and stakeholders see value in business tourism and is therefore difficult to get their buy-in 	<ul style="list-style-type: none"> ▪ DMO1 ▪ DMO2
Not enough communication	<ul style="list-style-type: none"> • Proactive 	<ul style="list-style-type: none"> ▪ CC1

Lack of money was the most mentioned challenge, as more money goes to leisure tourism than business tourism as being fairly new (since 2012) focus from national level. This is followed by a lack of communication, coordination and partnership.

Multiple participants mentioned that there is also a lack of collaboration when it comes to tradeshows, instead of having one stand which includes the DMOs at different levels and stakeholders such as the convention centres, each of these stakeholders and DMOs have their own stand, which increase expenses and there are numerous stakeholders at one trade show selling the same product. DMOs also work in silos and are not aware of what the stakeholders are doing such as convention centres to market the destination. There is also a lack of provincial and local CBs coordinating with the NCB, as some local DMOs feel that information is not always passed down from the top.

There is a lack of balance as some cities and provinces do not contribute to bid and provide bidding support as they do not see the economic development part of business tourism. Therefore, cities and provinces that contribute carry a greater burden to develop business tourism in the country. Some cities and provinces do not yet see the value and the impact business tourism has on a destination.

Participants also feel that sometimes there is competition amongst the DMOs and that the opportunity to get an event is not spread out evenly across the country. A participant also expressed that when bidding for an event, DMOs sometimes lack knowledge of the changes in law in certain industries, and are not always up to date for example in the pharmaceutical industry they are not allowed to host large lavish events with a huge leisure component however when a DMO was bidding for a pharmaceutical event they were largely focused on the leisure component element of the event

Another challenge is the perceptions about what South Africa as a country can do, this is even after the country successfully hosted the 2010 FIFA World Cup. Other challenges are faced after a bid has been won (CC2): it is easy to win an event and a bid, however after the bid has been won there is a timeframe issue and a lot of red tape that the client experiences.

DISCUSSION

It is evident that a CB plays various unique and important roles within a DMO (or the business tourism component within a DMO) in order to develop business tourism within a destination. Lead generation, marketing and communication is performed by all DMOs on all levels. There is top-down communication (national to local DMO) as well as bottom-up communication (local DMO to national DMO). Essential is a business tourism strategy at a national level that is adapted by provincial and local DMOs, to suit their product offering and industries which are predominate within their region. The national strategy should be created through stakeholder involvement. The national DMO/CB should also provide support as well as regulates how provincial and local DMOs/CBs operate.

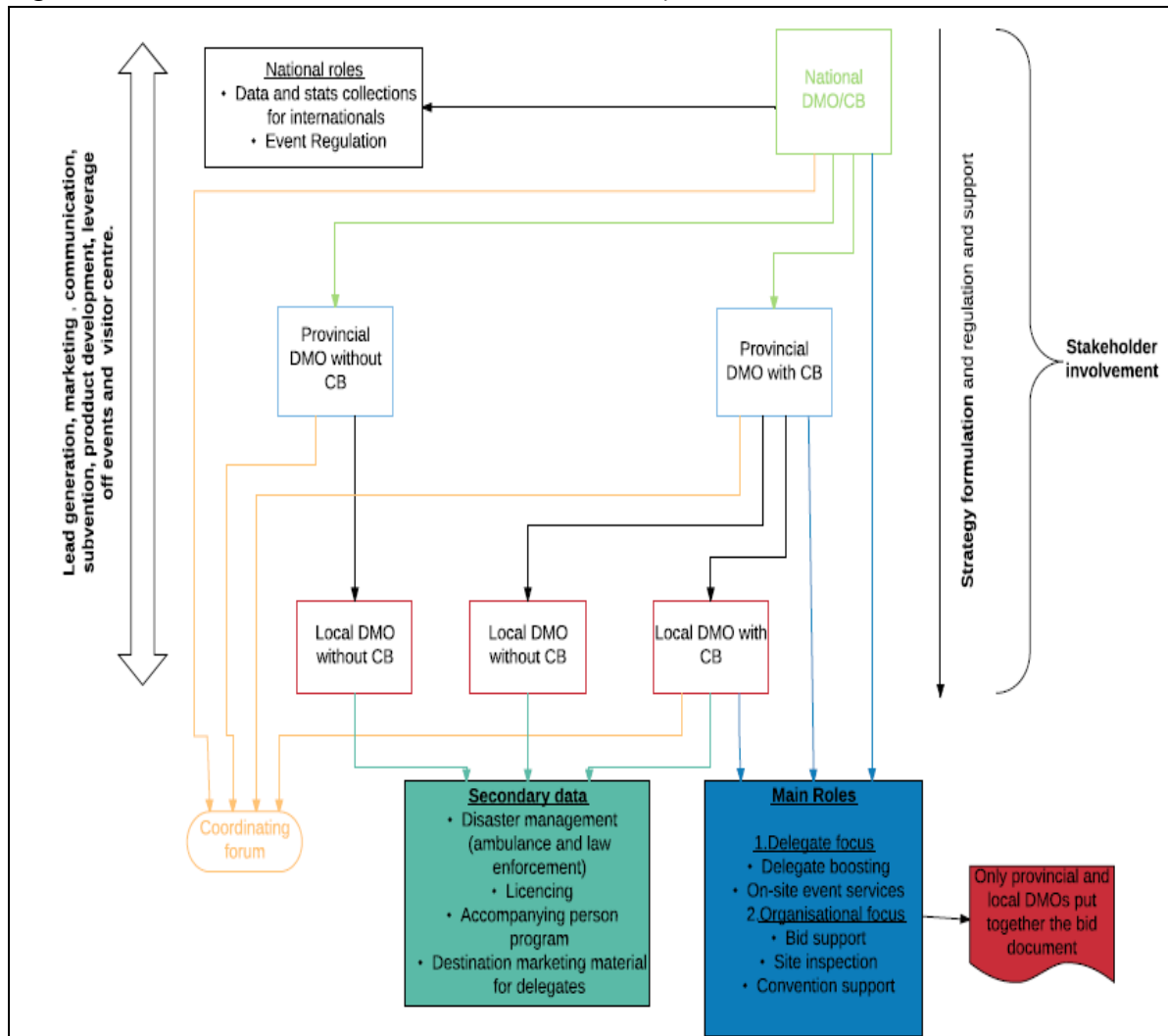
To ensure the transparency, coordination and communication of all DMOs/CBs a coordinating forum should be formed. A coordinating forum should encompass the national CB, all provincial tourism boards regardless of whether they have a CB within their DMO or not, and lastly local DMOs which have CBs within their organisation. The coordinating forum should be to determine where the destination is at the moment, and where it would like to be. This will entail a strategic evaluation

of leads being pursued and RFQs sent out. The coordinating forum ensures that the best possible DMO/CB for the particular event assembles the bid. The budget, and how money will be spent, is also determined. Areas in which the DMOs will collaborate in marketing are also determined.

Roles performed by DMO/CB are also illustrated above. The National DMO/CB performs a function which is not performed by other DMOs/CBs. This is the compilation of statistics such as number of events held in order to determine the destination's ranking on an international platform. Provincial and local DMOs/CBs assist the national DMO/CB with this function by sending necessary information to the national DMO/CB. The main roles played by DMO/CB in order to develop business tourism can either be organisational and/or delegate focused. These roles are distributed amongst the DMOs/CBs depending on what has been determined by the coordinating forum. These are however secondary roles that are performed mostly (but not exclusively) by local DMOs. Functions which DMOs perform all take place hand-in-hand with stakeholders, as the tourism industry is a product which is an amalgamation of tourism products, and the success of the business tourism event is dependent on the cohesive working of all stakeholders

Taking both the literature and empirical findings into consideration, the figure below the following conceptual framework for roles and functions that have to be performed by DMOs/CBs to develop business tourism in a destination, was created.

Figure 1: Framework of DMO/CB to develop business tourism in a destination



Source: Researcher's own construct

CONCLUSIONS

The purpose of this study is to examine if the Convention Bureau's duties and activities within South Africa's Destination Management Organizations (DMOs) are crucial to the development of business tourism in the country. Since the introduction of the Convention Bureau inside the DMOs, the number of business tourism events has expanded dramatically in South Africa. It is necessary to build a clear business tourism strategy with a long-term emphasis. With a focus on urban and rural locations, it outlines the roles and responsibilities of each stakeholder. This plan, however, will fail if it lacks national support and does not filter down to the grassroots level, where business tourism will be experienced. This model is working in South Africa and can be applied to the rest of Africa. The findings of the empirical research and subsequent framework on DMO's specific responsibilities and functions in developing business tourism are confined to the organizations and respondents studied in this study. As a result, the findings are limited to the defined population and cannot be applied to all destination management organizations and

convention bureaus in the business tourism sector. Comparable research on the roles and functions that DMOs play in developing business tourism within a destination will need to be conducted in other DMOs and CBs to determine the roles and functions that will be performed in that specific destination to result in the development of business tourism in that specific destination.

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SENSE OF COMMUNITY AND DIASPORA FESTIVALS: THE CASE OF TWO FESTIVALS IN MACAO

RACHEL LUNA PERALTA AND UBALDINO COUTO

INTRODUCTION

Ethnic minority communities such as immigrants enliven today's multicultural societies. Not only they contribute to the economy such as filling up job positions and bringing in skills, they also enrich the cultural features of the society by bringing in languages, cuisine and festivities. Diaspora festivals, hereby referred as cultural celebrations and festivities organised among ethnic communities, enhance the destination's event offering. For the local community, it is a welcome inclusion to the variety of entertainment options, and for the tourists, it shows the diversity of the destination and the portfolio of tourism events on offer. Ultimately, these festivities are organised to meet the needs of the diaspora communities so that they have a feel for home, to reconnect their cultural roots and rekindle with fellow members of the ethnic communities.

This study explores how two diaspora festivals in Macao differ from each other, namely, the Lusofonia Festival by the Portuguese and Portuguese-speaking community and the Sinulog Festival by the Filipino community. Specifically, through semi-structured interviews conducted with key informants of both festivals, such as organisers and selected attendees, this study aims to shed light on how diaspora festivals are perceived as a vital component within the network of the ethnic minorities drawing from the concept of sense of community.

The subsequent sections are structured as follow. First, we present a review of relevant literature on sense of community (McMillan & Chavis, 1986), particularly on how this is applied in festivals (Van Winkle & Woosnam, 2014; Van Winkle, Woosnam, & Mohammed, 2013). Second, we briefly introduce the two case studies, the Lusofonia Festival and Sinulog Festival, and present the economic and social environment of Macao, which is the context and background in which this study is based on. Third, we describe the methods used for data collection, specifically, the semi-structured interviews conducted with key informants and the observations made and recorded through field notes and photographs. Finally, we present and discuss by comparing and contrasting the variety of different perceptions by key informants of diaspora festivals in the context of Macao. We then conclude the paper by sharing some observations of practical implications and for further research.

LITERATURE REVIEW

In their review, McMillan & Chavis (1986) note in previous studies and their understanding on the 'sense of community' with the recurring characteristics of 'neighbour', 'length and intention of residency', 'home ownership' and 'satisfaction with the community'. However, the role and emotional aspects associated with the sense of community receive little attention. Besides, the notion of 'community' is also

clarified in which a community refers to one that is based on relational associations such as skills and interests as well as one based on a geographical aspect such as a neighbourhood. They define the sense of community as “a feeling that members have of belonging, a feeling that members matter to one another and to the group, and a shared faith that members' needs will be met through their commitment to be together” (p. 9).

Earlier work suggests recreation and arts such as events in rural environments contribute to the sense of community (Schwarz & Tait, 2007). As festivals are celebrations of shared identity, values and ideology (Getz, Andersson, & Carlsen, 2010), a sense of community is achieved through a shared common purpose, which is in turn manifested by a sense of belonging, support, empowerment and safety felt by members of the community (Derrett, 2003). A more recent study links festival attendance with sense of community through a shared emotional connection such as interaction among members, spiritual bonding by members and opportunities to honour members, features which are central to community celebrations (Van Winkle et al., 2013). Empirical evidence suggests individuals with a higher sense of community perceive more strongly towards festival social impacts (Van Winkle & Woosnam, 2014).

Berry's acculturation model proposes (Berry, 2005) immigrants adopt one of the four possible strategies – integration, assimilation, separation and marginalisation – based on their perceptions of maintaining their own home culture and willingness to develop relationship with the larger society. Therefore, in the context of diaspora festivals, instilling a sense of community is particularly important for ethnic minority communities to adopt a favourable acculturation strategy to fit in. For instance, a marginalisation or separation strategy is undesirable as immigrants tend to be excluded from the society, thus inhibiting access to resources and creating a divide within the society. An assimilation or integration is preferential as the society is more inclusive whereby members have access to resources such as education and employment, although an assimilation strategy would mean a lost to the immigrants' own cultural heritage. Diaspora festivals act as a catalyst for immigrants to maintain home cultural heritage and a platform to develop relationship with the larger society.

Previous studies related to diaspora in festivals are comparatively few. For instance, Booth (2016) examines cultural representation and identity of the Indian diaspora in Auckland through Diwali and associated celebrations. In another study, Jaeger & Mykletun (2013) investigate the role of festivals celebrating diaspora cultures in influencing individuals and their social identities. Laing & Frost (2013) describe the competitive advantage resulted from the diaspora feature in two Italian festivals in Australia. Mackellar & Derrett (2015) discuss the role of diaspora in designing experience in Celtic festivals. While these studies shed light on various aspects of diaspora festivals, none attempt to define what diaspora festivals are and why they are important to destinations in which they are held. By using two festivals in Macao as cases, this study sets out to explore how diaspora festivals are different from each other when organised in the same political, social and economic environment. It aims to shed light on how diaspora festivals are collectively a vital component within

the diaspora community by instilling a sense of community as catalyst for members of ethnic communities to maintain own cultural heritage and platform to develop relationships with the wider society.

Background to the study

Macao is the first and last European outpost in Asia. Following the handover of sovereignty from the Portuguese to the Chinese in 1999, Macao has undergone an unprecedented transformation in all ways unimaginable. This section of the paper presents some figures about Macao collected from government publications on demographic and social statistics (DSEC, 2017a, 2017b). The GDP per capita doubled in 10 years from USD29,755 in 2006 to USD69,372 in 2016, owing to the proliferation of gaming revenues following the introduction of the oligopolistic casino industry in early 2000s. In a recent report, the International Monetary Fund predicts Macao to surpass the state of Qatar in 2020 as the highest GDP per capita in the world.

A tiny city of 30 squared kilometres, the population expanded from 513,400 to 644,900 in ten years from 2006 to 2016, with almost 60% of the population outside of Macao. Indeed, the total number of non-resident workers almost tripled from 64,673 to 177,638 from 2006 to 2016 to meet the demands of the booming economy. According to the population by census conducted in 2016, the majority of the population in Macao was born in Mainland China (43.6%) and Macao (40.7%).

Although Macao appears to be a multicultural society only in recent years following the economic boom attracting thousands of non-resident workers, the population data on place of birth offers insights into Macao's multicultural past. The long history of the Portuguese administration in Macao attracted many from Portugal and Portuguese-speaking countries to live and work in Macao. In the 1960s, Macao also welcomed thousands of asylum seekers from Myanmar. Since the 80s, Macao has been taking in Filipino migrants, filling up a variety of careers anything from a domestic worker to teaching posts at universities. These minority groups are significant in size and make up an integral element of Macao's society; for instance, those born in the Philippines, Vietnam and Nepal accounted to 7.5% of the total population. However, the characteristics of these minority groups are very different, for instance, the majority of those born in the Philippines has been living in Macao less than 10 years whereas those from Myanmar has been resident for over 30 years. As implied by the concept of sense of community (McMillan & Chavis, 1986), this has various influences on how these communities are acculturated into the Macao society; the longer the immigrants call Macao home, the more they are assimilated into the local culture. Likewise, the longer they have been part of Macao society, the more likely they are accepted by the majority of the population.

In part, to maintain home culture, diaspora communities typically converge in the same or nearby neighbourhood (Vertovec, 2001). Cultural elements are manifested in a variety of ways, such as language, clothes, food, and festivals (Cohen, 1997). The festivities act as catalyst in which ethnic communities celebrate their home culture are also platforms for these minority groups to reach out to the general population.

METHODOLOGY

Data collection was conducted by field research at the two diaspora festivals in Macao, namely the Lusofonia Festival that celebrates the Portuguese and Portuguese-speaking diaspora and the Sinulog Festival that celebrates the Filipino diaspora. The purpose of attending these two festivals was three-fold. First, it allows the researchers a first-hand experience of what the festivals were like, particularly the festive atmosphere and the vibrant celebrations in both of these festivities. Second, by being in the field, the researchers are able to establish contacts with key informants for subsequent interview requests if data collection is not possible onsite. Third, observations can be made by the researchers by taking field notes and photographs to support the bulk of data collected through interviews.

Semi-structured interviews were conducted with key informants, who were organisers and participants at the festivals. Specifically, 10 interviews were conducted following the Lusofonia Festival as it was impossible for the interviews to take place at the festival due to noise, and 10 interviews were conducted at the Sinulog Festival on site, supplemented by an additional one with the parish priest in the Philippines in Cebu, the Philippines, to offer insights of the Sinulog Festival. Each interview lasted approximately and on average 45 minutes.

All the interviews were transcribed verbatim by paid student transcribers and verified by the authors of the research study. The authors are proficient speakers of the languages in which the interviews were conducted, specifically, English, Chinese and Portuguese at the Lusofonia Festival and English and Tagalog at the Sinulog Festival. Quotes used in the paper to illustrate the points made had undergone a back-translation process to ensure they reflect and support the discussion.

The transcriptions were manually coded and themes were compared for consistency. As a result, a number of codes were rearranged and reworded until the authors agreed they shed light on how diaspora festivals are different from each other when organised in the same political, social and economic environment, specifically, how they instil a sense of community as catalyst for members of ethnic communities to maintain own cultural heritage and a platform to develop relationships with the wider society.

The Lusofonia Festival

The Macao government has organised the annual Lusofonia Festival to celebrate, recognise and honour the economic and social contributions made by the Portuguese and Portuguese-speaking communities in Macao. Many in this community decided to stay in Macao following the handover of sovereignty from Portuguese to Chinese administration in 1999. Members of this community are made up of those from Angola, Brazil, Cape Verde, Guinea-Bissau, collectively Goa, Daman and Diu, Mozambique, São Tomé and Príncipe, East Timor, Portugal and Macao.

The Lusofonia Festival is 3 days in length and attracts 10,000 visitors per day. It is a cultural festival, reminiscent to a 'feira' or 'festa' in Portugal, which are outdoor festivities of food, music, dance and games. The highlight of the Lusofonia Festival is

the booths that represent each of the Portuguese-speaking countries, which show to visitors the rich diversity of art and craft, food, wine, clothes, literature, language and the Portuguese influence in each of these countries.

Lusofonia Festival is attended by members of the Portuguese and Portuguese-speaking diaspora community, members from the wider Macao society, as well as tourists who are in Macao. The festival is inclusive as the members of the diaspora communities act as both hosts and visitors, even if they are not volunteers manning the booths. In addition, visitors regardless they are from Macao or tourists were frequently seen invited by these booths and to sample food and wine, play games and dance to the live music.

The Sinulog Festival

Organised by a local Philippine association, the Sinulog Festival is held annually on the third Sunday of January to commemorate the conversion of the Filipinos to Christianity. Originally a celebration in Cebu, the Sinulog Festival is a major celebration by the Filipino diasporas around the world. First incepted in 2001 by a group of overseas Filipino workers at a Catholic Church, the Sinulog Macao has now become an unusual but spectacular festival in Macao attracting the local Filipino community, residents and tourists.

Celebrating its pagan past and conversion to Christianity, the Sinulog Festival incorporates several features unique and rooted in the Cebuano culture. First, the Sinulog is characterised by a dance of two steps forward, one step backward, to the beat of the drums. Second, this motion and the sound mimic the river currents, in which legend says the newly converted Queen Juana danced in joy holding an image of child Jesus, a baptismal gift presented to her. Third, the festival rituals reflect the local geographic features and historical characteristics. Finally, the Sinulog Festival is mostly recognised by festival participants hailing 'Viva Pit Señor!', which translates as 'long live Baby Jesus', referring the image Queen Juano held while dancing.

The Sinulog Festival typically begins with prayers and Church rituals days ahead of the main day. As the Sinulog falls on a Sunday, which is coincidentally a typical holiday for many Filipino workers in Macao, the festival attracts hundreds of festivalgoers to participate in its activities. The Sinulog Festival starts with a Church service, followed by lunch – many in the form of a potluck fashion – and a street parade around the city of Macao with dance contestants dressed up in extravagant and colourful costumes. The highlight of the festival is the dance competitions towards the end of the festivities as well as a beauty pageant contest. In recent years, more activities are added to the celebration, including a trade fair that promotes products from Cebu in the Philippines. The Sinulog Festival was originally held in Macao with the objective of allowing the Filipino community to feel home and celebrate home culture. In recent years, the Sinulog Festival has become a welcome addition to Macao's portfolio of festival and events for tourism.

RESULTS AND DISCUSSIONS

The concept of sense of community is manifested through four features, namely, membership, influence, integration and fulfilment of needs, and shared emotional connection (McMillan & Chavis, 1986). The results are presented and discussed in the form of a narration following these features to illustrate how these diaspora festivals are perceived as a vital component within the network of the ethnic minorities. Key informants at the Lusofonia Festival are labelled 'LF' and those at the Sinulog Festival are labelled 'SF'.

Membership

Both of the diaspora communities have concrete attitudes towards ownership of the festival; the identity of the festival is rooted in the cultural identity of the organisers.

It's a celebration of Portuguese culture and of course the other [Portuguese-speaking] countries' cultures here in Macao... we are part of the living remains of the Portuguese heritage here. The Lusofonia is all about something very different – western cultures, Portuguese, Portuguese heritage. We celebrate also the influence of the Portuguese to Macao and other countries, and it's a large meeting, a gathering, an annual party of old friends. We all know each other, we used to live in the same neighbourhoods, we went to the same school and we know each other from work. We common thing we share is we're all Portuguese but we're just different kind of Portuguese. (LF)

This is one of the earliest festivals, and this is the biggest festival in the Philippines. (SF)

Sinulog for me is a festival for all the Filipino communities especially for the Cebuanos, the Visayans. Even though it originated from the Visayan community everyone celebrates it as anyone in the whole world (SF)

In the Portuguese and Portuguese-speaking diaspora community, the cultural identity appears to be strongly associated with ethnicity and place of birth. The inclusive nature of the Portuguese culture regarded different members within the same community as the same, even though they are geographically members from different communities. This reinstates the nature of 'community' (Gusfield, 1975) whereas one identifies it geographically or relationally as in the case of the Portuguese diaspora. Even though members of the community come from different backgrounds, the festivals promote unity and these individuals share the same membership.

I don't care they're black or white or mixed or Chinese. As long as you speak Portuguese, you're one of us. As long as you're here to have fun, you're part of us. (LF)

My fellow participants are actually from different groups. Some are from choir of the cathedral, some are from different regions because some are Visayans, Ilocanos. For me, I was born here [Macao], and for one moment we decided to be together and even though we have conflicts, and some are really old and some are really young we still have events. (SF)

Although the Sinulog Festival was originated from Cebu, it is recognised that the festivities are celebrated by many Filipino diasporas around the world. In addition, the Sinulog Festival has its roots in religion, as opposed to the Lusofonia Festival, so the festival identity has also a strong sense of Christianity.

It's all about of course the devotion, devotion to the Santo Niño. (SF)

Sinulog is for Santo Niño. Not for the others, only for Santo Niño because for the whole of your life, the whole of your year receiving blessings from above [God]. Once in a year participating in a dance to thank [God] for the blessings. (SF)

The diaspora communities share many in common, such as language and food. These are instilled through the celebrations and activities at the diaspora festivals. Through sharing these common traits, members of the same diaspora group are able to meet and befriend others. These also function to glue the community together by practicing cultural traits and reinforcing a shared identity.

Unity. You get to find and meet new friends and we get to learn a lot from one another. We're proud of being Filipinos. (SF)

Yeah, we still eat Filipino food. Since we have a lot of Filipino food. We cook also Filipino food. And everybody still does those Filipino traits as we do, what we do in the Philippines like we pray together before we eat. And of course enjoying the simple meal we have. (SF)

Caipirinha. We make friends through drinking together. It uplifts the mood and we know we share a common interest and love for this Brazilian drink... we also eat – cakes, savouries, snacks. We love them. It's not like we share the dinner table, there isn't any. We just walk around from one stall to another eating and drinking each other foods. But yes, I think caipirinha is surely something we all love. (LF)

The diaspora communities feel strongly the ownership of the festivals and have a welcoming attitude towards those outside of their own communities.

We have lots of [local Macao-born] Chinese and expats living and working in Macao coming to Lusofonia Festival. We're the host and they're the guests. We also welcome the tourists, and many come to Macao specifically for us. It's not about money, I always forgot to charge them food and drinks. They're interested in our culture and I'm passionate my home country. I can talk for days. (LF)

I initiate conversations with others. Sometimes the [country booths] staff members are way too busy so I do the explanation and introduction. I know a lot about different [former] Portuguese countries [colonies]. I tell them how much we're same with each other, yet reflecting our differences. For example, you have feijoada in all these countries but each has a special variety like a special ingredient or replacement. (LF)

Some tourists from different countries of course, just like last time we have Korean friends, they came all the way from Korea and watched Sinulog. And also from Japan they were here. It's like they were cheering for everyone like they are also enjoying it. (SF)

In addition, for the Philippine diaspora in particular, the welcoming attitude possesses a missionary intention. Thus, membership of the Filipino diaspora at the Sinulog Festival extends beyond shared cultural features, but also religious beliefs.

It is a message to other people especially here in Macau as we are working. As a reminder that we Filipinos are very loyal to our God, in unity and we are very happy to give thanks to the one above, whom gives us strength, protection and blessings. (SF)

To the non-Filipinos like some Chinese here in Macau, or Macanese, or the ones living here, they are also Catholics and it's like telling them that we should not forget to pray and praise like what they're doing also every Sunday. (SF)

The membership feature within the sense of community construct is apparent. It is very clear that among the diaspora communities, the sense of community is strongly manifested through membership. However, with the general population, there is a clear divide of boundaries, which is in line with the literature. The diaspora festival as a platform to reach out to the wider society is less influential as compared to the festival as a catalyst for diaspora groups to maintain its cultural heritage.

Influence

Both of the diaspora communities have complete autonomy on how the festivals are run. The regulations imposed by the authorities, such as traffic arrangements due to road closures and financial assistance are set out to facilitate the smooth operation of the festivals. In the case of the Lusofonia Festival, the date is determined yearly by the government in order not to coincide with other major celebrations, or to purposefully coincide with another event in the city to synergise positive effects. Conversely, the Sinulog Festival has a fixed date of third Sunday in January, but the location in which the festival takes place changes each year, perhaps to accommodate the busy schedules of public places during the festive season in January and February.

The Macao government provides approval, permission to use the public venue, as well as police to ensure peace and order of the events during the procession and the street dancing competition in the afternoon until early evening. (SF)

The government provides the venue and everything to support us. For each country booth, we get a subsidy to help with our costs. The only requirement of using the money is to spend it on the festival. Of course we do! The expenses are far greater than the subsidies, but it's OK, we prefer it this way so we have the flexibility to how we use the money. (LF)

The organisers offer support beyond providing physical and financial resources as reflected in the Sinulog Festival:

Yes, the organizers gave us support. They check our dance, they have a particular day to check our dance and they also did the raffle draws in which everybody participated, and some of our members won. (SF)

From a sense of community theoretical position, both festivals have the full autonomy and influence on how the festivals are run. However, aspects of the festival organisation fall outside of the community's scope of influence. It is clear that within the diaspora community, the sense of community is strong but when considered in the context of Macao as a society, the influence appears to be minimal. Although Macao presently adopts an event-led tourism strategy, on the one hand, it is imperative for festivals and events to be priorities in resources allocation while on the other hand, it is impractical to always accommodate the needs of festivals and events as there can be other civic obligations sharing the same resources. Therefore, it is inconclusive that the sense of community perceived by the diaspora communities extend beyond the diaspora membership.

Integration and fulfilment of needs

The integration and fulfilment of needs, according to McMillan & Chavis (1986), is reinforcement expressed in shared values by members of the diaspora communities. Common cultural traits such as identity as well as meeting common needs and objectives such as intention of holding festivals are examples of reinforcements. Pride is one example of shared values:

We are actually... we are one of the oldest groups here in Macao. We've been here I think 15 years plus so technically since the first Sinulog Festival here in Macao started we are one of the groups that joined, so I'm so proud that I am part of this group. (SF)

I tell my colleagues to come to learn about our culture. Many people think as Africans we're skinny and poor and we're slaves. It's not actually the case. It's not just that. Our culture is diverse. Take capoeira as an example. It's a sport originally developed from marital arts incorporated into dances by slaves in Africa before moving into Brazil. I'm proud of my background and you can experience my culture at Lusofonia. (LF)

The opportunity to reinforce cultural identity through bonding and being together is another example of shared values. This is particular pertinent in the Filipino diaspora as many are working as domestic workers in Macao away from their own families who are still in the Philippines. To many, the Sinulog Festival marks a special day off to celebrate culture, to celebrate nationalism and to celebrate as one people.

Share to other races and other Filipinos to allow them to join and dance, so they can celebrate the Sinulog Festival as well. So that they can see, they can feel that they are also a part of this because whenever we are dancing, we are happy, so when they see us, they also smile. (SF)

Bonding among the diaspora community extends membership governed by nationality, but religion:

Sinulog means unity, faith, devotion, and love. Personally, I am participating in the Sinulog for my devotion to Santo Niño and because we are also dancing, we are offering our dance for the healing of our former choreographer [who was ill]. We came together for one vision: it's like we will dance for one reason, we will dance Sinulog for the healing of our friend. (SF)

The Portuguese diaspora, on the other hand, view bonding is best reinforced through entertainment and fun activities with fellow members:

I always spend my weekends with my family and occasionally with my own close friends over a beer or something. In here [Lusofonia Festival], I get to meet old friends and rekindle with each other. My wife is the same. You know, married life means you almost lose your social life. It's different from before. She's with her friends and my son with his friends from school. We are all at the same place and we do the same things like drinking, eating and playing games, telling jokes, recounting the past, but we do all these separately with our own friends. (LF)

Reinforcement in the context of integration and fulfilment of needs in sense of community is manifested through shared values. Among the diaspora communities, it is evident that common traits are exhibited, and continued practice are facilitated at the festival. However, the sense of community is weakly shared with the general population.

Shared emotional connection

Similar to reinforcement by shared values, a shared emotional connection is represented by identifying a shared history. The members' sense of community is affected by interaction with each other and attributes of shared events that facilitate or hinder relationships. In the discussion so far, the festivals are set up to encourage interaction and dialogue among festival goers. In the Sinulog Festival, although participants compete with each other for the best performing group, the sense of community is apparent in the commitment and pride among members:

I've been dancing for 3 years, and our [group] here, we have 25 dancers, including the backdrops and the one who are holding the props. We were the winner for two consecutive years. (SF)

It is important that diaspora communities are able to celebrate their own cultural roots and identity in foreign soil:

It's been one of the famous festivities in the Philippines and it's been here for how many years already and it's good we also have it here in Macao. (SF)

Nobody knew what would happen after the handover [from Portuguese to Chinese administration in Macao]. We didn't think Lusofonia Festival will grow into the festival we see today. It's a festival celebrating a foreign culture in Chinese soil. Maybe it's because of Macao's unique history, but we really feel glad we are able and encouraged to showcase our culture. (LF)

Both cases of the diaspora festivals presented in this study are deeply rooted in their respective cultures. The sense of community is strengthened when there are favourable conditions to reinstate their cultural roots and encourage dialogue among members. However, this is inhibiting to a sense of community shared with the general population although the diaspora communities are very welcoming and open towards other cultures joining in the festivals. As one informant at the Lusofonia Festival reinstates:

We are always the hosts, they are always the guests. (LF)

CONCLUSIONS

The purpose of the study was to explore how ethnic communities perceived differently of diaspora festivals in order to shed light on characteristics and features of these festivities. Diaspora festivals are integral to a destination's portfolio of events, not only in terms of their tourism value, but also an opportunity to meet civic needs by honouring and recognising the contributions of diaspora communities, which are often immigrants brought in to fill up job roles and skills. The concept of sense of community presented by McMillan & Chavis (1986) is useful in understanding how members of the ethnic communities celebrating these diaspora festivals. Sense of community is defined by four criteria: membership, influence, integration and fulfilment of needs, and shared emotional connection. The data from the interviews conducted with key informants suggest that sense of community is strengthened within and among diaspora communities, but the sense of community is weakly extended to the wider society.

This could be due to how the community was defined and the narrow reference of the diaspora community. Although the community can be defined either geographically or relationally, the diaspora community specifically is narrowly defined. In simple terms, it incorporates only members within the same diaspora. The features of sense of community applied in such a context restricts and prevents a more inclusive community by involving the wider society. However, this is perhaps imperative to instil a sense of community among diaspora communities.

Ideally, different communities should thrive in a multicultural society as opposed to one which promotes a marginalised, separated or assimilated society at the expense of cultural heritage of acculturating group and development of relationship with the wider society. Policymakers should continue support diaspora festivals in societies in order to harness the economic and social benefits as well as civic obligations. In addition, policymakers should facilitate aspects of diaspora festivals to reach out to a wider society. For instance, educational programmes are effective in integrating members of the wider society. Capoeira schools are popular in Macao among children and adults from all walks of the society. Through Capoeira, participants are able to learn the Portuguese language as well as aspects of Brazilian and slave culture.

From a policy perspective, the general strategic direction bestowed upon Macao by the Central Government is 'One Centre, One Platform'. One Centre refers to the positioning of Macao as a World Centre of Tourism and Leisure and One Platform refers to Macao as a platform between China and Portuguese-speaking countries for trade and cultural exchange. Continuous support of diaspora festivals ensures Macao an eventful city by diversifying the tourism portfolio. Likewise, the cultural exchange facilitated and enriched by the diaspora festivals support the trade platform of Macao between the East and the West. Further research should expand the line of enquiry to other diaspora festivals and in other destinations with a different political, economic and social environment.

This study sheds light on diaspora festival and how similar – rather than different – among they are in similar context using Macao's diaspora festivals as case studies. It is understood that the social network of the diaspora communities is indispensable for the unity of the community. The diaspora festivals nourish this network by instilling a strong sense of identity and conditions for members in the diaspora communities to strengthen their relationship. To expand the social network to the wider society by using diaspora festivals to reach out only seems to achieve superficial benefits. It is therefore important to penetrate into the deeper layers of the diaspora cultures, perhaps outside the context of a festival, to truly reach out to the wider society. The main limitation of the study is the assumption that a multicultural society is preferable, and the research is undertaken from the perspective of the diaspora communities. The results could well be very different from the majority of society on why and how members of the diaspora communities participate in mainstream festivals and events.

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LEVERAGING MAJOR SPORT EVENTS USING SOCIALLY RESPONSIBLE MARKETING APPROACHES TO ENHANCE SOUTH AFRICA'S DESTINATION BRAND MESSAGES

TALENT MOYO AND JANICE HEMMONSBY

INTRODUCTION

A number of studies have investigated the influence of all inclusive sport events on destination brands (Burgan & Mules, 1992; Lee & Taylor, 2005; Nicolau, 2012; Swart & Bob, 2012; Knott, Fyall & Jones, 2017; Ziakas, 2018; Hemmonsby & Tichaawa 2018, 2019). The ongoing discourse on sport event leveraging reveals that there are opportunities to use sport events to reinforce brand messages (Jago et al., 2003; Chalip, 2014, 2017). However, without knowledge on event leveraging practices, stakeholder efforts to maximise sport for destination branding might go unrealised (Hemmonsby & Tichaawa, 2018). At its core, sport has been argued to have a strong social aspect, in fact it has been proposed that the purpose of sport is socially inclined as recent studies (Munro et al., 2018; Svensson et al., 2018; Francois et al., 2019; Hills et al., 2019; Zeimers et al. 2019) have shown that sport can remain socially relevant in spite of the increasing commercialisation of the industry. Furthermore, sport has been identified by the United Nations (2015) as one of the best tools to advance peace and development. The findings of Knott et al (2017) underpin the premise of sport as a huge driver for social cohesion and unity.

The traditional social event leveraging model by O' Brien and Chalip (2008) identified event media and trade as opportunities to leverage sport events however the strategic objectives are linked to focussing the stakeholders' attention on and setting an agenda for targeted social issues. Despite the extensive research on leveraging sport events for social benefits, there has been no known research on event leveraging that investigates how sporting events can be leveraged using specific socially responsible approaches to attain the same outcomes. Moreover, the aforementioned social leveraging model remains abstract as its application to destination brand messages through event hosting has been minimal, particularly for host destinations.

It is from this backdrop that this study asked the question on how sport stakeholders leverage major sport events to enhance destination brand messages using specifically socially responsible marketing approaches like CRM, SM and CSR to create social sustainability for the sport events. It further sought-after empirical evidence into the impact of socially responsible leveraging approaches of sport events on brand messages of the host destination. Most of the studies conducted in the field of sport event leveraging have been conducted in developed countries, hence the investigation into a developing country, i.e. South Africa presents new information to the fields of event leveraging and sport marketing.

LITERATURE REVIEW

Current marketing strategies have been argued to be unsustainable and socially irresponsible to the point where any socially responsible attempts have been met with cynicism (Anwar & Elbasslouny, 2020). However, marketing strategies can be more sustainable and socially responsible as more businesses are embracing a purpose-driven philosophy and engaging in socially responsible business practices (Duffy, 2016). There are three socially inclined marketing strategies that sport marketing can use in their promotion, namely, CRM and SM and CSR.

Pringle and Thompson (1999) propose that CRM is an activity where a company builds a relationship with a cause for mutual benefit. Meanwhile, Brønn and Vrioni (2001) added to this by proposing that CRM is a communication tool for increasing customer loyalty and building brand reputation, CRM is therefore a socially focused marketing tool. Notably, CRM campaigns have the potential to bring about benefits for the partnership if the CRM campaign is well carried out and well marketed. Adkins (1999) and Jahdi (2019) proposed that CRM is one of the methods that companies can use to show that they are responsive to society's expectations of responsible corporate behaviour, thus CRM is a method can be used to implement CSR initiatives. Based on these perceptions, CRM can be concluded to be an organisation's engagement in CSR activities with a focus on marketing outcomes, thus implying that CSR is a marketing strategy. Despite the existing literature, there is a gap in theory when it comes to CRM in sport. There is a lack of research investigating how sport organisations can use CRM more effectively; what factors of the sport industry affect or are affected by CRM; and there is a general lack of conceptualising the role of CRM in the sport marketing field (Yuksel et al., 2016). It can be argued that whether CRM is engaged in the scope of marketing of sport or marketing through sport, it is more effective due to the popularity of sport and therefore presents opportunities for sport to influence the brand messages of their partners.

The primary objective of SM is to change behaviours for the social welfare of the individual or the community (Pharr & Lough, 2012); secondary outcomes include improved brand equity, brand awareness and brand loyalty due to improved brand image (Lough & Pharr, 2010). For the marketing campaign to be successful, the target market needs to be segmented by psychographics and demographics. The objectives of the marketing campaign must be aligned with those of the organisation, allowing synergy between the organisation and the identified social concern (Lee & Kotler, 2011).

The sport industry has shown an interest in CSR to the extent that organisations and mega-events run extensive CSR programmes. Numerous studies (Vogel, 2005; Lee, 2008; Baena, 2018; Jamali & Karam, 2018; Schreck & Raithel, 2018) conducted on CSR in professional sport have shown that engaging in CSR has positive marketing related outcomes for professional sport. Hamil et al. (2010) in their extensive investigation on FC Barcelona concluded that FC Barcelona which is a world renowned football club was not only made famous by their on-field performance, but also for their extensive CSR activities that extend to countries outside Europe and are characterised by relationships they have with causes like UNICEF. They proposed that the organisation enjoyed a positive brand image, increased access to the

market and brand differentiation due to the unique brand associations that influence their brand messages. Similarly, Moyo et al (2015) found that Ajax Cape Town FC, a professional sport organisation in South Africa enjoyed similar benefits from their CSR engagements, thus providing evidence that engaging in CSR provides professional sport organisations with an opportunity to differentiate their brand from their competitors in the market. Bradish and Cronin (2009) and Fifka and Jaeger (2018) surmise CSR to be a business practice that provides goodwill to the community as well as addressing social issues and at the same time maintaining sound business strategies. This study proposes that CRM, CSR and SM are socially responsible marketing strategies that underpin this investigation.

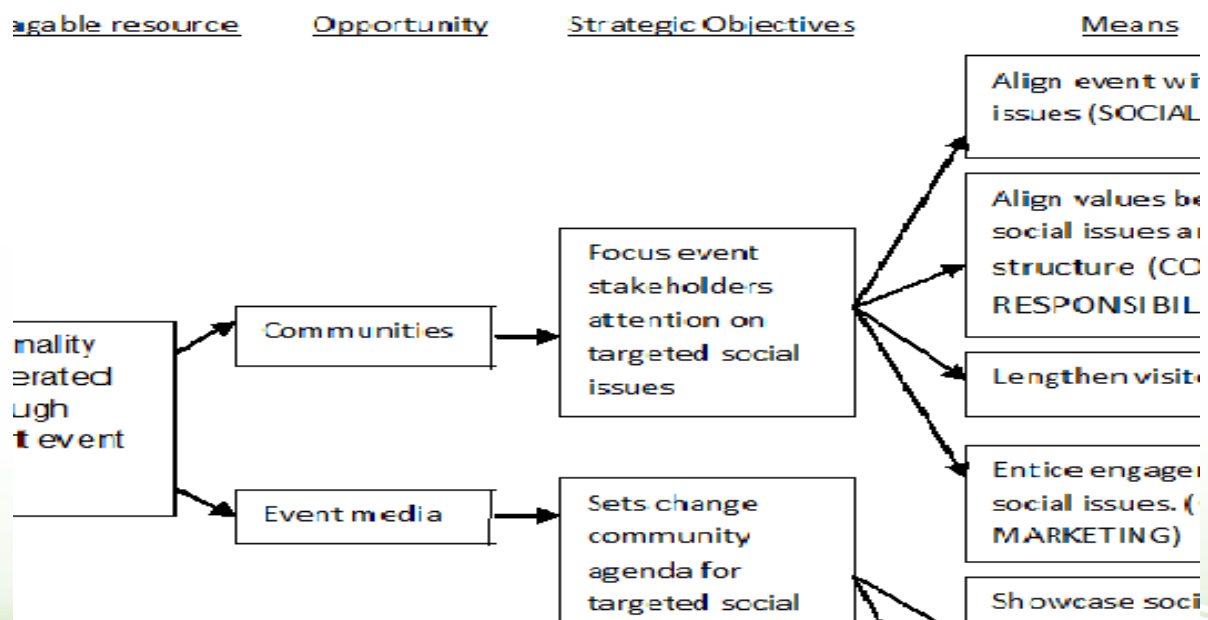
IEG (2018), a global sponsorship research company, reported on a shift in the leveraging of relationships that companies have with sport events and sport businesses towards an all-engaging lifestyle approach. This implies that there is a shift towards a socially responsible approach to leveraging relationships. This report's findings support the contention presented by Polonsky and Speed (2000) that CRM and SM can be used to leverage sport event relationships. Polonsky and Speed (2000) and Habitzreuter and Koenigstofer (2018) argue that some partners of the Sydney Olympic Games of 2000 used CRM to leverage their relationship with the games, which had a positive impact on the brand image of the event partners including the host. The concept of leveraging obtained particular potency around the 2000 Sydney Olympic Games (Chalip, 2002). This is important as researchers such as Greenhalgh and Greenwell (2013) identify the creation of a positive brand image as one of the motivations for engaging in sport event hosting, thus furthering the idea that sport events have an influence on the brand messages of the host destination. Simmons and Becker-Olsen (2006) further argued that sport is one of the best tools to successfully engage in socially responsible initiatives due to the social nature of sport.

Previous research has taken an ex-post, outcome-orientated approach to event outcomes, with a focus on impact assessments and not on strategies that can be engaged to obtain or enhance these destination brand outcomes (Bramwell, 1997; Cornelissen et al., 2011; Scheu & Preuss, 2018; Yürük, Akyol & Şimşek, 2017). Thus, a consideration of a strategic approach to investigating event benefits which is linked to the phenomenon of event leveraging is a relatively unique area (O'Brien & Chalip, 2008). Chalip (2014) identified that there is an increase in interest from sport stakeholders in using events to advance a social, economic and environmental focused agenda. This premise reinforces arguments presented by Chalip and Costa (2005) who argue that there is a particular need to explore the use of events in promoting the destination brand, as very little is known about the ways in which consumers receive, and process, event information pertaining to the host destination (Chalip, 2014). A social approach however is still neglected in the presented arguments as models in event leveraging identify other aspects like the economy (Chalip 2004). An adapted model of event leveraging as applied by Hemmonsbey and Tichaawa (2018) suggests that, in the case of a developing destination context, key aspects of social cohesion that include the promotion of unique social challenges such as basic education, health and unemployment cannot be ignored from ultimate event leveraging goals. Such issues came to the

forefront of leveraging for social change and are advocated to be more effectively achieved through suitable opportunities for strategic private and public collaborations, this includes events and host destinations.

To recap, the purpose of sport has been argued to be socially inclined (Duffy, 2016) therefore the arguments presented by Chalip (2006) that the approach used to leverage sport events should be socially responsible. To address this gap therefore, Chalip (2006: 109,123) noted that sport events are more than just entertainment, but they are "social occasions with potential social value." and focused on the strategies of social leveraging. In addition, Chalip (2006) noted that socially inclined leveraging aims to focus the attention of event stakeholders on targeted social issues through: aligning the event with the social issues; aligning the values poised between the social issues and the focal sport subcultures; lengthening visitor stays so as to lengthen their engagement with the targeted social issues; and enticing attendees' engagement with the social issues targeted. To this end O'Brien and Chalip (2008) proposed a model for social leverage, as illustrated in Figure 1 below, which encompass such targeted social issues. These ideas align with the arguments presented in this study that CSR, CRM and SM as incorporated in Figure 1 can be used to leverage sport events to reinforce brand images. While studies by Kellett et al. (2008) and Ziakas and Costa (2011) support the social leverage model, Taks et al. (2013) argue that social leveraging still requires a considerable degree of work to achieve the desired means, thus validating the importance of the current study.

FIGURE 1: A MODEL FOR SOCIAL LEVERAGING



Source: Adapted from O' Brien and Chalip (2008:324)

Although the general model for social leveraging applies in the case of the current study, the ideas presented by O' Brien and Chalip (2008) have been identified as either, CRM, CSR or SM as they complement these socially inclined marketing strategies. To provide informed knowledge on event leveraging through socially responsible marketing strategies, this study extends the scope of a variety of leveraging theories and socially responsible marketing approaches. The results of a South African destination brand, where Third World developing challenges still affect the brand image, enhance the unique contribution beyond the developed destination context.

METHODOLOGY

For this study, both constructivist and post-positivist paradigms were considered and separately adopted as suggested by Creswell and Clark (2011). Qualitative assessments in the form of in-depth, semi-structured interviews were used to elicit multiple meanings from 34 key industry stakeholders in sport events, professional sport business and tourism on the leveraging of sport and events for potential brand related benefits. The industry stakeholders were purposefully selected based on their lived experiences and expertise in sport event planning, organising, marketing, and hosting.

To obtain rich and meaningful responses, it was important to target those stakeholders representing a wide in senior management positions such as Chief Executive Officers and Directors representing national, provincial and local municipalities in South Africa. More specifically, stakeholders in Sport and Recreation, Provincial Government, local and national tourism departments, sport event organisers, and Professional Sport Organisations (PSOs) such as those involved in the elite national and international competitions (i.e., DHL Stormers Rugby Franchise and the Highveld Lions Cricket Franchise) were targeted. A total number of 34 stakeholders were interviewed, which according to Creswell (2014) is more than a suitable sample for qualitative research.

The qualitative interviews were guided by a set of predetermined questions identified from the literature discussed. However, the semi-structured protocol allowed the interviewer to probe, or clarify, the issues raised, and to explore the areas of experience, or expertise, of the respondents where necessary. The interview questions mainly consisted of questions relating to the objectives of this study which are highlighted in the introduction. Each interview was digitally recorded and manually transcribed verbatim. Data were displayed, reduced and inductively coded by means of the Atlas. ti. v8 software programme. From the resultant long list of codes, themes were created and grouped.

Ethical considerations were followed in that all the interviews were conducted with the prior consent of the respondents concerned. The respondents could at any time withdraw from the interview and survey questionnaire. Every effort was made to ensure the validity and reliability of the data, by means of constantly checking the interview transcripts, as well as continuously comparing them to the interview voice recordings and field notes made during the interview. To maintain anonymity of stakeholders, respondents are indicated by an 'R' and are assigned a number (1, 2,

3...) which bear no relevance to their responses. Quotations are presented to illustrate practical examples or emphasise a common response.

FINDINGS AND DISCUSSIONS

This study presented the argument that socially responsible marketing approaches can be used to leverage major sport for a variety of benefits related to the South African destination brand. It is known by Lantos (2001), Roy and Graeff (2003), Vogel (2005), Marin and Lindgreen (2017), Baena (2018), Jamali and Karam (2018) and Schreck and Raithel (2018) that CSR, CRM and SM can be identified as socially responsible marketing approaches that should form part of organisational strategies in order to maximise benefits. When asked about their perceptions on the importance of socially responsible approaches for the sport industry and moreover the resultant benefits for the South African brand, the majority of respondents believed that such approaches are not only critical to the survival of their organisation, but also for the benefit of the community that it serves. A Corporate Marketing Manager of a professional sport organisation explained:

I would imagine that one [the organisation] would not exist without the other [socially responsible marketing], there would be some kind of crossover between them. This is critical for the community as well as they should benefit tremendously [R2].

Other respondents viewed the significance of CSR approaches towards larger social issues, such as safety and security and other crime related issues. In fact, some respondents believed that they have a sense of responsibility through major event hosting and consequent leveraging activities in order to prioritise socially responsible initiatives for alleviating crime. A Director of CSR in a professional sport organisation stated the following:

“Some initiatives we have prioritised are street sweeps. This is to reduce crime in the communities” [R3].

The Chief Director of Sport in the Western Cape further added that sport and recreation is used to decrease crime in the communities. An expert of this response is as follows;

To address the issue of crime, as it is a societal one, we use sport and recreation to create alternative opportunities and spaces. These opportunities must be created for youth to exercise their time. Our industry of sport and recreation is to contribute to try to diminish crime by introducing sport initiatives and community event participation [R12].

The issue of crime is most certainly felt as a priority that includes a multi-disciplinary approach which involves a variety of local, provincial and national stakeholder cooperation. By not effectively addressing this situation, sport stakeholders believe that it may “threaten event hosting [as well as] event support by international tourist” [R13].

Moreover, Respondents 11, 12 and 18 perceived crime to be a key imperative to consider in terms of destination branding, especially in relation to the developing

South African context, with the current levels of crime being consistently publicised in the global media. Directly associating the South African brand with crime, Respondent 11 posited: "Of course, crime is something that is, unfortunately, synonymous with South Africa. So, it is going to be a difficult one to get away from as a negative aspect." Other social issues that may be considered in the South African context here are those reported by Hemmonsbey and Tichaawa (2018) as further imperatives to prioritise and address through social leveraging include basic education, health and unemployment. A CSR director in a professional sport organisation reinforced this premise when he argued that social engagement for sport businesses should go beyond targeting crime and also attempt to address other social issues. He is quoted saying:

We're also doing a responsibility that any business should have to the people, which is to give them education, to uplift them, to give them confidence, to give them motivation. [R4]

The findings presented in this study therefore demonstrate that while crime is a cause of concern, There are other social issues that can be addressed through socially responsible leveraging approaches.

From the study's findings and the literature reviewed it is clear that socially responsible marketing strategies are increasingly considered as part of the marketing strategies in the sport industry. The findings reveal that these strategies hold benefits not only for sport stakeholders, but for the South African destination brand. In line with the abovementioned descriptions of socially responsible marketing approaches and the benefits for sport stakeholders, the majority of respondents are recognising their various benefits towards their marketing performance in terms of brand image (what their brand puts out) and brand perceptions (how consumers see their brand). For example, the CSR Director of a professional sport organisation stated that, "It's much exposure, because you get your name out there and you're building your brand as well" [R3].

Interestingly, the Marketing Director at a professional sport organisation explained that, as a result of this augmented brand image benefit owing to socially responsible initiatives, they have incorporated CSR as part of their marketing strategy in order to leverage potential long-term sustainable profits. An excerpt following their response is as follows:

It [CSR] actually has become [part of] our marketing strategy. Spirited cricket has become our marketing strategy that is what we do. We are a brand playing spirited cricket [R10].

Other benefits that were mentioned by the respondents were to "attract attendance" [R7]; "to attract and retain sponsors" [R6]; "to build and strengthen relationships between the club and various stakeholders like the supporters, the community and sponsors" [R4]; "to uphold and maintain the brand image; to create brand awareness; and to be the strongest brand in South Africa" [R9]. These findings confirmed the sentiments of Hamil and Walters (2010) and Moyo et al. (2015) who concluded that a socially focused approach to marketing differentiated the brand

from its competitors and facilitated increased access to the market while providing positive impacts to the brand image.

From a South African destination brand perspective, the majority of respondents believed that, without some form of CSR, major sport event leveraging will not be effective. The means for event leveraging in the South African sport event context were typically included by respondents; to use the event to combat social change, as well as, to cultivate the event for destination branding outcomes which generally included creating positive brand messages to foster change in perceptions. These branding outcomes are linked to socially responsible initiatives and can lead to a new way of conceptualising event leveraging to include outcomes of corporate social responsibility, thus providing empirical evidence for the model proposed by Hemmonsbey and Tichawaa (2018).

Notably, the responsibility for event leveraging has been highlighted by a number of sport stakeholders. Although for some researchers the stakeholder responsibility in regards to leveraging needs more clarification (Ooi and Pedersen, 2010), the findings of this paper appear to elucidate such obscure sentiments. Sport stakeholders agree that sport event organisers have a large responsibility towards leveraging. This was mainly linked to the number of benefits that sport organisations yield as a result of event hosting. For example, a key informant of a major sport event admitted that: "We benefit immensely from events, so we have a huge responsibility, also, to leverage for further benefits" (R12).

While these above mentioned results show that the responsibility for leveraging falls almost equally on the government and sport event organisers, such results are validating the findings in the literature that leveraging should lie with the host destination responsible for economic, social and environmental development, including the local business, government, and service organisations (Chalip, 2014).

Interestingly, the respondents alluded to benefits of a financial nature from their social engagements due to the marketing related outcomes from their socially inclined activities. One stakeholder stated that "...it's making our business financially successful." [R9] thus further reiterating and validating the above mentioned premise that all stakeholders involved in the event must be active in the leveraging of the event as they not only obtained benefits related to their brand messages but also some financial benefits.

Recent literature confirms that socially inclined marketing can be used to leverage stakeholder relationships. Stakeholders are identified as influencers of social engagements (Jones et al., 2007; Maon et al., 2010; Kolyperas et al., 2015; Fortis et al., 2018; Niesten & Stefan, 2019) and sport can create value for stakeholders through social engagements (Breitbarth, 2008). The findings of this study provided empirical evidence that support the argument on the perceived benefits for stakeholders through the social engagements of sport. In line with derived benefits linked to brand exposure and sponsorships as a result of stakeholder engagements, a marketing director of a professional sport organisation is quoted below:

We want them [our partners and sponsors] to get the benefits of going out into the communities with us so we carry our partners and sponsors with us when we go into

our communities and make sure that we are able to share the space that we have with them, that is where they also get their exposure and value for sponsorship. [R1]

Similarly the Marketing Director of a major sport event emphasised the importance of stakeholder engagement across local, provincial and national spheres for leveraging major events to achieve social objectives for the broader South African brand. This sentiment came as the value of major sport events are realised towards achieving destination brand equity. Stressing the importance of stakeholder engagement for successful social outcomes through sport events, the Marketing Director stated the following:

What is the benefit from a destination point of view? It is as much as somebody is prepared to commit. So if the national government wants to come to the party, we create the opportunity in the event for them to brand and expose brand South Africa and promote brand South Africa to inbound tourists locally and externally at events. We probably tick most boxes, because we are a charity event that makes a profit and puts all that money back into the community, at the same time, we promote the city, and the country [R15]

Moreover, a few responses implied the need for strategic partnerships- whether it be with sport brand stakeholders (private) or government institutions (public) in order to effectively promote brand messages through socially responsible initiatives. One of the respondents alluded to a partnership with a government institution to address social issues, for example, one respondent referred to a crime reducing initiative that targeted troubled children in communities and aimed to keep them from engaging in crime. This respondent went on to say, "So we have a partnership with the South African police, and we identify the areas where these kids [troubled] congregate and we go there and we do some soccer activities"[R3] thus showing that it is a practical option for government institutions to partner with the sport events in their social engagements. As such initiatives show how government and industry can work together to address social issues, i.e., crime, and retain positive benefits not only for the community but for the broader South African brand image, then such relationships can be leveraged to influence perceived brand messages. This study therefore proposes that major events can use socially responsible marketing approaches to leverage their relationships with the host city or nation to influence the destination brand messages.

CONCLUSIONS AND RECOMMENDATIONS

This paper sought to determine how major events can be leveraged to enhance destination brand messages using socially responsible marketing approaches to create social sustainability for sport events. From the discussions of this study it can be concluded that major sporting events are purposefully used as catalysts for social change. By incorporating socially responsible initiatives as part of event leveraging practices, stakeholders of sport can effectively achieve desired objectives linked to the destination's brand image as well as long-term, sustainable profits (financial and otherwise). While O'Brien and Chalip's (2008) advanced social leveraging model includes the means for social development and engagement, it neglected to prove in its empirical investigation how social initiatives can be defined and implemented

in practice. This study therefore extends the leveraging theory to define socially responsible initiatives in the form of CRM, SM and CSR. It is therefore suggested that the theoretical and practical underpinnings of such socially responsible initiatives and social leveraging activities should be jointly considered in both theory and practice to maximise the efficacy of social leveraging practices.

From a practice perspective, it is with a concerted effort of sport stakeholders together with various partners and government departments that the potential of socially responsible leveraging practices towards achieving favourable brand messages for the host destination are possible. Brand exposure and other related destination brand messages can only be effectively promoted with a coherent and consistent establishment of stakeholder relationships. This does not only prompt strategic vision for future event hosting but also positively affects the strategic planning of socially responsible marketing practices, which in turn effectively align with (socially) sustainable development goals.

The findings of the study show that sport can be used as a vehicle to achieve SDG projects. This has implications towards policy as there is a potential for the government to converge the social leveraging objectives towards the alignment with their own SDG objectives. While this study focussed on how socially inclined leveraging can be used to enhance destination brand messages, it is recommended that government institutions should be involved in designing or planning leveraging activities. Future research can then explicitly investigate how leveraging objectives and the SDGs come together to enhance the brand messages of the host destination while pushing the SDG agenda.

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THE ECONOMIC IMPACT OF THE 66TH MACAU GRAND PRIX

THEA VINNICOMBE

INTRODUCTION

Cities and countries have historically vied to host mega sporting events such as the Olympic Games and FIFA World Cup. They do so with a range of benefits in mind, including prestige and image, but most importantly with the expectation of an economic windfall (Baade & Matheson, 2004). Increasingly, however, evidence suggests that the costs of hosting these mega-sport events outweigh the benefits, especially as government subsidized infrastructure places a heavy burden on tax payers (Gelan, 2003). In contrast, a number of researchers have suggested that smaller scale annual sport events are likely to have a much more positive economic impact (Gibson, et al., 2003; Saayman & Saayman, 2012). Reasons include lower costs through continued use of existing infrastructure, committed sponsorship and the ability to develop a solid base of return visitors. Most studies, however, focus on the economic impact of mega-events, with research into annual sport events remaining scant (Saayman & Saayman, 2012). This is particularly the case with respect to Asia, and more so China (Huang, et al., 2014). This study addresses the gap in the existing literature by examining the economic impact of the Formula 3 Grand Prix held annually in the Macau Special Administrative Region of China.

The economic impact (EI) of an event is defined as the contribution arising from that event on a defined area or community and consisting of expenditure, income, output and employment (Davies, et al., 2013). "It represents the incremental spending above and beyond what would be expected ... if the event was not held" (Daniels & Norman, 2003). In economic theory, this impact is divided into direct, indirect and induced effects, but for practical reasons, the definition is often confined to the total amount of additional spending generated. (Davies, et al., 2013). This is because the impact of an event consists of an initial injection of expenditure, which, if greater than costs, is associated with net gains in profit, income and employment in the specified area. These gains lead to further rounds of spending in the domestic economy which in turn trigger further increases in output, income and employment. The total economic impact is therefore a multiple of the initial injection which can hypothetically be measured, for example, using input-output (I-O) modelling, computable general equilibrium models (CGE), or the social accounting matrix (SAM) (Damonte, et al., 2013). These approaches can be costly and resource intensive in terms of the data and analysis required, so that apart from very large events, this type of approach is seldom justified. A pragmatic and cost-effective alternative is the direct expenditure approach (DEA), which involves using survey data to estimate non-local visitor spending across a range of categories. These values are then extrapolated to the festival population to calculate the initial or first round impact of visitor spending. Being limited to the first round of spending, the DEA is not able to capture the total economic impact of an event, but it typically the information event organizers and government funding bodies find most useful. It can also be used in subsequent cost-benefit analyses, and as the basis for

input-output models (Tyrrel & Johnston, 2001). Properly executed, this approach provides conservative measures thus avoiding inflated valuations that are often the subject of criticism (Crompton, et al., 2001). The current study uses the DEA to estimate visitor spending at the 66th Macau Formula 3 (F3) Grand Prix (MGP) held in November 2019.

THE CASE STUDY

Sports events are a particular category of festivals and events some of which offer considerable potential to generate positive economic contributions to host economies. Davies, et al., (2013), noted however, that a sport competition may be important to a community, or to a sport, but unimportant in terms of its economic benefits. Such events may, for example, may be attended largely by participants or too small to contribute to the host community. At the opposite extreme are mega sport events such as the Olympic Games and FIFA World Cup, both of which garner international media attention, and large numbers of paying spectators and many participants. The costs, however, are so high, that fewer and fewer cities are willing to host these events (Evans, 2018). Between these extremes are major spectator events which are held regularly in a specific location. The F3 Macau Grand Prix is an exemplar of such an event. Unlike the higher level F1 motor race, there is no international championship series, so a city holding an F3 event does not have to compete with others for that privilege, thus considerably lowering costs. Both entry fees for drivers and the cost of cars are considerably lower than for the F1 circuit, facilitating the entry of younger drivers who are able to use the F3 races as a stepping stone to F1. The Macau F3 is especially interesting for drivers as it takes place on one of the few remaining street circuits, an especially challenging six-kilometre track around the narrow hilly streets of the city. Although the road surfaces and safety barriers have been updated, the race track itself has remained unchanged since the first Macau Grand Prix in October 1954. It is regarded as an exciting and challenging track for drivers, and offers thrilling viewing for spectators. The 2019 MGP took place from the 14th to the 17th of November, consisting of two practice days (Thursday and Friday) and two race days (Saturday and Sunday). Also, part of the competition are the Macau Motorcycle Grand Prix and a touring car championship.

The event is organized by the Macau Sports Department with a reported budget of 270 million Macau patacas (approximately 33.7 million US dollars) in 2019. Temporary seating pavilions, fencing and safety barriers are constructed each year starting around the beginning of September, and, as said, the race takes place on the city streets. Materials are stored in special areas beneath the seating pavilions and alongside the tracks. Repeat use of the same equipment and a similar construction and preparation schedule each year allows for efficiencies in the assembly stage and helps to lower costs.

LITERATURE REVIEW

There are conflicting views as to both the number of EI studies of festivals and events in the academic literature, and the degree to which they have been critically examined. Bracalente, et al., (2017), claim the number of studies is limited, while in

the same year Warnick, et al., (2017) say EI studies have been extensively researched. Most existing research involves cases studies measuring the EI of a specific event, typically using that example to also examine broader methodological issues. John Crompton, for example, has written extensively on the principles necessary for reliable EI studies, and provided a framework for a generalizable model in his 2001 paper using the Springfest festival in Ocean City Maryland as the exemplar (Crompton et al., 2001). Similarly, Tyrell and Johnston, (2001), used a case study of the 1997 Newport Folk Festival to present a standardized approach to measuring the EI of events. They emphasized in particular the importance of gathering reliable expenditure data. Hodder and Leistriz, (2007), summarized the key points of EI studies, reviewed problematic issues and showed how these had been addressed in the existing literature.

Some studies have focused on a smaller number of specific issues. For example, Darmonte, et al., (2013), estimated the economic impact of the "Coastal Uncorked" wine festival in Myrtle Beach, North Carolina with a view to addressing the challenges of calculating attendee numbers at unticketed/ungated events. Warnick, et al., (2017), experimented with using social media platforms to collect their sample.

A number of authors have examined the EI of sport events, including other Grand Prix. Fairly et al., (2011), examined two previous studies estimating the EI of the 2005 F1 Grand Prix in Melbourne, Australia. The first of these studies was associated with the organizers and had been criticized for inflated valuations. The second study was conducted by the state Auditor General's department in response to these criticisms and returned much lower estimates. Kim et al., (2017), studied the economic impact of the F1 Grand Prix in Shanghai. They found the very high costs, especially the licencing costs associated with being part of this international event made it extremely difficult for the host city to achieve a net economic benefit.

A study by Daniels and Norman in 2003 compared seven regular sport events held over a six-month period in North Carolina in order to identify those with the most economic potential. They also wanted to demonstrate the cumulative impact of holding a number of sport events over a period of time in one locale. Finally, Davies, et al., (2013), examined the methodologies used to estimate the economic impact of sports festivals with a view to finding the most pragmatic and cost effective. They found this to be the DEA approach followed in the current study.

Some common methodological issues have been highlighted in most of the studies outlined above. These are as follows: Firstly, the importance of excluding local residents when collecting data (Crompton, et al., 2001; Hodur & Leistriz, 2007; Davies et al., 2013; Tyrell & Johnston, 2011). Only the spending of visitors to an area whose primary purpose of visit is the event, or who have stayed longer in the area because of the event, should be included in an EI study. This is because the spending of residents is most likely only diverted from other areas of spending within the local economy. The same is true of non-locals who would have visited the area anyway, but who changed the timing of their visit to coincide with the event, or who are attending the event by chance when they are already in the area. These

attendees are respectively labelled "time switchers" and "casuals" (Crompton) and, along with local residents, should be excluded from EI estimates.

A second common issue is the problem of estimating attendee numbers at unticketed and/or ungated events, for example, spectators at a marathon. Various interesting solutions have been trialled, for instance, Davies et al., (2013), described the combination of head counts, crowd density measures, and analysis of video footage and still photographs to measure spectator attendance at the 2010 London Marathon.

The accuracy of survey respondent recall is recognized across many papers as a challenging issue when asking about spending behaviour in face to face interviews at an event (Bracalente, et al., 2017; Hodur & Leistriz, 2007). Respondents may be required to recall spending already undertaken and/or estimate spending that has not yet taken place. Including spending categories is found to help improve recall, as is limiting the specified spending period. For example, respondents might be asked about their spending over the previous 24 hours, and the researcher then multiplies this by the number of days of the trip. Ensuring the questionnaire instrument clearly specifies per person, per group, per day or per trip spending also minimizes confusion. The researcher should decide which of these is preferred depending on the circumstances of the event. Crompton, et al., (2001), further emphasizes the importance of a clear and concise questionnaire format to encourage accurate responses.

METHODOLOGY

The methodology for this study largely follows the recommendations of Crompton et al., (2001), in terms of questionnaire format and data collection. A team of nine bi-lingual fourth year students from the Institute for Tourism Studies Macau surveyed MGP attendees over the four days of the event. Most of the team had previous survey experience. The students were invited to a preliminary meeting where the nature of the survey and their tasks were explained. They were also asked to proof read the English and Chinese versions of the questionnaire, to practice with it on other students and to identify and report any questions which they found to be unclear or confusing. Some adjustments to the wording were made in response to the students' observations. There are three seating areas at the MGP. Having a large team allowed for surveying at all three areas and across the practice and race days. Only visitors to Macau were included in the study.

The questionnaire consisted of three sections. Section one sought information as to prior attendance at the MGP and the travel behaviour of respondents. This part included a question to identify "Casuals" and "Time shifters". Section two asked about spending behaviour in six spending categories. Section three asked for demographic information. The questionnaire instrument was very concise, taking only five to ten minutes for respondents to complete. A total of 494 questionnaires were collected. Of these seven were discarded because respondents had not wanted to state their spending across all categories. A further 18 were identified as "time switchers or casuals". These people would have visited Macau anyway, either over the MGP weekend or within three months of that time. Quite a large number of

respondents, 150, would have visited Macau anyway, but stayed longer due to the Grand Prix and were therefore retained in the sample. The final sample consisted of 469 usable questionnaires. Version 24 of the statistical package SPSS was used to analyse the data extracted from the survey questionnaires.

FINDINGS

The demographic profile of the sample is shown in Table 1 below. There are more male (63.3 percent) than female (36.7 percent) attendees, suggesting that at least in Macau, motor racing remains a sport enjoyed more by men than women. Seventy percent of the sample are below the age of 40, and most have management or professional jobs or are self-employed. The most interesting characteristic of the sample is the place of origin of attendees. People from Hong Kong and mainland China dominate with the former exceeding the latter by about four percent. This contrasts to the usual distribution of visitors to Macau by place of origin. For example, of the 35.8 million visitors to the city in 2018, a little over 70 percent were from mainland China and only 18 percent from Hong Kong (Macau Year Book, 2019). This suggests the MGP is more successful in attracting visitors from Hong Kong than Macau's everyday attractions, such as the casinos, restaurants and hotels.

Table 1

DEMOGRAPHIC PROFILE OF MGP VISITORS

Category	N	%	Category	N	%
Gender			Income (MOP)*		
Male	297	63.3	< 10,000	114	24.3
Female	172	36.7	10,000-19,000	124	26.4
			20,000-29,999	88	18.8
Age (years)			30,000-39,999	37	7.9
18-29	151	32.2	40,000-49,000	37	7.9
30-39	178	38.0	≥50,000	69	14.7
40-49	97	20.7			
50-59	31	6.6	Occupation		
≥60	12	2.5	Blue collar	36	7.7
			Clerical	69	14.7
Origin			Management	106	22.6
Mainland China	211	41.6	Professional	99	21.1

Hong Kong	195	45.0	Self-employed	97	20.7
Other Asia	33	7.0	Other	62	12.1
Other	30	6.4			

Note: 1USD = Approximately 8.01MOP

Table 2 depicts the travel behaviour of the sample and their previous experience of the MGP and similar events. Over 40 percent of those surveyed had attended at least once before, and over six percent had attended five times or more. Two people said they had been attending each year for thirty years. These results shows the MGP has a loyal base and at the same time is able to attract new interest, as over 50 percent of the sample were first time attendees. A further 114 attendees said they had attended similar events in the past 12 months. These included F1 Grand Prix in Europe, Singapore, Bahrain and Shanghai, perhaps showing the Macau F3 is able to attract F1 aficionados. Over eighty percent of those who stayed in Macau choose four or five star hotels, with the remainder staying with friends and relatives or in guesthouses and three star hotels. Although 25 percent of the sample did not stay overnight, the average length of stay (LOS) was still more than double the 1.2 day average LOS for the city for the whole of 2019 (Macau Statistics and Census Department a, 2019). Thirty two percent of the sample said they would have visited Macau anyway, but as they also indicated they stayed longer because of the MGP, they were retained in the sample.

Table 2

TRAVEL & EVENT RELATED FACTORS

Category	N	%	Category	N	%
Previous attendance at MGP			Length of stay		
1st time	271	57.8	< 1 night	116	24.7
2-4 times	168	35.8	1 night	169	36.0
≥ 5 times	30	6.4	2 nights	96	20.5
			≥3 nights	88	18.8
Recent attendance at similar event*			Travel companions		
Yes	114	24.3	Spouse/partner	97	20.7
No	355	75.7	Family	98	20.9
			Friends	219	46.7
Would have visited Macau anyway					

Yes	150	32	Colleagues	20	4.3
No	319	68	Sole traveler	35	7.5
Extra stay due to MGP					
Average extra days		2	Accommodation type (N=353)		
Minimum extra days		1	5 star hotel	191	54.1
Maximum extra days		10	4 star hotel	103	29.2
			3 star or guesthouse	39	11.0
			Family/friends	20	5.7

*Within the previous two years

Estimated spending by expenditure category is presented in Table 3. A number of steps were taken to optimize the accuracy of the reported spending by the sample respondents. Firstly, spending categories were specified to assist in the cognitive process of recalling and calculating these amounts. Most people, for example, can readily recall the cost of entry tickets to an event, or a hotel bill, so if these are recorded first, they are able to give more attention to recalling spending in other categories, such as food and beverage. To further simplify the recall process, categories were kept to a minimum and based on known visitor spending patterns (DSECb, 2019). Secondly, respondents were asked to state their spending per trip rather than per day. This is because at least two major spending categories, tickets and hotel accommodation, are normally paid on a per trip basis. Finally, respondents were asked to calculate their individual spending. Where they were responsible for the costs for more than one person, they were asked to calculate their individual component. This was stated clearly in the questionnaire and interviewers were trained to carefully clarify this point. Mean spending for each category is displayed for the whole sample, and by place of origin.

The average spending on tickets to the event by visitors from mainland China is slightly lower than that of those from other places of origin, but their mean total spending is the highest and considerably higher than the mean for the whole sample. A perusal of the spending categories shows this is clearly attributable to higher spending on gaming by the mainland visitors. The average gaming spending of this group of 23918MOP is nearly 12 times that of the next highest average gaming spending of 2192MOP by the all other Asia group. Gaming behaviour therefore appears to be more strongly associated with the mainland visitors, than that of the other groups. However, while many of these visitors outlaid relatively small amounts in the cities casinos, a small proportion of around five percent of the mainland sample, spent more than 100,000MOP (approximately USD12,500) each on gaming.

Table 3

AVERAGE EXPENDITURE PER TRIP PER PERSON BY CATEGORY

Category (mean spending per person)	Mainland	Hong Kong	Other Asia	Rest of world	All
MGP tickets	664	699	792	863	700
Accommodation	1569	1255	1815	1983	1483
Food & Beverage	1076	829	889	932	951
Gaming	23918	2187	2192	1233	11903
Entertainment	1438	165	667	402	788
Other	53	17	85	47	40
Total spending	28718	5153	6440	5460	15865

Note: 1USD = Approximately 8.01MOP

Other areas of spending were not insignificant. Despite a high proportion of the sample spending one night or less in the city, the average spending for the entire sample on accommodation was 1483MOP, around USD180, and average spending on food and beverage is around USD120. Mean total spending for the whole sample of 15,868MOP is close to 2000USD. Some comparisons are available. In examining spending at the 2105 Shanghai F1 Grand Prix, Kim, et al., 2017, divided their sample into three groups, local Shanghai visitors, visitors from the rest of China, and International visitors. The international visitors spent on average approximately USD60 on tickets, USD46 on hotel accommodation and USD46 on food and beverage. A report on the 2011 Melbourne F1 Grand Prix (Ernst & Young, 2011) indicated interstate visitors spent approximately USD184 per person per day on hotel accommodation and restaurant and café meals, while overseas visitors spent USD145 on the same outlays. These rough comparisons suggest that spending at the F3 event in Macau actually exceeds that at F1 Grand Prix in Australia and mainland China.

Total spending in an EI study is calculated by multiplying mean expenditure values by the total number of non-local attendees. Initial communications with representatives from the organizing department in Macau suggested they would be able to pass on approximate numbers for non-local attendees through data gleaned from the on-line sales channels. To date, this has not been possible. The ease with which the interview team were able to intercept non-local attendees for the study suggest that at least half were from outside Macau. Total expenditure amounts have therefore been tentatively estimated on this basis, with the proviso

that these are estimates only, and that more detailed information may be available from the Sports Department at a later time. The total number of attendees of 86,000 divided by two yields a preliminary estimate of 43,000 non-local attendees.

Estimated total spending by expenditure category and place of origin, as well as total figures, are presented in Table 4. The percentage distribution of the sample across the four origin locations are used to estimate the number of visitors from each of these four regions. These figures are then multiplied by the mean values for each spending category to calculate the mean total spending values shown in the table. Gaming and accommodation are the main spending categories for each origin group, followed by ticket sales for most categories, except the mainland visitors who also spent substantially on entertainment. The total spending of around 650 million patacas again compares very favourably with estimated total spending at the Shanghai F1 Grand Prix. In US dollars, total spending at the Shanghai event was approximately 8.7 million compared to around 80.7 million for the MGP. This first round of spending alone comfortably exceeds available figures for the MGP budget of 270 million patacas (Macau Business, 2019). While there may be other in kind and ongoing costs not included in the budget figure, there are also many economic benefits not included in these calculations. For example, the fees paid by entrants and their crews, as well as their spending during the event are not included. There is a substantial media presence in the city before and during the event, and they too are not accounted for. Nor are the vendors, particularly suppliers of food and beverage, near to the seating pavilions. Finally, the multiplier effects have not been included in this study.

Table 4

TOTAL EXPENDITURE BY CATEGORY & ORIGIN

Category (mean spending per person)	Mainland N = 17,888	Hong Kong N = 19,350	Other Asia N = 3,010	Rest of world N = 2,752	All N = 43,000
MGP tickets	11,877,632	13,525,650	2,179,584	2,374,976	2,995,7842
Accommodation	28,066,272	24,284,250	4,994,880	5,457,216	62,802,618
Food & Beverage	19,247,488	16,041,150	2,446,528	2,564,864	40,300,030
Gaming	427,845,184	42,318,450	6,032,384	3,393,216	479,589,234
Entertainment	25,722,944	3,192,750	1,835,584	1,106,304	31,857,582
Other	948,064	328,950	233,920	129,344	1,640,278
Total spending	513,707,584	99,710,550	17,722,880	15,025,920	646,147,584

Note: 1USD = Approximately 8.01MOP

DISCUSSION & CONCLUDING COMMENTS

This study has examined the economic impact of the MGP on the host city, using the DEA method. Data collection followed best practices outlined in the literature, and especially suggestions of John Crompton, a champion of methodological improvements in EI studies. Using the DEA limits the economic impact to first round impacts only, thus placing a limit on the extent to which it is possible to inflate economic benefits. The resulting conservative estimates nevertheless strongly suggest the MGP has a substantial positive impact on the Macau economy. This supports the view that annual sport events can have a positive economic impact (Gelan, 2003; Huang et al., 2014; Saayman & Saayman, 2012). A major shortcoming of this study, however, is that the visitor attendee numbers are estimates only. If non-locals make up a smaller proportion of total attendees than is hypothesized in this study, then the EI from spending would be less than indicated. Other findings in the study, show some additional benefits to the city associated with the MGP. It is able to attract a broader range of visitors than the more regular distribution of tourists to the city and these visitors, on average, stay more than twice as long as the annual average length stay. The results also show that attendees from Macau's main visitors market, mainland China, are the highest spenders across almost all spending categories, and especially spending in the casinos. More information on the association between MGP attendance, length of stay and gaming behaviour is needed in order to better identify the economic potential of this long standing event in Macau. Future studies could also make use of some of the more innovative methods for estimating visitor numbers across origin locales.

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AN ANALYSIS OF THE TOURISM RECOVERY STRATEGIES DURING THE COVID-19 PANDEMIC IN SOUTH AFRICA

WASHINGTON MAKUZVA AND NOLWAZI MABALEKA

INTRODUCTION

Coronavirus, a deadly respiratory disease that erupted at the end of the year 2019 in China, severely damaged a spectrum of industries across the world (Gossling et al., 2020). The tourism industry was also not spared from the voracious sword of the coronavirus hereafter referred to as the Covid-19 pandemic. Without a doubt, the tourism industry was one of the most affected industries due to its reliance on the movement of people either domestically or internationally (Rogerson & Rogerson, 2020) which was then restricted as deemed to be one of the super-spreaders of the Covid-19 pandemic (Bama & Nyikana, 2021). The restrictions that were levied by different governments such as the lockdown on the international borders (Fakir & Bharati, 2021), restricting inter-provincial travelling, allowing only essential businesses to operate during the lockdown period (Bama & Nyikana, 2021), amongst the other methods used to combat the spread of the pandemic, has had dire ramifications on the tourism industry. The tourism industry is argued to be one of the most socio-economic contributors globally (Kozhokulov et al., 2019; Manzoor et al., 2019; Kronenberg, 2021), however, during the Covid-19 pandemic, the industry was viewed as the chief contributor in the spreading of the virus. Thus, resulted in the hard lockdown on the international borders as well as intra-provincial travelling. South Africa, equally imposed the most restrictive lockdown restriction (level 5) on 27 March 2020 whereby only the movement of people to purchase or produce essential goods was permitted (Greyling et al., 2021). This means many people especially in the service industries and those categorised as non-essential services could not work during this period and relied on their savings. Several people lost their jobs through retrenchments and a lot of companies downsized their operations which then impacted the working hours and salary cuts to the few employees who were fortunate to be working during the pandemic period (Strauss et al., 2020). By default, this situation threatened the disposable income which in turn influence the discretionary income for many people in South Africa which is the money needed for travel. In differentiating disposable and discretionary income, Nickolas (2021) argues that while the former refers to the money left after income taxes are deducted, the later refers to the money left after the spending on necessities. It can be deduced that when one has limited disposable income it can negatively affect the discretionary income which is needed for travel. This study, therefore, investigated the feasibility of turning to domestic travel as a means of resuscitating the tourism industry in South Africa – a country with rampant unemployment (Strauss et al., 2020; Karombo, 2021; Maskaeve & Msafiri, 2021). To achieve the aim of this study, a desk research method using systematic literature review where rigorous screening of data from mainly peer-reviewed journals, online newspaper articles and internet sources using deductive approach was conducted.

METHODOLOGY

The methodology of the study depicts how the research was conducted following a particular research design. Flick (2018) concurs with Ragin (1994) that research design is one of the fundamental components in any research study as it speaks to the decisions implemented by the researcher to achieve the aim of the study by answering the research question. The same aphorism was supported by Jaakkola (2020, p. 19) that "a good research design is an optimal tool for addressing the research problem, and it communicates the logic of the study in a transparent way". This study adopts a systematic literature review based on peer-reviewed journal articles and online sources on the significant contribution of domestic tourism to the economy as well as elements that aid domestic tourism to be a useful tool in enhancing the tourism industry during the pandemic period. The sources contacted were based on the themes that seek to address the research question on whether domestic tourism in South Africa is the ideal strategy to resuscitate the industry given the challenges the country already is facing. In doing so, literature search on the internet using different search engines such as Google Scholar, open access journals as well as newspaper publications based on the key terms "tourism", "recovery strategies", "Covid-19 pandemic", "domestic tourism", "sustainability" and employment in South Africa was conducted. This screening process was done through reading the title and abstract of the article to determine its relevance to the identified problem being investigated. To aid the quality and eligibility of the article selected, the full text of the article was read to establish the relevance and the context of the information used based on the themes that guided the study. All the articles with satisfactory content that aid the understanding of the identified problem in this study were used.

LITERATURE REVIEW

Over the years, tourism has been credited for its continuous growth and huge socio-economic contribution, however, the continuous growth stalled from early 2020, after the industry came face to face with the ferocious Covid-19 pandemic (Makuzva & Ntloko, 2021). Since no one had planned to welcome an outbreak of this nature, its ramifications are undeniably detrimental to many industries and without any exception to the tourism industry. Governments had to quickly devise measures in an endeavour to alleviate the spread of the Covid-19 pandemic (Rogerson & Rogerson, 2020). While some of the measures such as lockdown restrictions could be commented on for restricting the movement of people, the ramifications attached to this measure especially on the tourism industry cannot be underestimated (Greyling, et al., 2021; Sharma et al., 2021). Hence, strategies to revive the different sectors of production were to be put in place. In the tourism industry, one of the major strategies has been to focus on domestic travel (Vlogger et al., 2021; Hussain & Fuste-Forne, 2021), however, despite the prominence of this strategy across the globe, its relevance in the less economically developed countries like South African can be contested. Therefore, this study seeks to investigate the feasibility of adopting domestic tourism as a recovery strategy in a developing country – South Africa. To understand the background of the problem

being investigated it is pivotal to start by exploring the significance of the tourism industry to South Africa.

The importance of tourism in South Africa

South Africa is on a path of poverty eradication and promoting equality for all its people. Tourism is a sector identified as a strong factor to encourage economic benefits for disadvantaged communities in South Africa (Saayman et al., 2012). The authors further indicate that tourism activities form a vital component of the country's employment generators as a substantial number of individuals are employed in this sector. Tourism is a multifaceted industry which means that it is an amalgamation of different sectors that are bundled together to form a saleable product (Hermann & Du Plessis, 2016). It plays a significant role in the development of related services and infrastructure for various destinations (Nguyen, 2021). In the South African context, tourism is one of the fundamental industries for the national economy and contribute immensely to job creation (Fredericks, 2018). According to the Department of Statistics South Africa (Stats SA, 2021), tourism contributed 130,1 billion rand toward the Gross Domestic Product (GDP) which is close to a 3% direct contribution to GDP in the year 2018. Gross Domestic Product refers to "the total value of all the goods and services produced within the borders of an area in a given period of time" (Hermann & Du Plessis, 2016, p.1). Stats SA (2021) also note that approximately 4.5% of the total employment in South Africa was contributed from the tourism industry. Panashe (2020) submits that tourism contributed 425 billion rand which is an 8% contribution to GDP in 2019. However, with the inception of the Covid-19 pandemic, the statistics in the year 2020 reflected that the number of tourists to South Africa diminished by 72.6% which equates to 2,8 million tourists in comparison to 10,2 million tourists in the year 2019.

South Africa is one of the most developed tourism destinations in Southern Africa. The tourism industry has provided a much-needed contribution to the country's economy, with tourist activity on an upward trajectory. According to Stats SA (2019:2), tourism direct gross value added increased from R108 412 million in 2017 to R118 446 million in 2018, a 9,3% increase. This indicated steady growth in the tourism sector, providing an enabling environment for communities to benefit from tourism activities. However, this growth was severely affected when South Africa recorded its first Covid-19 case on the fifth of March 2020 (Chitiga-Mabugu, 2021:84) leading to a dramatic change in the country's economic activities. Consequently, this change led to massive retrenchments which spiked an increase in unemployment resulting in far-reaching implications on local communities and businesses.

Understanding domestic tourism

Domestic tourism which is the travel by residents within the national boundaries of their country outside their usual environment but, not exceeding twelve months (UNWTO, 2005; Kabote et al., 2017; Rogerson & Baum, 2020) could provide the much-needed revenue in the tourism industry during the Covid-19 pandemic (Panashe, 2020; Arbulu et al., 2021; Bama & Nyikana, 2021; Woyo, 2021). There are a number of definitions for domestic tourism that have been proposed by various scholars. While Becken (2009) links domestic travel to a return journey that takes

place for at least 40km from the place of residence to the unusual environment of the traveller, Quinn (2010) submits that domestic tourism involves same-day or overnight movement of people within or outside their usual environment excluding travelling for work or school. Hermann and Du Plessis (2016) believe that domestic tourism should be travel that lasts at least for more than 24 hours but, not exceeding twelve consecutive months. However, one can admit that each and every definition that has been put forward in the academic literature has its limitations. Another term "excursion" which is linked to domestic travel evolves. According to Hermann and Du Plessis (2016), an excursion is a day trip whereby the traveller does not overnight at the destination. Kabote et al. (2017) summed up the problems associated with defining domestic tourism by stating they all have shared the common element that it is travel excluding foreigners.

Osiako and Szente (2021) posit that domestic tourism is the chief driver for tourism in major economies. Rogerson and Baum (2020) argue that domestic tourism, as well as regional tourism, is way higher than international visitation in Africa, however, international tourism spending is higher in other developing countries. Hughes (2010) denotes that in developing countries, the locals are not very active participants in tourism compared to international travellers. It is therefore uncertain to bank on the dictum that domestic tourism would propel the tourism industry when looking at it from the developing countries like South Africa's perspective where the unemployment level is high (Panashé, 2020). Earlier scholars (Rogerson & Lisa 2005; Scheyvens, 2007; Kabote et al., 2017) have shown concern about the lagging in the development of domestic tourism in developing countries. This could be as a result of viewing the domestic market as low spenders in the tourism industry (Rogerson & Baum, 2020), however, as a result of the Covid-19 pandemic, many governments have turned to this market for resuscitating the tourism industry (Garau-Vadell et al., 2018; Kozak & Kim, 2019:1).

Domestic and international travel in South Africa

In the year 2012, the Department of Tourism in South Africa, developed a Domestic Tourism Strategy aimed at increasing the tourism expenditure (Department of Tourism, 2019). However, this strategy may have failed to yield the anticipated results of growing the domestic travel between the years 2015 to 2018, as indicated in the statistics report (Department of Tourism, 2019). The statistics from the report indicates that 24.3 million domestic overnight trips were recorded in the year 2016 which was a 0.4% decrease from the 2015 domestic travel report (South Africa, Department of Tourism, 2019). In the year 2017, 17.2 million was recorded on the total overnight domestic trips which translate to a 29.2% decline from the 2016 statistics. In the year 2018, the Department of Tourism (2019), noted a slight increase (2.8%) in the total overnight domestic trips of 17.6 million from the year 2017. There was a huge increase (61.3%) in the total of overnight domestic trips in 2019 where a total of 116 million trips were recorded. The main reason cited for travel was for visiting friends and families. With the inception of Covid-19 in the early 2020, domestic travel was completely shuttered due to the lockdown restrictions which hampered the movement of people.

The international travel on the other hand has been one of the key driver for tourism in South Africa. This could be due to the fact that South Africa was identified as a destination of choice in the Sub-Saharan region whereby at least 10 million international arrivals were recorded annually from 2016 to 2019 (Department of Tourism, 2019). The top 3 international source markets between 2018 and 2019 were from the United Kingdom, United States of America and Germany (Department of Tourism, 2019). However, the eruption of the Covid-19 pandemic caused a huge decline on the international markets by 71% due to the closure of the international borders. As the governments are starting to loosen up the restrictions, the international market is starting to pick up again however, at a slower rate than before.

Factors influencing domestic tourism

The desire to travel is influenced by various factors identified as push and pull factors (Ezeuduji & Dlomo, 2020:123). The authors further define push factors as the desire to escape familiar surroundings for the discovery of new things and relaxation purposes and pull factors as the attractiveness of a destination. Therefore, the attainability of these factors is dependent upon the disposable income of individuals for the potential of travel activities for leisure. However, the South African unemployment rate raises a significant question of the possibility of disposable income in the current economy. In the year 2019 prior to the pandemic, the unemployment rate in South Africa was already at an upward trajectory of 28.7% as indicated by Stats SA (2021). Currently, the unemployment rate is at 34.4% which is recorded as the highest since the inception quarterly labour force survey in 2018 (Reuters, 2019).

The Department of Tourism (2021) states that the weakened state of the domestic economy as a result of the pandemic which resulted in many job losses have limited the ability and affordability of locals to travel. Consequently, the domestic market alone lacks the capacity to keep the sector at an unwavering state, thus the need for international travel to resume in accordance with the "new norm". Furthermore, this change led to massive retrenchments which spiked an increase in unemployment leading to far-reaching implications on local communities and businesses. Arndt et al. (2020) indicate that tourism consists of a group of various activities, all of which were severely hit by the lockdown. The Department of Tourism (2021) records a significant decline in hotel sales, airlines as well the hospitality industry since the inception of the lockdown in March 2020.

The reliance on inbound tourism to keep the tourism industry afloat brings forth the argument of domestic tourism being a strong contender of the efforts put in place to cushion the tourism industry from severe destruction. Furthermore, Mazimhaka (2007) argues that even though international visitors bring in a large amount of money, domestic tourism forms the base of tourism at a destination. This aphorism could be credited for its relevance on the more economically developed countries as noted in Europe that many people travelled domestically and within the European countries (Statista Research Department, 2021). However, to relate the same concept in the less economically developed countries where there is a significant socio-economic imbalance could be far-fetched. European countries such as Germany, Italy, France, Spain, to name a few, thrived in domestic tourism after the

lockdown restrictions were relaxed as they could not travel internationally hence, spending their disposable income within their countries (Statista Research Department, 2021). However, this is the opposite when it comes to developing countries like South Africa where the majority population struggle for basic necessities as a result of job losses due to Covid-19 pandemic (Panashe, 2020).

South Africa employment overview

The tourism industry created 1.5 million direct and indirect jobs which is more than the individual employment from chemical, mining, automotive and agriculture industries in 2019 (Panashe, 2020). As a result of the Covid-19 pandemic, the tourism industry lost 68 billion (54%) in revenue within the first six months of the lockdown (Panashe, 2020) This was stimulated by the closure of hotels, transfer and touring companies as well as the grounding of the flights. This resulted in more than 600 000 tourism employees applying for the Unemployment Insurance Fund (UIF) as they lost their jobs due to the hard lockdown which was implemented in response to curb the rapid spread of the pandemic (Panashe, 2020). Naidoo (2021) denotes that the rate of unemployment in South Africa increased to be the highest on a global list of 82 countries monitored by Bloomberg. Naidoo (2021) agree with Stats SA (2021) that the rate of unemployment rose from 32.6% in the first three months of the year 2021 to 34.4% in the second quarter and Covid-19 is among the prime contributors to the unemployment surge. The continuous rate of unemployment is concerning as it poses a direct threat to domestic tourism as travelling is mainly influenced by the availability of disposable income which leads to discretionary income. According to the Cape Town Tourism survey (2020) where 5485 respondents participated, the survey results revealed that 24% of the respondents had disposable income with only 22% willing to spend their disposable income on travelling and leisure. Zhang (2020) submits that there is a significant relationship between residents' income and the consumption of the tourism offering. While the growth of residents' income positively promotes the consumption of the tourism offerings it can also be noted that when there is negative income growth the consumption of the tourism offerings is negatively affected (Zhang, 2020). Due to the huge loss of jobs by many South Africans as a result of the Covid-19 pandemic, one would ponder on how domestic tourism would be used to cushion the industry when the majority of the residents are without disposable income and are battling for basic necessities (Panashe, 2020). Undoubtedly, without the international market, the South African tourism industry struggles (Stats SA, 2021). This also comes at a stage when the uptake of the Covid-19 vaccine is slowly progressing in South Africa perhaps due to so many conspiracies around the vaccine (Arce, 2021; Islam et al., 2021). The international market which is the high spender in terms of tourism revenue could still be hesitant to visit South Africa even if the borders are opened for international travel as many South Africans are yet to receive the vaccination. This could mean that the country will still have to continue pursuing domestic tourism which is currently affected by the ramifications of the Covid-19 (Panashe, 2020).

Study results and implications

The study highlights the significant contribution of domestic tourism to the economy, however, using this strategy as the most suitable recovery strategy during the Covid-

19 pandemic in the South African context is somewhat unconvincing due to challenges such as high unemployment levels, lack of effective communication, limited disposable income, lockdown restrictions, amongst the other reasons (Naidoo, 2021). The study highlighted that developing countries like South Africa are more reliant on inbound tourism due to the lucrateness of this market (Stats SA, 2021), and the domestic tourism has been overlooked for a long time (Monnier, 2021). However, domestic travel plays a fundamental role in uplifting the tourism industry during crises period such as the Covid-19 pandemic, but this could work effectively in countries where the socio-economic imbalances are addressed (Rogerson & Rogerson, 2020; Stats SA, 2021). The study also highlighted the significance of disposable income and discretionary income for any travel to happen which is embedded in the employment status of the locals (Zhang, 2020).

Despite the limited literature on the contribution of domestic tourism in South Africa during the Covid-19 pandemic, the study results have shown the significance of adopting the correct solution to the relevant problem instead of generalising the solutions that work better for other destinations. While the more economically developed countries are benefitting from domestic travel, in the less economically developed countries, domestic travelling sounds to be more theoretical than practical in resuscitating the industry due to the socio-economic imbalances and high unemployment levels. Therefore, the government may need to look into the best ways that could address the socio-economic imbalances which lead to employment creation which in turn generate the much-needed for travel disposable and discretionary income.

Limitations of the study

This study used a systematic literature review which requires more sources to be consulted, however, literature on domestic tourism as one of the recovery strategies in developing countries is very limited and is still being developed. As such, despite the available literature providing an overview of the challenges associated with adopting domestic tourism as a recovery strategy in developing countries such as South Africa, the literature consulted lacks much depth into the subject and could have yielded better results if there was a variety of sources available on the subject being investigated.

Future research guidance

This study has used a desk research method and therefore, an empirical study on the feasibility of turning to domestic travel in a developing country like South Africa could also provide invaluable insight into the problem and contribute positively to the body of knowledge. In addition, another empirical study on the impacts of the slow growth and development of domestic tourism in African countries could assist in developing solutions for domestic tourism in Africa.

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DEVELOPING THE EVENTS SECTOR MATURITY MODEL USING ACTION RESEARCH METHODOLOGY

WILLIAM O'TOOLE

METHODOLOGY



Figure 1 Methodology schema

BACKGROUND

A note on Maturity Modelling theory: the concept of the maturity model follows an interesting path from philosophy. In particular, the law of the transformation of quantity into quality proposed in the works of Hegel and converted into the dialectical materialism of Engels. Kuhn proposed a similar model in his structure of scientific revolutions. In these two models, internal contradictions drive society, thought and science along the pathway. In a sense the model is a resurfacing of the Greek morality of consequences or teleological ethics. With the new thinking on complexity, causality, risk aversion and emergence, the simple linear cause and effect cannot explain the movement over time.

The maturity model discovers self evolving patterns at a higher level. Each level absorbs and is built upon the previous level. Understanding this moving pattern allows a city, country or region to optimise their events portfolio. Around the world countries and cities are at different phases of the Maturity path. Hence the document references, such as strategic plans, may seem out of date, are, in fact,

valuable as they are a necessary step in this model. A city in the advanced part of the model will delete their documentation as it is of no further use having been surpassed by the next version. However these documents are valuable to cities and countries starting to develop their events sector. From these past strategies and plans the pattern can be constructed. Figure 1 is the flow chart of methodology used to introduce and perfect the model.

HYPOTHESIS: COMPETENCY, MATURITY

The hypothesised model of maturity and competency in the events sector was proposed in a conference paper written in 1999 and presented in 2000 and a follow up paper presented in 2002. The first paper concerned competency in event management and the way to use the tools and techniques of project management and risk management to integrate the management of events (O'Toole, 2000). The second paper explored the competency maturity model of project management and the Capability Maturity Model for Software from the Software Engineering Institute, as a method of describing repeat events and event companies (O'Toole, 2002). Appendix 1 shows the key paragraphs from each paper. The initial hypothesis was that this burgeoning new subject of events management and sector would follow the path of other professions such as engineering, medicine, accountancy and project management. This was a method of exploration and iterative development. This methodology show in Figure 1 produced the project illustrated by Figure 2. This shows the progress of the action research and the deliverables.

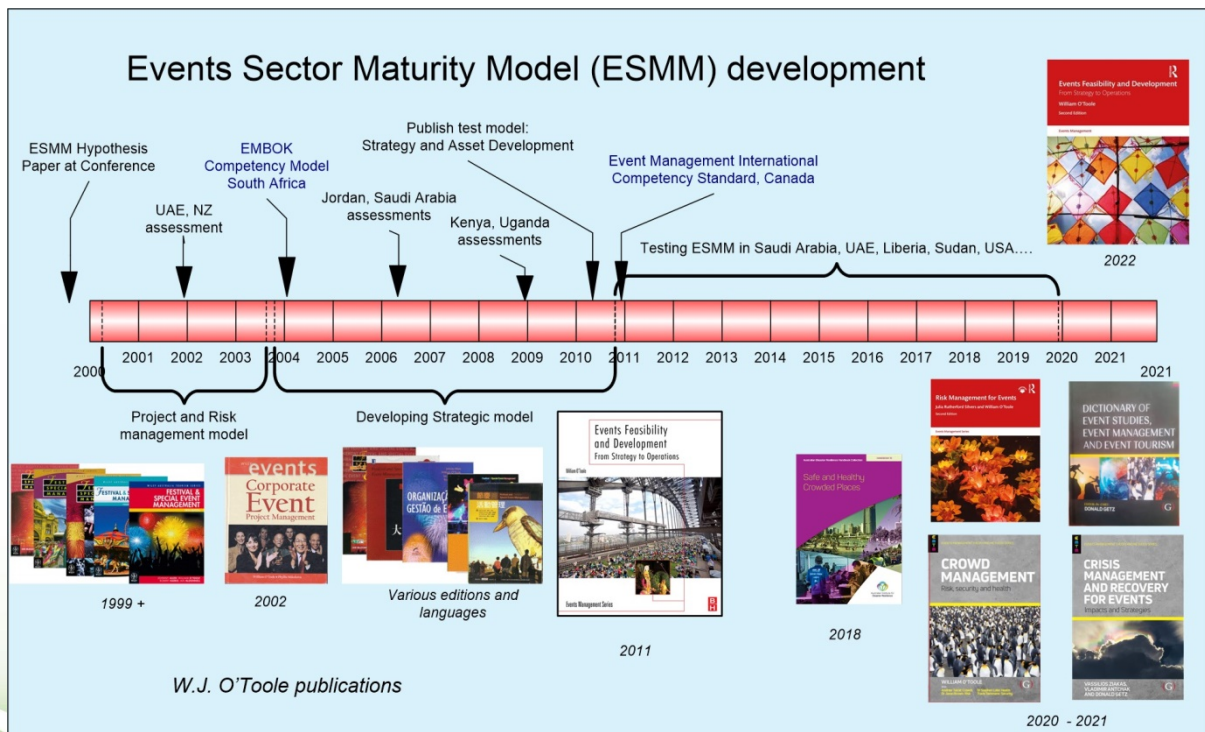


Figure 2 Development over 20 years of the Maturity Model for the Events Sector

The online Masters students at the University of Sydney were testing these concepts and methods on various events around the world as part of their course. Perhaps the most revealing was the East Timor Handover Ceremony in May 2002. A complex large event that involved over 15 nations and their representatives, the United Nations, 1000s of VIPs, a live audience of 200,000 and six warships. The project plan for this was developed by a project manager and project management student, Ray Johnson and used to deliver the actual event.

From this type of work the next iteration of the model was developed to include risk management as a universal process in all parts of management. Note that risk management process is part of decision making and not solely safety and security.

Competency in event management meant having knowledge and skills in the three dimensions: Domains, Phases and Processes. This three dimensional block was similar to the Project Management Body of Knowledge (PMBok). In 2006 it was published as the Event Management Body of Knowledge. Figure 3 shows the original model. The recognition of the processes of a profession is one of the indications of the level of maturity of that sector. Hence the development of the competency model was an example of a further intervention in the event sector. The Canadian Tourism Human Resource Council used the EMBOK in their Event Management International Competency Standard (CTHRC, 2011) and it was adopted immediately by the MPI for their training (Meeting and Business Event Competency Standards, 2011).

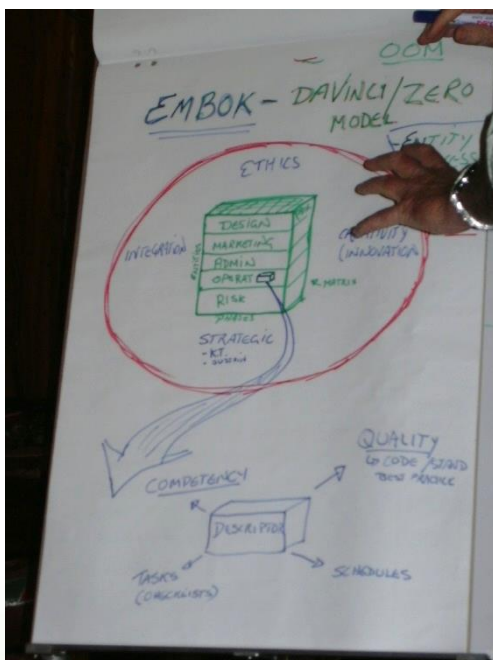


Figure 3 July 2004: EMBOK Imbizo (meeting) South Africa, author's drawing of the original suggested model.

The project and risk management processes are now part of the teaching and textbook standards around the world for event management training.

MATURITY MODEL: PHASES

The next exploratory test for a maturity model was the development of events strategies. These comprise events portfolio strategies for governments and cities. Countries such as New Zealand, UK and Australia had publicly available strategies. A sample of these is listed in Appendix 2. A study of these found in Events Feasibility and Development (O'Toole, 2011) distilled the basis of all the existing strategies and combined this with an asset management model. This extended the EMBOK management competency to include process mapping of event management. The development of events strategies represents a step along the maturity path. The forecasting and allocation of resources by a government over five years in the future requires a competency measure for event management and a maturity level for event companies.

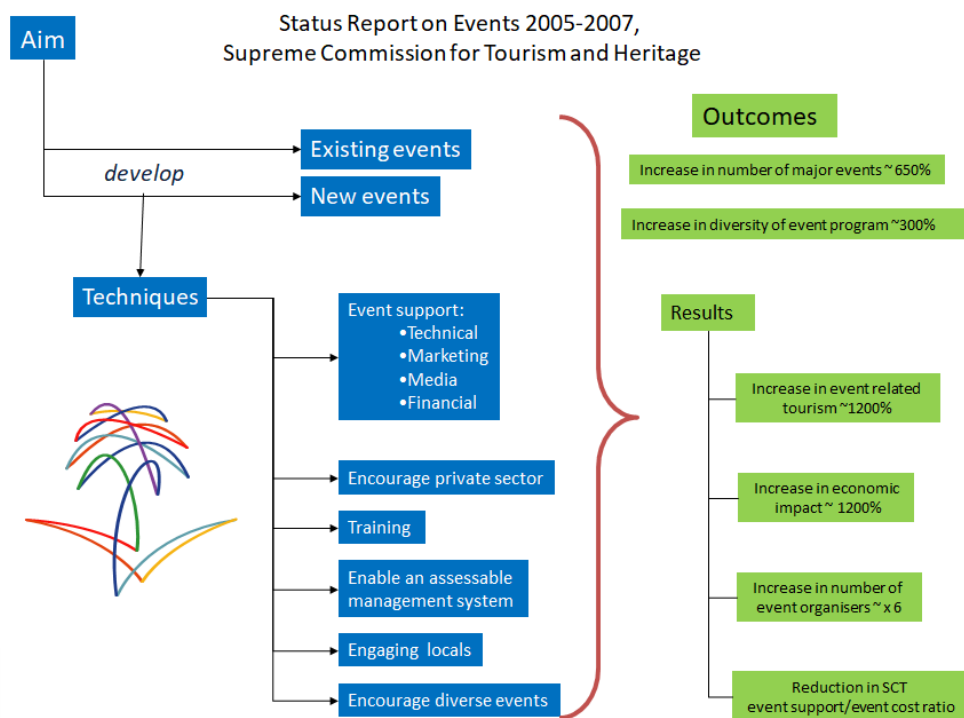


Figure 4 Sample from status report. Saudi Arabia events sector maturity development. Reproduced with permission.

The model was then refined through the development of events strategies for the Government of Saudi Arabia, Dubai and Aqaba (Jordan) as well as cities such as Coffs Harbour and Liverpool. It included consultations with government and event sector representatives in Liberia, Sudan, Kenya, Uganda, South Africa, Malaysia, NZ and the USA. In each of these the maturity model was used as the basis of a gap analysis to identify their most efficient pathway. Figure 4 illustrates a sample of the interventions and the results.

As part of this process I recommended and assisted in the creation of an inaugural event conference or forum to move the sector along the maturity path. The conferences and forums were attended by representatives of event companies, sponsors and government departments. Table 1 is a list of these conferences. As well as the conferences there were up to 15 separate training sessions per year around the world for event personnel. The week long sessions provided frontline feedback on the level of the events sector in many other countries such as Nigeria, Azerbaijan, Qatar and Vietnam.

Figure 5 Events Sector Maturity is the result of this testing and refinement. A detailed description of each of the phases is found in the upcoming (2022) edition of the original textbook 'Events Feasibility and Development'.

The inaugural conferences drew together many private event companies in the host countries. The term 'ad hoc' as the descriptor of the primary stage does not mean their management was immature or unresponsive to the market. In all cases the competition for sponsors, clients and attendees produced highly flexible, dynamic and efficient event companies. In this ecology, companies that did not work simply failed and disappeared. The remaining companies were localised, not international, and well connected to suppliers. They were operationally based, strongly heuristic and reacted to risk. In most cases their flexibility was a result of being unencumbered by government and bureaucratic requirements.

Table 1 Inaugural event conferences as part of the maturity path

Event conferences developed or advised by the author as part of the strategy exploratory work to develop the Maturity path	
New Zealand: Eventing the Future, (inaugural) Now a yearly event	2003 Yearly
South Africa: Imbizo EMBOK inaugural 2004, 2005 and 2007	2004 2005 2007
UAE Dubai: Festivale 2005 (inaugural) Now a yearly event	2005 Yearly
Australia: Event Educators Forum (inaugural)	2005
Uganda (Kampala) : Kampala International Events Summit. (inaugural)	2009
Kenya (Nairobi): "Setting Professional Standards in the Events industry" Kenya Festivals and Events Conference. (inaugural)	2010

Singapore: Event 360 Asia 2008 (inaugural)	2008
Power Sponsorship conference 2005 (inaugural)	2005
Saudi Arabia Events Conference, Riyadh (inaugural)	2009
Saudi Events Forum Riyadh (inaugural)	2013

The sponsors and government representatives at the conferences were all interested in the assessment of event companies. The value of the event is realised when it is delivered. Management incompetency cannot be tolerated because the result will only show itself at the event and, by then, it is too late to fix it or employ another company. One method to assess management competency is to assess the management plans. This leads to the second phase where some formal planning is required by the client or sponsors. The Ad hoc phase is characterised by lack of formal planning. The competitive edge for the event organisation or company is that their planning is private and never available to their competitors. The event companies were generally owned by one person who had organisational, leadership and charismatic skills.

For the above reasons, two important topics were introduced to all these inaugural event forums and conferences: project and risk planning. Each of these aspects of management required formal planning skills and the plans are the deliverable of the management process.

The next phase is Integrated planning. At this point the events strategies are being developed. New Zealand and cities such as Edinburgh were ahead of the countries around the world in this. These strategies demonstrated the government was now interested in the future development of events. It often began with a major events strategy such as those produced in New Zealand and Victoria (Australia) to direct funds and administer the new major events legislation. Concomitantly was the rise of managerialism in events. It was not the operational issues or the attractiveness of the event that became the greatest risk, it was non-compliance such as not submitting plans on time to the relevant authorities. The management of the event started to drift away from the event operations.

Maturity Phase	Ad hoc	Isolated planning (Informal)	Integrated planning (Formal)	Standards	Stable with flexibility and adaptation
Characteristics	No formal plans quick to set up and flexible. Often driven by one personality.	Single areas such as Marketing and Schedule use plans. Delegation is formalized. Venues being built.	Repeatable events. Solid organization structure. Management seen as an asset. Each event improves the planning. Codes and guidelines are introduced. Events strategies developed. Growth of mega events. Government subsidises large events and bids for international events Major venues constructed	Mandatory standards. Codes, regulations and rules. Event specific laws. Decision hierarchy and objectives with complete accountability. Primacy of mega and major events. Small events become uneconomic.	Plans are one input to decisions. Decision making is distributed and networked. Best practice is studied at all levels. Competency is measure of staff. Risk is also opportunity. Events are seen as dynamic over time and not a permanent fixture. Codes, standards and other regulations are scaled to ensure stability, growth, renewal and innovation.
Limits	Cannot be repeated or sold. Unaccountable decisions.	Not fully accountable.	Good plans become the objective.	Bureaucratization. "Box ticking". Inflexible. Fragile, open to disasters.	There will be a higher level of 'churn' – new events tried out some failing and some succeeding.

Figure 5 Events Sector Maturity Table (O'Toole, 2022, p. 5)

The government required stability and predictability in the events sector. The flagship event support in Australia is one example. The Flagship Event - Funding Application for the ACT in 2007 (Baldwin, 2007) required the prior submission of the management plan, a risk management plan as well as budgets, a financial and marketing plan and tourism analysis data and all the completed plans from the applicant event if it was to receive funding. Having an integrated event plan became a competitive edge for bidding to manage events. Hence the government's offer of support drove the companies to developed integrated plans. The ecology of competition was skewed by Government intervention. At the same time, tourism went from being an outcome of events to a reason to support events. It was more obvious in New Zealand and Dubai where tourism was, and is, a major industry. Many of the events strategies were tourism events strategies aimed at attracting major events to the city.

The fourth phase, Standards, evolved from the economic importance of events, growth of risk management, the rise of managerialism and the internationalisation of the events sector. It is an example of the law of the transformation of quantity into quality. Companies such as Jack Morton, ASM Global and Live Nation are working around the world. ASM Global for example manages 300 venues such as arenas, stadiums, convention and exhibition centres, and performing arts venues. These global management and event companies introduce a standard way of working based on international methods. At the same time the Governments are bidding for and dealing with mega and major events. They pass legislation and acts such as the Major Events Act 2009 No 73 (Australia) or the Major Events Management Act 2007 (NZ).

A further driver of event standards is the formal risk management. The more events the more likely a diversity of incidents will occur. Hazard analysis for example is based on the frequency of an incident. As more information is gathered globally, the frequency of an incident is increased. According to the work of Daniel Kahneman and Amos Tversky, this produces an unrealistic view of risk. For overseeing bodies, such as Government departments, risk is solved through

centralisation of authority and compliance. Centralised compliance does not understand the subtle variations of the types or size of events, it is a cover-all that shifts the responsibility of the risk. Inevitably this produces more regulations and unnecessary compliance to prevent risks that are rare. Colloquially called 'box ticking' it can result in the submission of plans that are not adapted to the specific event.

In an evolutionary model, the inevitable increase in compliance leads to contradictions and failure. It is the position of the maturity model that the Standards phase will create a monopoly of mega events. An example of this is found in the Australian diagram of just one aspect of event management: workplace safety. The event site is now regarded as a workplace and hence there are a slew of laws, regulations, codes and more that must be obeyed. The event work place may only be in use for an afternoon, and yet must completely comply with the framework as shown in Figure 6.

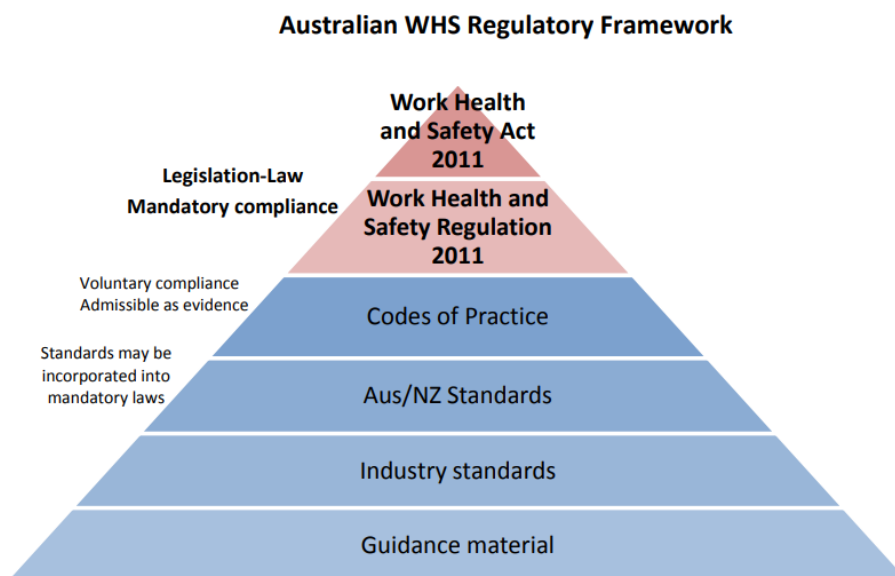


Figure 6 Sample of the regulatory environment now applied to all events in Australia (Live Performance Australia, 2016, p. 6)

Perhaps the most striking example of incidents moving the events sector of a city or country into the Standards phase is terrorist attacks on events. Although there have been attacks on events in the past, such as in India, the global connections has increased the perceived frequency.

...the standards and codes are set up to control the risk at mega events. As they are mandatory they are enforced for smaller events. This moves the events sector into the fourth phase. The smaller festivals and public events do not have the resources to follow these mandatory standards. An example of this is the other crisis which now has been going for so long that it is no longer referred to as a crisis: terrorism and events. The introduction of new security standards has forced smaller events and festivals to pay for extra security or to close as they could not afford to fulfil the new

security requirements. Note that, initially, this was regardless of whether the event was possibly a terrorist target or not. (O'Toole, 2021, p. 36)

At the same time there is the 'need to fill venues'. Once the capital expenditure is spent, the venue must be filled with events to obtain a return on this large investment. The costs must be amortised over a program of events. It is an interesting legacy of mega events such as the Olympics. It creates intense international competition. This in turn means more of a city's population go elsewhere for events. Hence the city must not just bring back the money lost, they must attract many more people to make up for all the years of lost revenue. A quick example will illustrate this concept. A yearly international conference for medical doctors will attract attendees from around the world. The conference itself will move around to different cities each year. If one city does not host it, it has leaked money as a percentage of the doctors in that city will be going elsewhere for the conference every year. The only way for the city to recover the leakage is to host the conference itself. Hence the city must build specialist event centres to attract the conferences and exhibitions. Otherwise it is at a net financial loss. This is an interesting movement of funds out of developing economies as their professionals attend conferences and exhibitions in other countries with these venues. A situation that can only be redressed by building the venues. The return on this investment is set well into the future hence the temptation is to build much bigger centres and therefore be able to gain the competitive advantage in attracting events. One only has to look at the intense building boom in the Gulf region to see the results of this competition. A fine example of internal contradictions moving the sector into the Standards phase. Exactly the same logic can be applied to sport events and stadiums.

Of interest, the new term festivalisation that refers to the increasing use of festivals in the development of culture, can also have a negative connotation. The Edinburgh Cockburn Association points out the situation in their city due to the strategic focus on bigger and more frequent festivals. They claim more and more of the city is being turned over to AirBnB and public spaces are exploited for commercial gain. "The displacement of street performers from the Mound precinct for a Johnny Walker pop-up bar is a signpost to where this leads". (Hague, 2021)

What we are witnessing around the world is the move of the events sector into the Standards phase. It is inevitable. It provides the major event stakeholders, such as governments, government departments, international suppliers and the tourism sector with solutions to their problems. It provides stability, the ability to forecast, gather normalised and commensurable data and fits perfectly with three to five year planning. The mega events and gigantic venues produce an economy of scale. Finally in the dialectic of standardisation, the rules and regulations enable further globalisation.

The emerging contradiction of this phase is it will produce an ossified, a-dynamic industry. Bob Rice, comments in *Upside of the Downside of Modern Portfolio Theory* when referring to share portfolio theory, it creates 'the rising sea of sameness' ([https:// investmentsandwealth.org/](https://investmentsandwealth.org/)). In mathematical terms, the events program will 'regress to the mean' and stagnate over time. The keyword here is 'event', i.e.

something out of the ordinary. By their very nature, events are disruptive to normal day-to-day life and business. (O'Toole, 2022, p. 32)

Events such as festivals, special events, celebration and concerts are defined by being memorable, different, disruptive of the daily routine, unique, the wow! The personal experience defined by the very term: event.

This standardisation and centralisation is not too dissimilar to centralised societies that have since collapsed.

But there is a light and perhaps the disease that is spread by proximity and crowding may help us see it. Using Knight's distinction between risk (measurable) and uncertainty, (Knight, 1921) this is an uncertain period in history. In such times we look at actions that are low risk and possible large reward. We know over history that, given the freedom, small, innovative, distributed and diverse events work.

Dubai, Auckland and Edinburgh are leading the way into the next phase. Each of these cities has a clause in their strategies to allow for the development of creativity and smaller events. They understand that almost all mega events actually started out small and grew gradually. To close off this pathway by focusing purely on the huge returns on investment and the economy of scale is a mistake. It creates a large cost of entry for new events. It stifles the diversity, agility and churn needed in an innovative sector. The fifth phase has both stability, to allow for forecasting and growth, and innovation to allow for renewal and revitalisation. The current obsession with mega events hides the longitudinal aspect of the events sector. Mega events are big picture snapshot of an evolving industry which ignores the myriad of tiny and small events. It is the ecology of the micro events that build resilience, compete with each other and fail or succeed based on their ability to attract people. These events grow and adapt along with their audience. They create the major events of the future that do not need artificial life support. It is these events that give the life and breath to the event sector.

CONCLUSION

The hypothesis of the model of longitudinal development proposed in 2000 was that the event profession and sector would follow the other professions and sectors. By consulting, training staff, gaining feedback and developing event assessments and strategies in over 20 countries, the hypothesised maturity model has emerged as a reality. A far more detailed model is found in the upcoming Events Feasibility and Development (O'Toole 2022).

Each culture, city and country is at various stages along the maturity pathway. No matter at what stage, the latest risk, a contagion spread by crowds, is nudging the sector along to mandatory international standards. Perhaps this hiatus will give the leaders in the sector, the Universities and the Government departments time to reconsider that focusing on major and mega events, without correspondingly allowing a pathway for renewal, competition, individual innovation and incremental growth, will ossify the sector.

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Appendix 1

Quotes from the original papers proposing the development of a competency and maturity model for the events sector.

1. Event management is converging towards a systematic approach to planning and control.
2. The complexity and increasingly regulated environment requires some standardisation.
3. Events, as they become more central to the company's or organisation's marketing are required to use a common business methodology.
4. Project management provides a solution to all these problems, but will change with the inclusion of event management.
5. Given the above, it is time to create an Event Management Body of Knowledge (EMBOK)

(O'Toole, 2000)

A few next steps

1. Creation of a competency model for the event profession
2. Creating a competency model for event suppliers
3. Create a maturity model for event organisations

(O'Toole, 2002)

Appendix 2

A sample of over 200 event strategies and related documents used in the exploratory model. A complete list is found on the author's website www.epms.net. Although these strategies have been taken down by their cities and countries as they have been used and absorbed, the author has full copies.

- Australia
 - Ballarat Events Strategy 2018 – 2028
 - Gladstone Regional Events Strategy 2019 - 2024
- Canada
 - Event Guide Planning an event in the City of Ottawa, 2017
 - Tourism Saskatchewan Event Hosting Policy
 - Town Of Richmond Hill Festivals and Event strategy 2014
- UK
 - A Strategy for Major Events in England's Northwest, March 2004
 - Brighton & Hove City Council Outdoor Events Strategy to 2024 (March 2019)
 - Stoke-on-Trent City Council Festivals and Events Strategy, Summary Report 2007
- Scotland
 - Dumfries and Galloway Council, Major Festivals and Events Strategy 2018 – 2021
 - Edinburgh Festivals, Thundering Hooves, 2.0, report 2015
- Wales
 - Event Wales: A Major Events Strategy for Wales 2010 – 2020
- New Zealand
 - Western Bay of Plenty Sub-Regional Event Strategy 2009 - 2014
 - Marlborough Regional Events Strategy 2013 - 2016
- South Africa
 - City of Cape Town, Department Of Enterprise and Investment, Tourism Development Framework, 2024
 - Eastern Cape South Africa ECPTA Events Strategy 2013-2015, draft.
 - South African Tourism, Event Tourism Growth Strategy 2007 - 2010
- USA

- o Economic Impact of The Riverbend Festival 2000, Chattanooga, Tennessee
- o Live from Your Neighborhood: A National Study of Outdoor Arts Festivals 2010
- o Destination Strategic Plan for the City of Arlington, Texas April 20, 2016
 - Saudi Arabia
- o Desert Ha'il Festival strategy 2009
 - Jordan
- o The National Tourism Strategy 2011-2015
 - UAE
- o Abu Dhabi Tourism Authority Entity Plan 2008 – 2009

Appendix 3

Strategies and reports developed by the author:

- Kingdom of Saudi Arabia Tourism Event Strategy
- Liverpool City Council Events Report
- Aqaba, Jordan Events Development Report for the Tourism Component of the IS-ASEZA 2007
- Blacktown Medieval Festival Report
- Coffs Harbour City Events Strategy
- Warren City Council Events Strategy (co author)
- Deniliquin Ute Muster report (co author)
- Dubai Tourism and Commerce Marketing Event Report
- United Nations event management training reports: Uganda, Liberia, Sudan
- Various reports for international management consultancies on events development (commercial in confidence)

SUBJECTIVE WELL-BEING OF MARATHON RUNNERS: A FACTOR/CLUSTER ANALYSIS

YUEYING XU, WENG SI LEI AND YEN NEE NG

INTRODUCTION

Subjective well-being (SWB) is a field of psychology that attempts to understand people's evaluations of their lives (Diener et al., 1997). It is an important psychological summing up of one's quality of life, representing people's overall life satisfaction and happiness (Andrews & Robinson, 1991). Research on SWB is "extensive, broad-ranging, and conceptually diffuse" (Andrews & Robinson, 1991, p.61). The relationship between sports participation and SWB has also been widely studied, including research on the SWB of marathon runners (Tian et al., 2020; Jordalen & Lemyre, 2015; Ioannis, 2018). However, most of the current literature investigates the factors contributing to SWB (Ioannis, 2018), which could be problematic in cross-sectional research because SWB is a long-term and overall status (Diener, 2009). Identifying the determinants of SWB in a cross-sectional study is unrealistic and hard to justify.

In contrast, the current study aims to take the SWB as a starting point and investigate the relationship between SWB and sport event behaviours of the participants. The rationale is that people with different levels of overall life satisfaction may participate in different leisure activities and show different behaviours in their sports activities. How people come to their SWB and what factors contribute to it are not the study purpose. To achieve this goal, the study categorises the marathon runners based on their SWB via factor-cluster analysis. And then, the identified clusters of runners are compared on their leisure behaviours, including running habits, running engagement, running event participation, and the event experiences. The BBC SWB scale is adopted in the study to depict the overall satisfaction and happiness with life.

LITERATURE REVIEW

Subjective well-being

Subjective well-being concerns peoples' self-reported assessment of their well-being. Diener et al. (2002: p. 63) defines subjective well-being as a person's cognitive and affective evaluations of their life. Subjective well-being has gained considerable attention in recent years. Researchers from psychology, public policy, politics, and economics are interested in discovering the importance of SWB among populations and its influence on public policy decisions, particularly public health and economic policies. Bhutan is the pioneering country that introduced the concept of 'gross national happiness'. In 1972, the 4th King of Bhutan, King Jigme Singye Wangchuck, declared, "Gross National Happiness is more important than Gross Domestic Product." Gross National Happiness Index was thus created (OPHI). General well-being is the primary concern of applying the GNH Index in Bhutan. This innovative thinking arouses the enormous interest of the western world, where Gross Domestic

Product (GDP) is the ultimate gauge to measure the standing of a country in monetary terms. Although countries have not adopted GNH Index; however, various forms of measurement on well-being and happiness have arisen (e.g. Statistics, 2020), and the term beyond GDP is often seen in policy addresses of cities and countries. Measurement of well-being and economic progress complement each other to inform public policy addresses (Adler and Seligman, 2016).

SWB Scales

There are various scales to measure subjective well-being, namely by (OECD, 2013: 254), the French national statistics office, the British Household Panel Study, the European Social survey and the seminal one by (Diener et al., 1985), that has been adopted widely. The BBC Subjective Well-being scale is a recently developed scale to measure one's subjective experiences of well-being. The scale has been shown as a reliable and valid measure of subjective well-being (Kinderman et al., 2011). A modified version of BBC Subjective Well-being has been validated (Pontin et al., 2013) by using a 5-point Likert scale and collecting a sample of 23,341. Pontin et al. (2013) validated the scale and illustrated further confirmation of validity. The modified version thus provides a reliable scale to measure subjective well-being. In this study, the authors adopted the modified BBC subjective well-being scale to measure marathons' runner SWB.

Subjective well-being and sports engagement

Sports engagement and participation generate 'feeling good' emotion afterwards are widely discussed among the public and are highlights being used to promote gym membership, movement classes enrollments and even are the famous slogan used by health bureau of governments. Evidence on sport and physical activities engagement enhances baseline Subject well-being across disciplines are shown in the literature (e.g. Passmore et al., 2017; Sheldon & Lyubomirsky, 2006; Dolan & Metcalfe, 2012). Kim and James (2019) study illustrate a positive relationship between sport participation and long- and short-term subjective well-being. In addition, a study by (Biddle, 2000) revealed that regular participation in sport or physical activities affects long-term SWB. Sports participation is shown to impose a causal influence on long-term SWB. Thus, it is not doubtful that sport or physical activities engagement is beneficial to individuals' positive emotion building and possibly a long-term SWB if regular participation in sport or physical activities could be maintained and continued.

Among the numerous sport or physical activities, running and jogging are among the top three most popular sports and active recreation activities among adults (GWI, 2019: 30). It is the most convenient and least expensive to engage in. However, the modern lifestyle modifies people's behaviour in engaging in sport or physical activities. According to WHO (2012), sedentary behaviour has increased while physical activity levels have decreased despite their potential benefit to an individual's SWB. As a result, public or health policies targeting to enhance citizens' physical activities level is necessary to achieve the long term goal of health promotion, reduce obesity and other disease-related to non-active lifestyles. Sport-related events are thus frequently organised by local governments, business

corporates, and charity organisations to enhance the level of physical activities engagements and with a long-term goal to improve the level of fitness and well-being. Running event, e.g. marathon, is the most popular sports event being organised around the globe. There are 138 AIMS (AIMS, 2021) running events being hosted in Asia every year, and AIMS has 472 member races in over 120 countries worldwide. Because of its popularity among sport event organisers and its convenience to participate for the public, running event is selected as the sport event to examine the relationship between running event and SWB.

Event Satisfaction and loyalty

Satisfaction is considered a related, but distinct construct from service quality (Spreng & Mackoy, 1996; Taylor & Baker, 1994) and has cognitive and affective elements (Taylor, 1997; Yi, 1990). Beard and Ragheb (1980) defined leisure satisfaction as the positive perception or feeling that individual forms, elicits or even gains from engaging in leisure activities. Agate et al. (2009) found that satisfaction with family leisure activities relates to family life satisfaction, thus alluding to the importance of quality in delivering the leisure experience. Similarly, Heo et al. (2012), building on another study by Kim et al. (2011), found that highly involved and serious leisure participants experience life satisfaction and health benefits. In the event management literature, researchers have assessed satisfaction responses from both a global (Clemes et al., 2011; Theodorakis et al., 2001) and a transaction-specific perspective (Brady et al., 2006; Koo et al., 2009; Kaplanidou & Vogt, 2007), depending on the occurrence of the event under investigation (i.e., nonrecurring sport event), and the scope of their studies. Based on Yoshida and James (2010, p. 340), we defined runners' satisfaction with the event as a pleasurable, fulfilling response to the sports event's participation or the ancillary services provided during the event. To event hosts, providing a satisfying experience to the customers is critical. Sports event satisfaction has been proved to have positive impacts on team identification and revisit intention of event spectators (Lee & Kang, 2015).

METHODS

The study context

The Macao International Marathon was selected as the study context. It is the biggest sports event in the city, held in the first week of December annually, and this city's major event attracts public interest and participation. The year 2020 marks its 39th anniversary. The race is a qualified race under the Association of International Marathons and Distance Races (AIMS). It offers more than 10,000 registration quotas for local and overseas runners and offers three distance courses - full, half and mini-marathons. Despite its history and popularity, its effect on public well-being during the current pandemic is of interest to researchers. Before the event was confirmed to be hosted, there was public pressure on its legitimacy and appropriateness under the pandemic in organising a big public gathering event. Participants were all required to present a valid nucleic test result to run the race. However, it was successfully organised.

Research Instruments

The questionnaire consisted of three parts. The first part was designed to determine the race distance and frequencies of participation in local and overseas marathons. The second part of the questionnaire measured sports motivation, leisure engagement, and subjective well-being. Leisure engagement was measured by evaluating the type, frequency and information searching of leisure activities in the sports events (Tao & Zhang, 2016). The researcher adopted the BBC well-being scale with twenty-four items to measure subjective well-being. Measurement of event satisfaction also uses an overall evaluation with six statements, including 'overall, I am satisfied with today's event.' The demographic information included gender, age, income, education level, and nationality was the last part of the questionnaires. The participants were asked to respond to a five-point Likert scale in the second section of the survey. The descriptors ranged from "strongly disagree (1)," "neutral (3)," to "strongly agree (5)."

Sampling, data collection, and data analysis

The target population for this study were those who participated in the Macao International Marathon in December 2020. A random sampling method was used in this study. Random samples are most likely to yield a sample that truly represents the population compared to nonrandom samples. It enables researchers to make accurate assumptions or generalisations from the sample to the population under investigation. Trained surveyors were stationed at the entrance and exit of the stadium, where the starting and finishing points were located to interview marathon participants. As the race started at 6 am, surveyors commenced data collection at 5 am to reach runners who arrived at the location. It was prime time to interview them during their warm-up exercises and runners' photo-taking upon finishing the race. Tablets were used to collect responses storing online in Qualtrics. The rejection rate was low, and the averaged among four surveyors was 7.7%. A total of 355 usable samples were collected. The collected data were analysed using the Statistical Package for Social Science (SPSS). To achieve the study's objective, exploratory factor analysis (EFA) was used to verify the BBC-SWB scale, followed by confirmatory factor analysis (CFA). Then, a K-means cluster analysis was used to group the cluster based on the SWB. Chi-square test and one-way Analysis of Variance (ANOVA) were used to examine the differences among the identified clusters regarding their sports engagement, running event participation, and event experience. Descriptive analysis was employed to analyse their demographic profile.

FINDINGS

The sample and their running/running events activities

The majority of the runners are male (62.8%). They are young –most of them are in the age groups of 18-24 (21.7%), 25-34 (36.9%), and 35-44 (30.7%) and well educated- 82% has at least an undergraduate degree. They are pretty evenly distributed in the different income levels, except in the group of MOP 5,001-10,000 (2.8%). Over 90% of the sample are Chinese in terms of nationality (See Table 1).

Table 1: Demographic Profiles

Variables	Frequency	Percentage (%)
Gender		
Male	223	62.8
Female	132	37.2
Age		
18-24	77	21.7
25-34	131	36.9
35-44	109	30.7
45-54	29	8.2
Above 55	9	2.5
Education		
Primary	2	0.6
Secondary	62	17.5
Undergraduate	224	63.1
Master	60	16.9
Doctoral	7	2.0
Monthly Income (in MOP)		
Below 5,000	61	17.2
5,001-10,000	10	2.8
10,001-20,000	80	22.5
20,001-30,000	102	28.7
30,001-40,000	47	13.2
Above 40,001	55	15.5
Nationality		
Chinese	331	93.2
Portuguese	8	2.3
Filipinos	6	1.7

Among the 355 runners, 49% participated in the 5km race, 35.5% participated in the 21km race, and 15.5% participated in the 42km race. Those who took the 42km race practice running the most often, and they practised 4.05 times per week. It is significantly higher than those who took the 21km (2.76 times per week) and the 5km (2.17 times per week) races. Moreover, the runners are experienced at attending running events. Only four out of the total sample are first-time marathon participants, and over 30% of the sample have participated in a marathon event more than six times.

Factor analysis for the BBC SWB scale

By the Eigenvalue standard (λ is larger or equal to 1.0), the three-factor structure of the original BBC SWB scale does not sustain for the sample of Asian marathon runners with Exploratory factor analysis (EFA). However, three factors were still forced to be extracted for further cluster analysis out of consideration of the face validity of the construct. Confirmatory factor analysis (CFA) for the SWB scale further shows a good measurement model fit (See Table 2), justifying the 3-factor structure of the scale.

Table 2: Confirmatory Factor Analysis result for the BBC SWB Scale

Scale items	Standardised loadings	Cronbach's alpha	CR	AVE
Psychological Well-being			0.94	0.65
I feel I am able to enjoy life	0.78			
I feel I have a purpose in life	0.74			
I feel optimistic about the future	0.82			
I feel in control of my life	0.77			
I feel happy with myself	0.82			
I am happy with my looks and appearance	0.76			
I feel I am able to live my life the way I want	0.84			
I am confident in my own opinions and beliefs	0.88			
I feel I am able to do the things I choose to do	0.82			
I feel I am able to grow and develop as a person	0.84			
I am happy my achievements				
Relationship Well-being			0.90	0.64
I am happy with my personal and family life	0.82			
I am happy with my friendships and personal relationships	0.86			
I am comfortable about way I relate and connect with others	0.85			
I am happy with my sex life	0.70			
I am able to ask someone for help with a problem	0.75			
Physical Well-being			0.87	0.63
I am happy with my physical health	0.74			
I am happy with my ability to perform daily living activities	0.89			
I am happy that I have enough money to meet my needs	0.71			
I am happy with my ability to work	0.82			

Note: $\chi^2/df = 2.74$, CFI = .95, NNFI = .93, RMSEA = .07,
CR = composite reliability, AVE = average variance extracted

Cluster analysis based on the three factors of SWB

Summated scores were calculated for the three SWB factors, based on which the sample was run with K-means cluster analysis. Four groups of runners were identified. They are named "Life winners" C1, "Happy guys" C2, "Ordinary guys" C3, and "Life complainers" C4. C1 has the highest scores on the three SWB factors while C4 has the lowest, and C2 and C3 are between them. Crosstabulations with the Chi-square test show that the four clusters are different on demographic variables of age and income but not different on gender and education. Life winners have a higher income and are slightly older than the other three clusters (See Table 3).

Table 3: Clusters of Marathon runners

Cluster	Number of cases (n=350)	Age group with the highest percentage	Income group with the highest percentage
C1, Life winners	86	Aged 35-44 (48.8%)	>MOP 40k (25.6%)

C2, Happy guys	168	Aged 25-34 (35.7%)	MOP20k-30k (31.1%)
C3, Ordinary guys	82	Aged 25-34 (50.0%)	MOP20k-30k (30.5%)
C4, Life complainers	14	Aged 25-34 (50.0%)	MOP20k-30k (42.9%)

Comparing the running behaviours of the four clusters

Chi-square test and One-way ANOVA were employed to compare the four clusters of marathon runners regarding their running behaviours and sport event participation behaviours. Results from Chi-square test on association between race distance and cluster membership show that C1 and C2 tend to run a longer distance than the other two clusters. Many of them ran for 21km and even 42km. On the other hand, C3 and C4 mostly chose the 5km race. Results also show that happier people practice running more often but do not necessarily participate in more running events than the less happy people. Furthermore, ANOVA results show that the happier the runner is, the more they tend to engage with the marathon running event, feel satisfied with the event, and have a higher intention to return and recommend. C1 and C2 engage more with the marathon running event than C3 and C4, and they actively look for information about marathon running events and share the messages of the events with their family and friends. Interestingly, C1 and C2 also have a higher event satisfaction and a higher loyalty level than C3 and C4, but C3 and C4 are not different in evaluating the event.

DISCUSSION AND CONCLUSION

Via factor analysis, the current study is the first to validate the BBC SWB scale developed in Europe on a sample of Asian marathon runners. The EFA results by the eigenvalue standard do not support the 3-factor structure of SWB. Still, the CFA results in an acceptable measurement model fit and thus conforms to the 3-factor structure: Psychological well-being, physical well-being, and relationship well-being. The following K-Mean cluster analysis identifies four groups of runners with different subjective well-being levels on the three aspects. This result suggests that marathon runners can be segmented based on their well-being status. The four segments show differences in age and income, leisure engagement, and marathon running event satisfaction. The study results illustrate that when people have a better well-being status, they will be more willing to participate in sports events, be more satisfied with the event experience, and be more inclined to return or recommend the running event.

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RESTAURANT OWNERS' PERCEPTIONS OF RESTAURANT INDUSTRY DEVELOPMENT IN TOWNSHIPS

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INTRODUCTION

In a global context, tourism has increased drastically over the years and various countries, including China, Germany, the United States of America (USA) and the United Kingdom (UK) are well-known for attracting large numbers of visitors and contributing to tourism globally (Blackall, 2019). Much like the aforementioned countries, South Africa (SA) is a sought after tourist destination. SA has nine provinces, namely the Eastern Cape, Free State, Gauteng, Kwa-Zulu Natal, Limpopo, Mpumalanga, Northern Cape, North West, and the Western Cape, and each has its own beauty, charm and attractions (Tripadvisor, 2021). The Western Cape is however the most developed tourism region, which attracts more international tourists in South Africa, as this particular province has grown faster in terms of tourism and created more employment opportunities (Government of South Africa, 2019).

According to the Tourism Business Council of South Africa (2019), over 1,745.300 foreign arrivals stayed in the Western Cape (WC) in 2019; over 94% of those international tourists chose Cape Town as their holiday destination (Independent Online, 2020). During their stay in Cape Town, international tourists often visit top attractions in the City, which include Table Mountain, Robben Island, Cape Point, the Victoria and Alfred Waterfront, the townships, and the best of Cape Town's restaurants (Brodie, 2015). Cape Town is not only known for its tourist attractions in the Central Business District (CBD), but also for its restaurants surrounding the coastlines; Camps Bay, Hout Bay and The Waterfront (SA-Venues, 2018). As much as Cape Town is known for these districts in terms of attractions and tourist activities, township tours have increased in popularity as tourists feel the need for an authentic and cultural offering (Independent Online, 2020).

The top township hubs across South Africa are tourist-friendly and deemed as viable tourism destinations due to their proximity to the cities and their established infrastructure (SA-Venues, 2018). These townships include Soweto (South Africa's largest township) in Johannesburg, as well as Langa (the oldest township in SA), Khayelitsha (second largest township in SA) and Gugulethu Township (a shortened version of igugu lethu, which is Xhosa for 'our pride') in Cape Town (Brodie, 2015). Tourism has become a major tool to introduce destination culture within post-apartheid South Africa, and a creative way to alleviate unemployment and poverty within townships (Mengich, 2011) through attractions, tours and restaurants, thus, the focus of this study being Restaurant owners' perceptions of restaurant developments in townships. The participants included restaurant owners of fine dining and traditional African cuisine restaurants situated in the township of Langa in Cape Town, South Africa.

LITERATURE REVIEW

Ranked as third best international tourist destination in Africa, after Egypt and Morocco, it is no surprise that South Africa is deemed one of the most attractive investment destinations in the World (Cape Talk, 2021). In SA, Cape Town is the most visited city as it boasts three of the top ten attractions in SA, namely, Table Mountain, Robben Island and the Cape Winelands (South Africa, 2021). Although international tourists predominantly visit these attractions, they also visit townships for many reasons, which include participating in different activities such as township tours, visiting township crafts centres, township events and dining in township restaurants (Rolfes et al., 2009). Most commonly, township restaurants consisted of 'tshisa nyamas' which sell braai meat (barbeque grill) as well as mobile stands or containers which sell fast food and any other authentic local meals. This is where some residents saw a need to create dining opportunities in the township which are much like restaurants within the city; fine dining, casual dining, buffet restaurant, food trucks and pop up restaurants (Forketers, 2021; Travel away, 2021).

Unfortunately, a public perception that these township restaurants do not meet hospitality industry standards does exist (Ramphal and Nicolaides, 2014); however, it should be noted that restaurants in townships are vital since they provide dining services that local and international tourists need. As a result, restaurants in townships have to be developed to ensure that tourist satisfaction is achieved whilst offering them an authentic experience (Rolfes et al., 2009). Many African countries have recognised the enormous contribution international tourists bring to their destinations (Organisation for Economic Co-operation and Development, 2021) and are using international tourism as a powerful tool and essential part of their policymaking and economic development strategies (Alegre and Garau, 2010). International tourists play a significant role in small businesses that operate in the townships because they bring foreign currency into the country and contribute to job creation at these establishments through continuous visits to these township businesses (Vos, 2015). On the other hand, the image of a destination plays a critical role in attracting tourists, which in turn also influences tourists' future behaviour, for example, a return visitation to the destination (Assaker and Hallak, 2013). Therefore, if international tourists who visit restaurants within townships are satisfied with the service and experience offered at these restaurants, they are more likely to return and promote them through word of mouth and writing good reviews on tourism websites such as TripAdvisor.

Since the rise of township tourism, visitors (both locals and international) had the opportunity to experience the township life, which includes engaging with the residents and the Kasi culture (SA-Venues, 2018). There are some negative perceptions about township tourism, such as crime and the exploitation of residents (Africa News, 2021); however, township tourism has a positive impact on the township economy through entrepreneurship and township revitalisation programmes as well as policy facilitated by government to help grow enterprises within the community (Scheba and Turko, 2009). For instance, there has been a need for township restaurants to accommodate local and international travellers (Vos, 2015). Restaurant development in townships has become a great tool to enhance township tourism as they attract the attention of international tourists and

locals who wish to try out something new in order to have a unique experience. The establishments create job opportunities for locals in the prospective township (Masemola, 2018). Restaurant developments in townships also attract international investors and donors; therefore, the development of these restaurants break the barriers of segregation for small Black-owned businesses and place them on the international up-scale map, which results in the potential of great exposure and large returns for both the establishments and the township (A4W Contributor, 2018).

The restaurants that participated in this study are successful Black-owned enterprises attracting international tourists, locals and residents. The owners of each restaurant put in much effort to ensure recognition of their restaurant in the tourism industry by creating a network of private tour agents who bring the international market to Langa. Furthermore, staff are hired by the owners of each restaurant as a means of contributing to employment in Langa and as an active tourism business that elevates the image of Langa. However, the development of township tourism is not a responsible development option as it does not automatically ensure pro-poor benefits or enhance community development, and that only the businesses involved are beneficiaries (Booyens, 2019). For instance, the development and improvement of the above-mentioned restaurants do not economically affect the community of Langa, because residents do not gain financially from the success of these restaurants; only the owners and their employees benefit in this regard.

Therefore, holistic development is important for every community as it adds value and desire for the betterment of society (Rabie, 2016), thus making development an important aspect of everyday life (Mhango, 2018). Development ensures the safety of locals, residents and tourists, which is essential for township restaurants (Chili, 2018). Sustainable development is a long-term strategy; it ensures good living conditions and positive economic impacts through ideas that are tailor-made for each community (Borowy, 2014). In the restaurant industry, development ensures increased numbers of patrons, improved service offerings, healthy standards that meet national requirements, and improved destination attractiveness, which in turn means an increase in tourist attractions (RanceLab, 2017). The link between township restaurants and development also goes as far as guaranteeing healthy dining, value for money and business growth (Niselow, 2019). According to Mhlanga (2018) and Simon (2016), customers expect restaurants to exceed their standards of service, quality and the overall perceived experience. Applying these development strategies adds a high standard of quality to the level in which the establishments operate and increases appeal to current local and international tourists as well as to potential future visitors of the restaurants in Langa (Rabie, 2016). The restaurants in Langa already provide everlasting memories to locals, residents and international tourists. Therefore, further development would most likely further increase visits from locals, residents and international tourists, generate more revenue for the business, and result in future opportunities such as expanding the restaurant to new townships in other regions in the country.

Restaurant development requires personal and financial aspects; it is therefore paramount that owners consider the risks that may be involved in developing a restaurant as the returns may be less than the injected expenditure (Kitchen Porter

Tech, 2017). Furthermore, the location of a restaurant is extremely important as this will determine how accessible the restaurant is to the target market and the location of the restaurant would be difficult to change once the restaurant is established (Simon, 2016). Most restaurant owners aim to be situated not too far from the city; however, developing restaurants in the township is a niche sector and international tourists, who are the major participants in this tourism activity, have different expectations for townships compared to dining in cities (Brand South Africa, 2014). One of the most important factors that the City of Cape Town (2019:151) notes about developing restaurants in townships is that, "this niche sector does not require much more resource commitment as it has 'existing offerings' that require upgrading, land use management and awareness".

The restaurants in Langa are easily accessible even though they are located in the township. There are many other tourist attractions in Langa, thus making these restaurants reachable to international tourists. Improvements have been done over the years to develop the restaurants in terms of service, décor, entertainment and business operation. For example, Mzansi restaurant in Langa had taken the number one spot of top Cape Town restaurants on TripAdvisor in 2016 (Mzansi45, 2019). In 2002, Lelapa restaurant which is also in Langa, won the emerging tourism entrepreneur of the year for the Western Cape, which gave them the opportunity to represent themselves at the World Travel Market (WTM) in London as well as the Internationale Tourismus-Börse (ITB) in Germany (Lelapa, 2019). This is because the restaurant's great reviews and customer satisfaction showed how much the restaurants have worked their way to the top in order to be recognised as diners (Things to do in Cape Town, 2021). These factors are important in the development of township restaurants as they need to be monitored and evaluated from time to time to ensure their businesses remain sustainable (Hall and Gossling, 2016).

RESEARCH METHODOLOGY AND DESIGN

This study took place in Langa Township, one of Cape Town's most sought after township tourism hub and "makes an exciting area of study, because of its evolution, especially the political and historical aspects" (Ndzumo et al., 2021:417). In Langa there are only four restaurants which offer fine dining which caters for locals, restaurants and tourists. These four restaurant owners were the targeted sample of this research.

Non-probability sampling was employed to choose these participants, as the selected sample was based on "the subjective judgment of the researcher rather than random selection" (QuestionPro, 2021). As there were only four restaurant owners in Langa at the time of this research, the purposive and convenience sampling methods were deemed appropriate in order to conduct the research with the targeted population. For the data collection, one-on-one interviews took place in Langa at each of the restaurants over two days: 25th and 28th of September 2019. The in-depth interviews were conducted to gather sufficient data for an accurate conclusion to draw findings from (SurveyMonkey, 2019); which included profile of the restaurant owners, their perceptions of restaurant developments in Langa and comparison of Langa restaurants with restaurants within the city/urban areas. For the purpose of this paper only the perceptions were covered in the

findings, therefore the qualitative data analysis, thematic analysis was conducted. The in-depth face to face questions that were asked were able to provide the researcher with the ability to identify analyze, and report on any repeated patterns provided by the participants (Braun and Clarke, 2006), thus allowing the participants to share their experience and knowledge, through themes conducted in the research (Kiger and Varpio, 2020). The researcher adhered strictly to the ethical research standards, including obtaining written consent from the participants prior to conducting the research as well as obtaining ethical clearance and approval to conduct the study from the university research committee.

FINDINGS AND DISCUSSIONS

Perception are one's understanding of a topic, according to the experience they have had (Valentin, 2015), and according to Ishaya (2014), perception is not necessarily reality, it is a certain way that one thinks, their own view, position or idea. It is more of an opinion than a fact, therefore, perception may be used to draw a conclusion, but it is not always factual (Cardwell, 2013). This section discusses the finding that have been gathered from the interviews conducted with the participants of the study. The restaurant owners have provided different or similar views, which are helpful information in drawing up a conclusion for this research.

Perceptions about international tourists and the community of Langa

The majority of the restaurant owners (3) were in strong agreement with the fact that Langa restaurants allow international tourists to attend community-based events; however, one of the restaurant owners strongly disagreed with the statement. This may be because three of the four restaurants specifically focus on international tourists as their guests; therefore, their aim is to encourage the tourists to participate in community activities. For example, one of the restaurants has a Marimba band that is situated within the Langa community centre and the band performs for the guests at the restaurant. However, this also brings exposure to the events and activities that they perform in the township on other days, which the international tourists may be interested in attending to continue enjoying the township experience. Restaurants in Langa are perceived as platforms that provide diners with an opportunity to meet new people, including local residents, tourists and the entire community. All restaurant owners agreed that diners are provided with an opportunity to socialise and make new friends when visiting these restaurants. Furthermore, these township restaurants allow families to spend time together. There is also entertainment for tourists available at these restaurants, even though one of the restaurant owners felt neutral due to the lack of entertainment in his restaurant. The majority of these restaurants have art galleries and music showcases, which prevent the tourists from visiting other establishments that may be offering other interesting activities and attractions.

Restaurants in Langa provide an opportunity for tourists and guests to meet new people and the community. Most of the restaurant owners (3) strongly agreed with the statement; however, one of the restaurant owners felt neutral. This could be because tourists visit the township for various reasons, including gaining a new experience of township culture and meeting new people from the township. In

contrast, the restaurant owners also stated that the tourists who visit the restaurants come together in groups to a specific restaurant and leave at the same time without socialising with the community; this then reveals that the tourists visit the restaurants for the dining experience. The restaurants in Langa offer entertainment opportunities for tourists; The majority (3) of the restaurant owners agreed and strongly agreed with the fact that these restaurants indeed offer an opportunity for tourists when it comes to entertainment, while one of the restaurant owners disagreed with the statement. This may be due to the lack of entertainment in this establishment. The majority of the restaurant owners who all agreed with the statement offer a variety of entertainment for tourists, and this offers tourists exposure to the township atmosphere and culture.

Perceptions about business and employment opportunities created by restaurant developments in Langa

In relation to Langa restaurants creating more business opportunities for residents, three of the restaurant owners all strongly agreed to the statement and one agreed. These results indicate that all the restaurant owners have similar views; because of these restaurants operating within the township, this evokes the entrepreneurial spirit that allows other business owners to be inspired by the success of these township restaurants. This further also creates the gap for residents to establish their own entities. As a result of this, the two of the restaurants who participated in this research were the first restaurants in Langa to host international tourists, which were both established 20 years ago; this then later inspired the creation of other restaurants in Langa. Locals within Langa Township and other surrounding townships benefit from employment within these restaurants; three of the restaurant owners strongly agreed as their restaurants only hire staff and work with suppliers within the township. These restaurant owners note that hiring staff within the same location has its own advantage, as it is easier for locals to work extra hours when required, since they do not need to travel far. These restaurants owners further mention that they purchase stock from the township businesses and suppliers to support their business and to work very well together. The remaining restaurant owner strongly disagreed with the above statement, as some of the hired staff members from their restaurant is from a neighbouring township, Khayelitsha. Furthermore, the owner stated that his/her restaurant works with suppliers or travel agents from outside the townships, which brings in the tourists to his/her establishment.

Restaurants in Langa are good for linked businesses, one of the restaurant owners rated the statement as strongly agree and one agreed, as these two restaurant owners are in liaison with other local businesses. On the other hand, the third restaurant owner strongly disagreed and the fourth restaurant owner disagreed that restaurants in the township are good for linked businesses. This may be due to the fact that the township does not have enough tourism establishments which provide different offerings to tourists either than other restaurants who are offering similar offerings as well as walking tours. These findings reveal there is more that needs to improve in terms of infrastructure in order to develop Langa as tourists' hub. All the restaurant owners (4) agreed that the development of restaurants within the township allow tourists to reach out in order to understand the culture and lives of

the locals. Since Democracy in South Africa, there has been a huge improvement in getting township residents and tourists to interact and engage with one another. This has created an initiative that bridges the gap and curbs the racial stigma associated with tourists and locals, therefore these restaurants provide tourists with an experience and better understanding, which then strengthens and improves relationships. When tourists visit these establishments, in the township, friendships are created and potential business affiliations are formed.

Perceptions about negative factors associated with restaurant in Langa

The restaurants in Langa disrupt the residents due to excessive noise; all the restaurant owners totally disagreed on that. Majority of the restaurants do not play loud music as they offer dining experience to guests, for the restaurants to suit this type of experience soft music has to be played to add to the ambiance of dining. The restaurant owners responded that the other factor that music has to be soft is they have to allow guests to talk to each other without being disrupted by loud music. The music and entertainment for guests does not affect the residents neither does the noise or excitement of the tourists that come to the establishments. Most of the restaurants appeal and add onto providing township dining with unique experiences as opposed to tshisa nyamas that require loud music and a huge crowd. Parking and traffic congestion is caused by the restaurants in Langa. Based on this statement, three restaurant owners totally disagreed, this indicates that the restaurants have enough parking spaces to accommodate the guests that visit the restaurants and this shows that the restaurants do not accommodate a huge influx of tourists, but small number which is usually dropped and fetched by a tour bus. The remaining fraction of the restaurant owners (one) agreed with the above statement this is because this particular restaurant is located in a small crowded street, this does create congestion, parking difficulties and complications with the neighbours. The crime had not increased in Langa because of these restaurants operating, all restaurant owners felt that the restaurants do not add to crime neither attract crime. Instead, the restaurant owners felt that these restaurants attract international attention, improve the image of the township and curb the negative stigma associated with townships.

Perceptions about the community contribution of restaurants in Langa

Based on management of the restaurants in Langa residents have contributed, and this is seen in accordance with all the restaurant owners who agreed on this. The employees, security guards, parking assistants and suppliers are residents from Langa Township. The stated individuals have all contributed to the management of these establishments that operate within the perimeters of Langa. Township restaurants offer tourists with a home away from experience and have allowed local residents with an opportunity to welcome the tourists in their township openly. All the restaurant owners agreed that the restaurants provide tourists with a sense of worth and belonging. In addition, restaurants in township have played a huge role in ensuring unity and promotion of the rainbow nation. This has been achieved by welcoming all types of tourists and allowing them the chance to be entertained by locals through different activities such as music and dance, apart from the mouth-watering African meals served. All of this brings the tourists closer to the locals and

the experience of township culture creates a sense of belonging within the mind-set and hearts of the tourists. Restaurants in the township have allowed residents to engage in small businesses, all the restaurant owners agreed with the above proclamation. The restaurant owners work closely with different suppliers who are within Langa Township. In addition, this has led to a development of different businesses that offer different products and services to the restaurants such as art and craft, music and dance performers, food supplies, cleaning services and parking car assistants. Operating a restaurant requires the owners and potential owners to oblige with the environmental factors involved in planning and managing of restaurants. All the restaurant owners agreed that there are factors that are involved, such as, building plans that need to be evaluated by the Cape Town City Council, liquor licensing in which the owners have to comply with, level of noise pollution, waste management strategies and risk management techniques that needs to be implemented to manage the restaurant efficiently and effectively. It is vital for a restaurant to operate in accordance with regulations and to consider environmental factors for safety of all stakeholders involved.

Perceptions about the contribution of the restaurants to Langa and Langa tourism

These restaurants in Langa have increased a visibility of restaurants within the area and this has led to increase over the years in number of locals and tourists who flood the streets of Langa. All the restaurant owners agreed to this statement, because the establishment of these restaurants have made the township more visible and appealing in order to attract and attain more international tourists, residents and locals to the township of Langa. Restaurants in Langa have increased tourism within Langa, every restaurant owner agreed with this statement. These restaurants attract an influx of local and international tourists, who end up spending in the other businesses within the township. The creation and existence of these restaurants has contributed in creation of employment opportunities for locals and other individuals who may be from other surrounding townships, creation of business opportunities and potential investors to develop other potential businesses in order to sustain the growth of tourism within Langa. The restaurants in Langa contribute to township tourism and re-create the image of Langa Township. All of restaurant owners agreed to this statement, this shows that the majority of residents are proud of what these restaurants have accomplished and how they are changing the face of the township. These restaurants provide jobs for residents, create opportunities for business, build linked businesses with other residents and attract a vast attention of local and international tourists.

CONCLUSION

Township restaurants have had a huge impact on the increased level of tourism within Langa. Due to the development of township restaurants, there has been an increase in the number of locals and tourists who visit these restaurants and the township. The findings and discussions indicated above represent the theme of this study, i.e. Restaurant owners' perceptions of restaurant developments in the Township of Langa, Cape Town, South Africa. The research strongly suggests that restaurant owners feel restaurants within Langa Township are developed well enough to have a major impact on tourism within the township and to attract more

local visitors and international tourists. The findings also show that township restaurants are no less good than restaurants in the city. However, there are areas of improvement that require attention to increase the level of development within township restaurants. The perceptions of the restaurant owners in Langa Township are that the development of these establishments is beneficial to both the residents and the owners. Lastly, the restaurants have increased the image of Langa Township and have created an opportunity for the restaurants to compete with restaurants within the city at large.

There are not many studies done to analyse restaurant owners' or management's perceptions and those that have been done, mostly cover establishments in the hospitality industry, especially hotels, within urban areas (Culiuc, 2014). It is then difficult to understand the areas of improvement that need to be dealt with if studies on these topics are not enough. Therefore, interviewing restaurant owners within the township and getting their perceptions regarding topics such as restaurant development in townships is a great method of gathering information and understanding of their level of contribution to the restaurant and tourism industry (Stepchenkova and Mills, 2010). Hence the significance of this paper is to highlight the Restaurant Owners' Perceptions of Restaurant Developments in the Township of Langa, and the overall contribution that these restaurants have on township tourism.

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EKASI WINE TASTING AND MUSIC FESTIVAL: A MOTIVATIONAL-BASED TYPOLOGY

ZIMKITHA BAVUMA

INTRODUCTION

The proposed research brings attention to tourism research within a South African context, with the primary focus being an emerging event in the township or what is fondly known as 'eKasi' according to Fairbank's Street Smart article (2019). The event known as eKasi Wine Tasting and Music Festival is hosted in Langa township, in Cape Town, which is the oldest township in South Africa. Langa meaning sun, was established in the year 1927 in respect of the 1923 Urban Areas Act which segregated the population's inhabitation according to their racial groups (Cape Town Travel, 2021a). Today, Langa is one of the most commonly visited townships in Cape Town (Independent Travel Cats, 2021), as it attracts tourists who partake in township tours to experience the 'real' South Africa (Ludvigsen, 2002). With tourists marvelling over these impoverished settings as attractions and there being a rising attentiveness from government and policymakers in township tourism (Rolfes et al., 2009), there is a strong drive to nurturing the economic growth and tourism development of townships in South Africa (Scheba & Turko, 2019). Whilst township tourism is a catalyst for social change and providing an authentic tourism product to tourists (Frenzel & Koens, 2012; Mengich, 2011), event tourism created from hosting events can allow host communities to create short term employment from the events and the communities can 'showcase their expertise, host potential investors and promote new business opportunities' within the township (Omoregie, 2012: pp.33). Therefore, bringing events to the township is a transformational way of expanding the events sector by steadily growing the interest of hosting special events and festivals across South Africa's most popular townships and for creating opportunities for these communities.

The eKasi Wine Tasting and Music Festival, which is the latest addition to new local events in the township, is a wine and music festival that has brought an array of premium wine brands, local DeeJays (DJs) and Live acts to the township of Langa (Cape Town Telegraph, 2020). The eKasi Wine Tasting and Music Festival was established in 2019 with the vision of bringing the wine culture and music festivals to the local community of Langa (Cape Town Magazine, 2021). Kruger and Viljoen (2019: pp.616) state that "Wine festivals and events not only attract attendees, but also play a vital role in creating exposure to regional wines and wineries, increasing regional wine sales and stimulating wine tourism", as well as Township Tourism in the case of this particular research.

The intention of the proposed study is to fundamentally build and expand on existing knowledge on festivals as special events and township tourism as a niche area of tourism. Explore if a township based wine and music festival share any similarities, or differences, when contrasted with other similar (wine and music) festivals. Explore research that has not yet been undertaken on wine and music festival within the

township, specifically utilising an emerging event as a case study. Address or unpack the overall contribution of township tourism within townships through events and festivals'. Provide a unique approach to research within the events and tourism sector which hardly exists in the context of events in the township. Expand on the existing knowledge of the revitalisation of township economies, specifically focusing on the township of Langa which forms part of the township economies that are largely neglected. Ascertain whether the eKasi Wine Tasting and Music Festival contributes to the economy of Langa township, in spite of the constraints that may affect the festival and the township's economic development.

This paper is based on research-in-progress and aims to outline the proposed Doctoral study and to conduct a literature review of the intended research. The literature review will discuss the extent in which existing literature emphasises on key aspects of the research that are paramount to building the theoretical aspects of this study. In addition to that, with this paper, the researcher seeks to investigate any gaps in literature that may be addressed in the study for further expansion in literature chapters within the final dissertation. The paper discussions are organised in the following manner; literature review and conclusions.

LITERATURE REVIEW

Tourism

Globally tourism remains as one of the key drivers of economic growth and development (Athanasopoulou, 2013), as the tourism sector is a large business interest in many countries and governments in the world (Revfine, 2021). According to the World Tourism Organisation (2020), tourism is a 'leading and resilient economy, especially in the current uncertain times. Tourism is one of the sectors that has been most affected by COVID-19 pandemic and it still remains highly uncertain, though recovery strategies and policies are put in place by government to ensure the future of tourism and re-activation of the jobs and businesses sector (Organisation for Economic Co-operation and Development, 2021). South Africa depends greatly on the direct contribution of tourism to the Gross Domestic Product (GDP) and employment within the sector, which according to Statistics South Africa, 2021, contributed to 4.5% jobs for South African's in 2018. Not only is tourism a driver of the economy, however it also concentrates on social development within South Africa and its communities through travel, hospitality, events and money spent by tourists visiting the country and its attractions (Athanasopoulou, 2013).

As represented in Figure 1, due to restrictions on travel and lockdown imposed as a result of the COVID-19 Pandemic, the influx of tourists visiting South Africa (arrivals) in 2020 decreased by 71% (Statistics South Africa, 2021).

Number of arrivals and departures of travellers by year of travel, 2006 – 2020

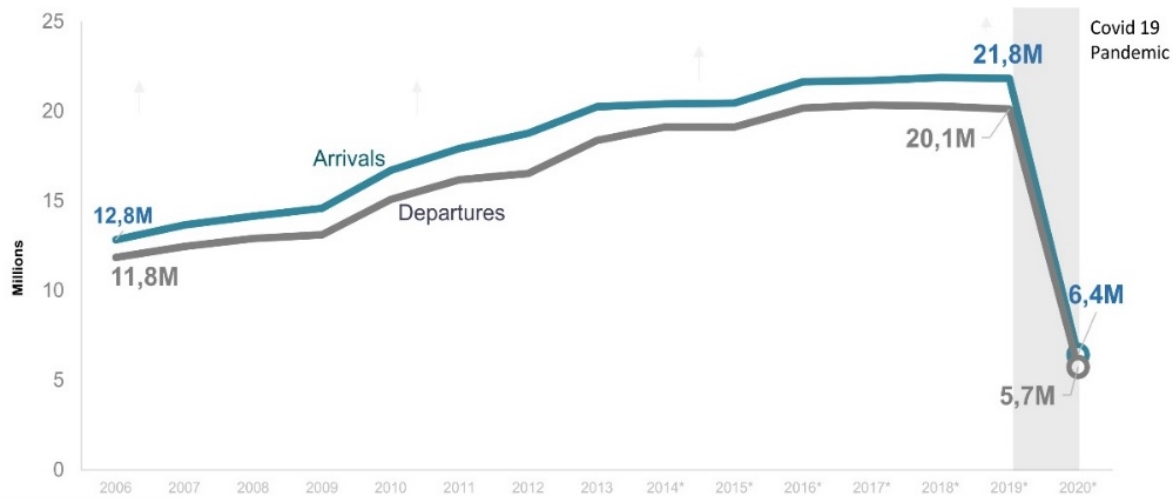


Figure 1. Number of arrivals and departures by 2006 – 2020 (Statistics South Africa, 2021)

International tourists would usually travel to South Africa in the high season, November to March, however when the pandemic reached South Africa, it was not business as usual for the tourism sector (Bookmundi, 2021). The President of South Africa, Cyril Ramaphosa, announced a national lockdown on the 15th of March 2020 in which he declared that the National State of Disaster was being implemented; the movement of people, non-essential businesses and all public activities and events were being shutdown (South African Government, 2021a; Bowmans, 2021). This meant that locals and international tourists were unable to travel into South Africa or outside its borders amidst the global crisis as restrictions continued throughout 2020 and 2021 as government monitored the situation (Running Mann, 2020). This resulted in low participation in the tourism and events sector, where event organisers and service providers within the events sector had to reschedule, postpone or cancel any public events they had planned (Skadden, 2021).

Even though government restrictions are gradually being lifted and South Africa is currently on alert level 1 national status, an increase in corona virus cases and deaths are still being reported (SA News, 2021). This may result in the National State of Disaster being declared again to countermeasure the possibility of a fourth wave in December 2021 or early January 2022 (Business Tech, 2021). This is a grave concern for the tourism and events sectors as this would in effect mean that the two sectors would face a third year of challenges and struggles. The past two years alone have brought tremendous losses for both sectors. In tourism sector, South Africa only had five million international tourists in 2020 as compared to 15.8 million in 2019 (Statistics South Africa, 2021), the Restaurants Association of South Africa (RSA)

declared that over 1 100 restaurants were shut down in SA as a result of the lockdown restrictions in the third wave (AP News, 2021). Furthermore, there was a loss of billions of rands which would have contributed to South Africa's economy and over 300 000 jobs in the events and tourism sectors were lost ever since the outbreak of the pandemic (News24, 2021). In the events sector, many events that contributed greatly to the economy were unfortunately shut down, for example in Cape Town, the Two Oceans Marathon was cancelled; resulting in a loss of about R672 million which the event contributes annually to the Western Cape economy (Two Oceans Marathon, 2021). Some major events that were also cancelled in 2020 in Cape Town include; Absa Cape Epic, Cape Town Carnival, Cape Town Big Walk, Cape Town International Jazz Festival and the World Travel Market, all which contribute significantly to tourism and events (Cape Town Travel, 2021b).

In the case of this study, the eKasi Wine Tasting and Music Festival was also one of the events which were affected by the pandemic. In 2021 the event was cancelled due to lockdown and alcohol restrictions that changed two months prior to the anticipated event. South Africa was placed on adjusted alert level 3 from 29 December 2020 to 28 February 2021, which meant that no public events could be hosted and onsite consumption of alcohol was prohibited (South African Government, 2021a). Despite the losses that have occurred, the events and tourism sectors are remaining resilient. According to News24 (2021), "travel numbers are on the rise in the Western Cape, which holds the promise for a bumper tourism season in the Western Cape and the Western Cape government hope for a strong summer season". The events sector is increasingly hosting events with strict COVID-19 regulations to ensure safety protocols for the public. Within the business events (MICE) sector, event organisers have applied creative business opportunities through virtual and hybrid events despite the not having enough time to research and prepare for mitigation strategies when the pandemic began (Bartis et al., 2021).

Township tourism in South Africa

Township tourism which may also be synonymously referred to as 'slum tourism', involves tourists visiting the impoverished areas within a city (Frenzel, 2014). In South Africa, the term township is utilised, even though slum is the generic term for labelling socially degraded communities across the globe (Africa News, 2021). In other countries such as Brazil, India, Indonesia, Kenya, Russia, and the United States (US), these impoverished areas are known as a favela, the slums, a shantytown, the ghetto or the projects (Shepard, 2016). It is imperative to note that these slums differ significantly in appearance and living conditions (Perkins, 2013), however according to Tripsavvy (2021), these residential areas are considered as the 'non-touristy' parts of the city or destination. Slum tourism is not a new concept, as it existed previously in the form of charity or visits from affluent people who would travel to various countries across the continent, however it seemed to reach a halt in the early 1800s, only for it to re-emerge and be made popular in South Africa as township tourism due to the apartheid era (Tripsavvy, 2021). Township tours then became popular in South Africa as they were "developed to educate white local policymakers on the situation in the townships" during apartheid (Frenzel, 2012: pp.198). Whereas in Rio de Janeiro, visiting favelas only became a trend after the year 2008, where the

Brazilian government noticed a large interest of about 42 000 visitors per year, thus tapping into the newly sought after tourism market through favela tours thereafter (Perkins, 2013).

In the figure below, Frenzel et al. (2015) shows us the expansion of slum tourism where a massive number of tourists surged into South Africa in the early 1990s (Africa News, 2021) and resulting in the expansion of slum tourism in more than twelve countries (over two decades), where slum tourism has become a niche tourism to those destinations.

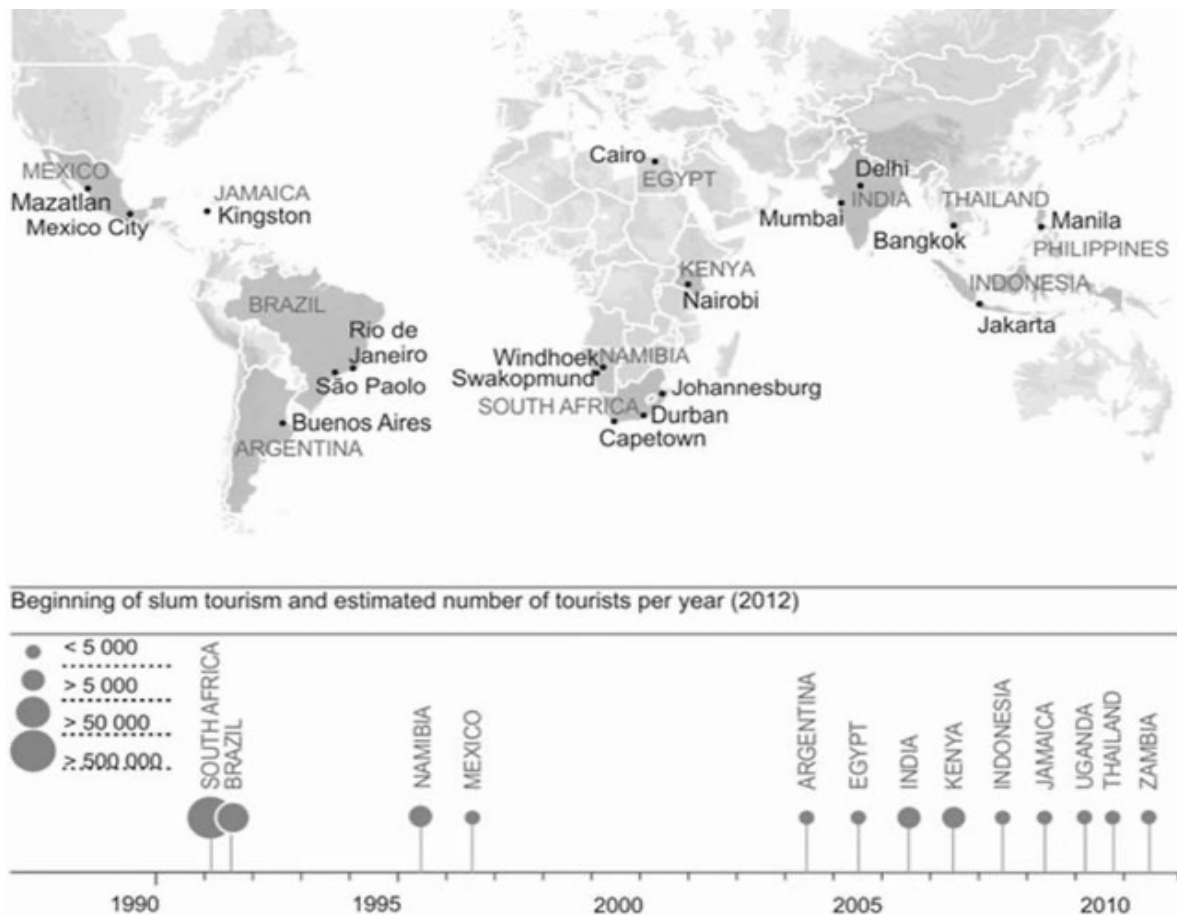


Figure 2. Expansion of slum tourism (Frenzel et al., 2015: pp.238)

A definitive number cannot be determined as to how many tourists participated in township tourism across South Africa in more recent years (Frenzel, 2012), however, in their research, Rolfes et al. (2009: pp.42) revealed that "about 300,000 tourists per year visit the townships of Cape Town", which supports the figures represented in Figure 2. Specific to the context of South Africa, township tourism evolved as a prominent form of tourism as tourists seek to gain 'authentic' cultural and lifestyle experiences from their tours or visits to these impoverished areas (UNWTO, 2002). Booyesen and Rogers (2019: pp.52) concur by stating that "Slum tourism is a growing phenomenon in several cities in the global South", however the trend in township tourism raises a great question as to whether the purpose of this type of tourism is for explorative, educational, philanthropic or exploitative reasons (Africa News, 2021).

Although township tourism is a controversial topic in South Africa (Independent Travel Cats, 2021), it should be noted that there are positive connotations to township tourism and that tourists do not travel to townships for a solitary motivation (Mengich, 2011). For the greater part of what township tourism represents, it aims to signify the spirit of Ubuntu amongst South Africans; “a capacity in South African culture that expresses compassion, reciprocity, dignity, harmony and humanity in the interests of building and maintaining a community with justice and mutual caring” (Lefa, 2015: pp.8).

One of the major concerns when it comes to township tourism is the aspect of safety, because of the high crime rate that looms in many townships due to gangsterism, violence and theft (Mengich, 2011). Secondly, the respect of residents within townships comes with much apprehension, regulations and guidelines which need to be communicated clearly to tourists in order for there to be preservation of privacy and dignity of people in the township (Tripsavvy, 2021). Township tours should not be considered as a ‘photo opp’ for social media, rather an opportunity to partake in responsible tourism, learning of rich heritage that is shared through these township tours, engaging in ways that may address poverty and sustainability in townships (Responsible Travel, 2021). Despite another negative undertone of tour guides and tour operators using township tourism to exploit tourists by charging exorbitant tour prices and implying that the tours have direct financial returns for the community (Rolfes et al., 2009), credit should also be given to the fact that tour operators and tour guides are in the forefront for promoting and highlighting the community culture within the townships, such as Langa (Cape Town Travel, 2021a; Perkins, 2013). It is important that the community is not led by all the positive aspects surrounding township tourism, but rather the community be educated about the negative implications that exist and together with government, work to mitigate them to ensure a robust tourism product is maintained for the betterment the township economy (Scheba & Turko, 2019).

Revitalising the township economy

The township economy was set in the post-apartheid era of 2010-2018, gaining its evidence from 10 townships (9 in South Africa and 1 Namibia) that conveyed the unique insights from informal businesses and entrepreneurs in townships (Charman et al., 2020). A township economy comprises of all the township activities which are led by community based (township) businesses, in order to meet the needs of the township residents (South African Government, 2021 b). The revitalisation of a township economy ensures that the new initiatives are launched in the townships are (1) creating a renewed interest in visitors wanting to visit and contribute to the townships’ economy and (2) for residents to want to continue to develop their businesses towards sustainable projects, legacies and tourism (Scheba & Turko, 2019). In aims of achieving the aforementioned, Township Economy Revitalisation (TER) programme was established around 2014, however to date and by definition it still has not been clearly defined as to what TER really is (Nkosi, 2020). Then in 2018, it was announced by government that the Economic Stimulus and Recovery Plan (ESRP) was allocated R50 billion towards the township economy in order to fund and

support entrepreneurship projects which are new and existing in the township (South African Government, 2021c).

In 2021, about R700 million has been allocated to the Township and Rural Enterprises Programme (TREP) which has the purpose of “elevating enterprises in the townships and rural areas previously relegated to the second economy to the mainstream economy, and to further integrate opportunities in townships and rural areas into competitive business ventures” (Business Insider, 2021). In relation to the purpose of TREP and comparable government programmes, unfortunately, it is difficult to quantify the real value of a growing township economy because of the informal business trading that continues to occur outside of these programme structures and due to economic exclusion that has been experienced by township enterprises in the past (Business Insider, 2021). Current government initiatives need to consider sustainable initiatives, as there is a barrier to progress when the plans only offer short-lived support, with no clear strategy to address the real causes behind township poverty and exclusion towards environmental and economic growth within the township (Scheba & Turko, 2019).

Apart from the abovementioned, township economy growth also faces what Member of Executive Council (MEC) for Economic Development, Lebogang Maile calls ‘the triple challenge’: unemployment, poverty and inequality (Joburg, 2021). These three key challenges are what lead to the various other aspects which are difficult to control; for example the rate of crime in the township creates a barrier in progress due to (1) a decrease in the number of visitors coming to the township, (2) residents not feeling safe in their own area/homes, (3) business owners sceptical on developing/investing in their businesses that are located in the township and overall discord that it creates within a township/community that is being supported by programmes such as TER, ESRP and TREP. Whilst these are challenges that both government and township residents face on two widely different spectrums, there needs to be a shared value system between, government, private sector, public sector, and the township residents in order to aid the development of their community and to ensure that there is collective and adequate support towards township economy growth from each side (Nkosi, 2020).

One of the key objectives of this study is to ascertain whether the eKasi Wine Tasting and Music Festival contributes to the revitalisation of the township economy of Langa. This is significant as it will investigate whether this festival creates much needed employment opportunities for the residents of Langa, whether the festival stimulates the economy of residents and SMMEs within Langa (Saayman & Rossow, 2011). Lastly, to determine whether the festival creates prospects of tourism engagement within Langa, which include participation from government, sector stakeholders, tourists, investors and policy-makers (Mxunyelwa & Tshetu, 2018) This is significant to the study as it investigates what growth and change the eKasi Wine Tasting and Music Festival transmits to the township of Langa.

Overview of Festivals

In many destinations festivals are tourism products which bring in visitors to the festivals and to the host destinations (Getz & Page, 2016), not only to contribute to

the festivals as attendees, however as contributors to the economy of the host destinations (Mair & Whitford, 2013). According to Getz (2008), hosting festivals contributes greatly to event tourism and festivals have become a catalyst for other forms tourism and development within a host destination. Globally festivals are hosted in order to fulfil a particular need of a host destination or region, to provide entertainment and destination marketing (Li et al., 2020). Particular regions across the globe are well known for their festivals and received local and international travellers who specifically want to partake in the 'festival fun' (Omoregie, 2012). In the United States, there are more than 800 music festivals that are hosted annually and about 32 million festival attendees travel far and wide to these festivals (Ask wonder, 2021). Bear in mind this accounts for the music festivals only, and that does not yet cover other festival genres within the US. Internationally, there are many well followed festivals which include: Coachella hosted in California, Burning Man hosted at the Black Rock Desert in Nevada, the Carnival in Rio de Janeiro, Diwali Festival in India, Harbin International Ice and Snow Sculpture Festival in China, La Tomatina in Spain, St Patrick's festival in Ireland and Montreux Jazz Festival in Switzerland (Green Global Travel, 2021). Some of the most attended festivals internationally are hosted in Belgium, Europe, Spain as well as the UK, and approximately 150 000 – 260 000 people travel to attend these festivals annually (Ask wonder, 2021). This Getz (2008) explains as the connection that is built between the tourists' needs and the festival growth, which is due to its attractiveness. Li et al. (2020) further postulates that festivals are tourism products which attract attendees that return to a festival because of its offering; this loyalty is a result of its attractiveness and fulfilment of the attendees' needs.

Festivals in South Africa have increased as they are an important part of expressing the South African culture and festivals are seen as "every city's competitive strategy" because of their unique offerings (Mxunyelwa & Tshetu, 2018:5). Festivals in SA are also growing in size, purpose and locations, thus the need to grow research about festivals in South Africa (Harmer & Rogerson, 2015). Some of the most popular festivals in South Africa include Afropunk hosted in Johannesburg, the Bush Fire festival hosted in Swaziland, Ultra Music Festival hosted in Cape Town, Macufe African Cultural Festival hosted in Bloemfontein, East London Port Festival in the Eastern Cape, Oppikoppi Festival which is in Northam in Limpopo Province, Klein Karoo National Arts Festival in Oudstroom, in the Western Cape, Cape Town Minstrel Carnival in Cape Town, and the Durban International Film Festival hosted in KwaZulu-Natal (How dare she, 2021). South Africa also has festivals which are well recognised globally and these festivals contribute greatly to the economy of their host region within South Africa (Saayman & Rossouw, 2011). To name a few; the Cape Town International Jazz Festival which contributes about R600 million to the Western Province's economy and is the fourth largest jazz festival in the world (Invest Cape Town, 2018), the Grahamstown National Arts Festival hosted in the Eastern Cape is Africa's largest multi-arts festival which attracts more than 200 000 people and generates R377.15 million towards the province's economy (National Arts Festival, 2021), as well as the Afrikaburn which is hosted in the Northern Cape since 2007, with the intension of contributing to the community in an inspirational and meaningful way through collaboration and creativity (Afrikaburn, 2021). With no use of money or

sales at the event, the entire event is hosted through a gifting system (Tourism Tattler, 2021).

Slowly, festivals in townships are also being hosted to bring diversity to festival attendees through food, music and culture, even though they are faced with the challenge of marketing them widely (BWD Advertising, 2021). Most of South Africa's recognised township festivals are hosted in the Johannesburg, in the township of Soweto. The festivals that have been on the rise include Braamfischer Beer Festival (established in 2018), Sharpeville Food Festival (established in 2017), Soweto Wine Festival (established in 2008), Soweto Kota Festival (established in 2017) and Sunday Cook Out (established in 2016). In Cape Town, some of the well-recognised festivals which existed have since perished long before Covid-19, these festivals include The Gugulethu Beer and Whiskey festival, the Khayelitsha Festival and the Gugulethu Wine Festival. Currently, festivals that exists in the Cape Town townships include the Khayelitsha Street Food and Wine Festival (established in 2019), Kids festival with Color in Langa (established 2019) and the eKasi Wine Tasting and Music Festival (established 2019). It should be noted that most the common theme of these festivals are about food and beverages (alcohol) which are key drivers of socialisation and entrepreneurship for residents in the township (Irshad, 2011).

While hosting festivals in the township creates benefits of socialisation, job opportunities, increased local entrepreneurship and revitalisation of the township economy (Investec, 2021), Mxunyelwa and Tshetu (2018:6) also proclaims that festivals "the potential to destroy economic structures of the locals by allowing for the commoditisation of economic and culture to meet the needs of an increasing number of visitors". It is imperative that festivals hosted in townships are planned and managed in order to meet the needs of the township residents and the township's growing economy. Furthermore, it is also important to ensure that the festivals hosted in the townships are not only one-time events that will benefit the event organisers, but should be sustainable events that contribute to the township on a long term basis (BWD Advertising, 2021). In line with the afore-mentioned, one of the research objectives of this study is to investigate whether any improvements need to be considered to address the sustainability of the eKasi Wine Tasting and Music Festival.

Motivation and Typologies

The psychological influences that affects an individual's choices are known as motivation (Tassiopoulous, 2010). Motivations of event attendees are a critical focus in the academic and professional events sector (Colombo & Marques, 2019) as there is an increase on the number events and festivals that are hosted globally. All these events and festivals are unique in that they are hosted for a particular purpose or reason, however the common goal is that all these events and festivals are competing for the attention of attendees (Olson, 2020). One of the objectives of this study is to determine the specific festival attendees' motivations for attending the eKasi Wine Tasting and Music Festival, which then segments the market of this festival according to the motivational factors. The segmentation of this market is paramount to the design of an event and its offerings, because the events sector is market-driven and needs to respond to specific needed of its attendees (Viviers & Slabbert,

2014). The aforementioned may only be achieved by developing a typology for an event, or festival, such as the eKasi Wine Tasting and Music Festival.

The development of a typology then becomes useful in aims of providing a meaningful classification of complex motives that are derived from the phenomenon of attendees/visitors' or tourists' motivations to attend events/festivals (Dann, 1981). A typology is developed using models developed to explain visitor or tourist motivations, namely: the socio-psychological motives theory of Crompton (1979), Iso-Ahola's motivation theory (1982), Maslow's motivation theory (1943) and Dann's push and pull factors (1977). Numerous studies have utilised the push-pull framework, because of the push and pull factors that help determine the audience for a specific event type by segmenting the market (Katsikari et al., 2020). This study aims to utilise the push and pull factors to segment the attendees of the eKasi Wine Tasting and Music Festival.

Table 1: Previous Studies Examining Push and Pull Factors (Said & Maryono, 2018: pp.2)

Researcher(s)	Research Approach Used	Push Factors Identified	Pull Factors Identified
Dann (1977)	Scale/survey development and analysis	Anomie, ego enhancement	
Crompton (1979)	Unstructured in-depth interviews	Escape, self-exploration and evaluation, relaxation, prestige, regression, enhancement of kinship relationships, social interaction	Novelty, education
Yuan and McDonald (1990)	Factor analyses of 29 motivational/push items and 53 destination/pull items	Escape, novelty, prestige, enhancement of kinship relationships, relaxation/hobbies	Budget, culture and history, wilderness, ease of travel, cosmopolitan environment, facilities, hunting
Fodness (1994)	Scale development	Ego-defense, knowledge, reward maximization, punishment avoidance, value expression, social adjustive	
Uysal and Jurowski (1994)	Factor analyses of 26 motivational/push items and 29 destination/pull items	Re-experiencing family and togetherness, sports, cultural experience, escape	Entertainment/resort, outdoors/nature, heritage/culture, rural/inexpensive
Turnbull and Uysal (1995)	Factor analysis of 30 motivational/push items and 53 destination/pull items	Cultural experiences, escape, re-experiencing family, sports, prestige	Heritage/culture, city enclave, comfort/relaxation, beach resort, outdoor resources, rural and inexpensive
Oh, Uysal, and Weaver (1995)	Canonical correlation analysis of 30 motivational/ push items and 52 destination/pull items	Knowledge/intellectual, kinship/social interaction, novelty/adventure, entertainment/prestige, sports, escape/rest	Historical/cultural, sports/activity, safety/upscale, nature/outdoor, inexpensive/budget
Cha, McCleary, and Uysal (1995)	Factor analysis of 30 motivational/push items	Relaxation, knowledge, adventure, travel bragging, family, sports	

Table 1 provided a summary of previous studies examining push and pull factors. The overall consensus is that push and pull factors are reasons behind tourists' decision to a particular destination or event attendees choice to attend a particular event (Said & Maryono, 2018) which can be considered as internal and external reasons (McGee et al., 1996). With the above mentioned, it is evident that one of the most effective and widely used methods of segmenting a market is through the use of motivation based typologies (Goeldner & Ritchie, 2012). In creating the typology for this study, one of the objectives will be carried out by first developing the profile of festival attendees to eKasi Wine Tasting and Music Festival. This will not only produce a classification of the festival attendees, however will also further differentiate the festival attendees according to socio-demographic factors which will lay the foundation for how they are segmented (Hassanien & Dale, 2011). Furthermore, the motivations of festival attendees play an important role in helping the researcher deeply understand the festival attendees (Colombo & Marques, 2019). Kruger and Saayman (2017) state that having detailed information about a particular segment of a market, allows for a closer way of creating a customized offering for the identified segments. Secondly, this ties in with one of the objectives of this research, which is to examine the attributes that have been used to segment specific festival attendees; to allow for the researcher to identify viable target markets of the eKasi Wine Tasting and Music Festival as well as assist the event managers in creating a successful niche product (Kruger, 2010; Kruger & Saayman, 2017).

CONCLUSION

This paper delivered the context of the study, which has addressed key areas of the proposed research and theoretical framework to be covered in the Doctoral study. Secondly this paper is a contribution to advancing research and knowledge on the topic of township tourism, motivation-typologies, and festivals within township. This paper also discusses a crucial gap in knowledge pertaining to festivals in townships. This further symbolises the distinctiveness of the proposed research from other research conducted on festivals due to the focus of this event, the location of this event, as well as the development of a festival attendees' typology based on the motives to attend the eKasi Wine Tasting and Music Festival.

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TOWARDS BLUE FLAG STATUS: CURRENT CONSERVATION-RELATED PLANS AND RECOMMENDATIONS FOR EASTERN BEACH IN EAST LONDON, SOUTH AFRICA, BY PUBLIC AND PRIVATE STAKEHOLDERS

HEADMAN SAYEDWA AND DOROTHY QUEIROS

Introduction

Blue Flag is a leading eco-label (Arulappan, 2016; Foundation for Environmental Education, 2006) dating back to the 1980s (FEE, 2006; WCED, 1987). This internationally prominent eco-label applies environmental law (Coetzee, 2016) and focuses on the sustainable ecological management of urban beaches, marinas and boating tourism operators (Klein & Dodds, 2017; World Commission on Environment & Development, 1987). Having this label improves tourism revenue (Pencarelli, Splendiani & Fraboni, 2016), with these beaches becoming assets for locals and visitors alike (Buckley, 2002 & Font, 2002; Tudor & William, 2003). Recently, several countries (both developing and developed) have adopted it as a strategy to bridge the gap between recreation and conservation (Lucrezi, Saayman & Van der Merwe, 2016; Slatter & Mearns, 2018). South Africa (SA) became the first country outside the European continent to be accorded Blue Flag accreditation rights for its beaches in 2001 (Blue Flag South Africa, 2020; Wildlife & Environment Society of South Africa, 2019).

While SA has a total of 45 Blue Flag accredited beaches, the Eastern Cape Province contains only six of these (BFSA, 2020, WESSA, 2019). Yet, the province's coastline is rich with natural coastal biodiversity and outstanding natural beauty (Acheampong, 2015; Buffalo City Metropolitan Municipality, 2018). The inadequate conditions of non-Blue Flag beaches, among them Eastern Beach in East London, calls for urgent attention to coastal development and coastal zone management practices (Du Preez & Hosking, 2011; Silwana, 2015). At Eastern Beach, negative environmental impacts have caused deterioration of the beach, fuelled by open sewage disposal, littering and lack of ecological compliance (Coastal Environmental Services, 2005; Operation Phakisa, 2014). The unranked status of this beach has hampered conservation-related efforts from both stakeholders and the general public (Hall, 2010). Without Blue Flag, there is a lack of incentive to manage this natural resource to comply with the Bathing Water Directive plan (WESSA, 2019) and promote sustainability (Ferreira & Perks, 2016; Keyser, 2006).

In addition to the environmental challenges at Eastern Beach, fragmented environmental legislation and policies continue to afflict the region, with wide-ranging barriers to the attainment of Blue Flag status in Eastern Cape's beaches (Klein & Dodds, 2017; Lucrezi et al., 2016; Silwana, 2015). In spite of efforts by national government, the results of exclusion still occur, with disjointed ecological regulations and policies that have failed to promote the attainment of the Blue Flag status at Eastern Beach. To date, most research on beaches and the Blue Flag eco-label has concentrated on the public's views regarding ranked beaches and the financial impact of the eco-label in South Africa (Klein & Dodds, 2017; Lucrezi et al., 2016;

Slatter & Mearns, 2018). Very little research exists to investigate beach management, with a focus on Blue Flag Beaches in South Africa (Silwana, 2015). There is also no evidence of existing studies relating to stakeholder roles, plans and recommendations towards the attainment of the Blue Flag status on East London's beaches (Silwana, 2015; Slatter & Mearns, 2018).

With the abovementioned research problems in mind, this paper aims to determine the current conservation-related plans and recommendations to move Eastern Beach towards Blue Flag status, from the perspective of public and private tourism stakeholders.

Literature review

Blue Flag ecolabel: A sustainable ecological approach in South Africa

In a resource-based industry such as tourism, it is essential that there is a balance between tourism development and destination protection (Pencarelli et al., 2016; Veiga, Santos, Águas & Santos, 2018; Zielinski & Botero, 2015). Hence sustainable tourism is not only considered as a recent market segment, which aligns with green tourism (Department of Environmental Affairs, 2017), but as a sensitive guideline that operationalises practical sustainability goals (Liu, 2003; Ninerola, Sanchez-Rebull & Hernandez-Lara, 2019). Consequently, beach tourism in South Africa is directly framed around sustainable standards of seashores, with the intention to promote and enhance tourism (DEA, 2012; Lucrezi et al., 2016; NDT, 2016). It is within the same context of sustainability that beach maintenance, upgrade and certification is viewed as an environmental investment that can generate economic returns for tourist destinations (Du Preez et al., 2011). The literature positions the Blue Flag Eco-label as a sensitive beach management tool, which reinforces environmental sustainability in the country (BFSA, 2020; Klein & Dodds, 2017; WESSA, 2019).

South Africa adopted this eco-label to utilise it as a sustainable approach, which ensures that local beaches can be promoted for their sustainable management, international standard of cleanliness, safety and environmental responsiveness (BFSA, 2020; NDT, 2016). Subsequently, statutory efforts surrounding ecological sustainability were reinforced nationally, through the Bill of Rights, Acts, Agenda 21, industry policies and strategies (Slatter & Mearns, 2018). The National Environmental Management Act 107 of 1998, Integrated Coastal Management Act 24 of 2008 and National Tourism Sector Strategy of 2011 were also implemented, to strengthen sustainable development and management of the country's beaches (Department of Environmental Affairs, 2014; South Africa, 2016). The Blue Flag criteria provide guidelines regarding obtaining the award as well as the related administrative processes. A successful award requires a collaborative partnership between the Wildlife and Environment Society of South Africa (WESSA), the Department of Environmental Affairs (DEA), the National Department of Tourism (NDT) and participating public and private stakeholders (BFSA, 2013; NDT, 2016; Slatter & Mearns, 2018). The benefits associated with Blue Flag status for Eastern Beach in particular are, at present, missed opportunities from an economic, social and environmental perspective.

Research design and methodology

This research was qualitative in nature and focused on the participants views, perceptions, meanings, knowledge and experiences (Blumberg, Cooper & Schindler, 2005; Heaton, 2004). The research was situated in the paradigm of constructivism, which accepts that individuals will have multiple subjective interpretations of their world (Creswell, 2014) and that the research findings emerge through the interaction between the researcher and the participants (Bann, 2001). The researcher used empirical research, involving virtual semi-structured interviews.

Sampling technique, sample size, inclusion criteria, participants and ethical considerations

The participants were public and private stakeholder groups, who hold management roles within their organisations. These participants are directly involved in tourism planning, coastal development and the environmental management of coastal tourist attractions in East London. The survey population of active tourism stakeholders in East London is approximately 52 (Buffalo City Metropolitan Municipality, 2018). A purposive sampling technique was used, which involves finding and selecting individuals or groups of individuals that are knowledgeable about the phenomenon of interest (Creswell & Plano Clark, 2011). Using this sampling technique, the researcher could ensure the validity and reliability of the information gathered (Palys, 2008). The inclusion criteria were that participants needed to be between the ages of 18 and 65) and be employed as a public or private tourism stakeholder in East London. The final sample consisted of twenty participants, who each providing informed consent before the interview commenced. Anonymity of participants was assured. Before commencement of the fieldwork, ethical clearance was obtained from the Department of Applied Management at the University of South Africa.

Research instrument

Primary data collection was done via virtual semi-structured interviews, based on an interview guide. The questions were developed by the researcher and were informed by literature. Through this method, new knowledge was discovered, and participants' views were recorded and captured in a more open manner, as compared to quantitative methods (Creswell, 2009). The use of virtual semi-structured interviews as a data collection method derived from the philosophy that public and private tourism stakeholders' perspectives were noteworthy, beneficial, comprehensible and that they could positively affect this research, by producing rich and detailed data (Mason, 2002). The virtual nature of interviews was triggered by the COVID-19 pandemic. The restrictions imposed compelled researchers to utilise virtual communication tools and provided an opportunity to grow knowledge and understanding regarding using information technology effectively in fieldwork (Sah, Singh & Sa, 2020). Sedgwick and Spiers (2009:10) emphasise virtual semi-structured interviewing as the most viable, reliable and cost-effective alternative to face-to-face in-depth interviewing, to overcome geographical barriers and time constraints. Microsoft Teams (MS) was utilised to this end, with each interview being recorded with the consent of the participant.

Data analysis

To organise and manage data for analysis, the researcher utilised a computer assisted qualitative data analysis software (QADAS), Atlas.ti – version 9.0.18. The use of ATLAS.ti allowed transcribed text to be linked back to original recordings, codes, sub-codes and comment writing (Gibbs, 2014; Queiros & Mearns, 2019). The recorded interviews were transcribed into word documents and then coded with codes and sub-codes developed by the researcher based on the themes emerging from the data (Maguire & Delahunt, 2017). This thematic analysis is much more than simply summarising the data, it also interprets and makes sense of it (Braun & Clarke, 2006).

The researcher also performed data cleaning and determined what explanations arose from the data analysis and whether they could be triangulated by other data.

Findings and discussion

The findings are divided into five sections, namely organisation's involvement towards Blue Flag status; stakeholder perceptions on what Blue Flag status can do for beach quality; current conservation-related plans towards Blue Flag status; recommendations for Eastern Beach; and stakeholder awareness of voluntary environmental public initiatives currently underway. These findings are interpreted below, where quotations (which form the data in qualitative studies) are used to substantiate codes and key themes. Quotations are cited according to the participant number and the line within the transcript where the quote comes from. For example, "P9:54" refers to Participant 9, line 54. Where relevant, findings are also compared with those of previous studies.

a) Organisation's involvement towards Blue Flag status

Findings reveal that participants were aware that their organisations are involved in planning and management of land activities, to achieve the status at Eastern Beach. Quotations from participants demonstrate planning and management that is already aiming towards this eco-label, for example:

"...our organisation is part of planning in the municipality, to inform the municipality in terms of what ... needs to be done there ..." (P9:45).

"... we're within the private sector space, so we spend a lot of time working with the public sector and Tourism Committee in Buffalo City, certainly in planning and management of tourism related projects ..." (P17:50).

Similarly, participants expressed that their organisations facilitate discussions on and strategies for environmental management activities, which are aimed at obtaining Blue Flag status ["...as a role player to facilitate dialogue on conservation and engagement, we spend time thinking and planning ... and how various land activities need to be managed in order to achieve and maintain that Blue Flag status" (P4:87); "... from the recreation, environmental management and engineering point of view, we're more involved" (P21:09); and "... we are more concerned about the environmental management for things like Blue Flag ..." (P9:39)]. It arose from the findings that host communities are not excluded from this:

"... as a stakeholder with private interest, we include communities ... so that they ... see Blue Flag status as an environmental requirement ..." (P9:53). Participants alluded that their organisations are involved at Eastern Beach because of their substantial focus on the promotion of environmental awareness activities with the public for example: "... we are involved to get communities of the Buffalo City Metropolitan Municipality (BCMM) on board, in terms of making public environmental awareness ..." (P6:95); and "Our involvement would be in the form of making the public environmentally aware of what can and can't be done because of the Blue Flag ..." (P15:51).

b) Stakeholder perceptions on what Blue Flag can do for beach quality.

The majority of participants (19/20) felt that having Blue Flag status can improve beach quality. Participants made reference to pertinent aspects such as water quality, beach-front quality, environmental education and training. Participants believe that water quality would certainly improve and be better maintained, as evidenced in the following quotations:

"... it's a good tool that we could use to try and improve quality of the beach" (P4:100).

"... that can only help improve the beach water ... " (P17:55).

"To say, Eastern Beach has Blue status or is accredited, you can rest assured that you are going to get good water" (P14:56).

"... the water quality can be better and maintained" (P8:43).

It is significant that participants also perceived that the status would positively improve beach-front quality ["... surely to improve the entire beach-front, so if we could get Blue Flag Status, that would be phenomenal" (P17:55); "I believe so because if you are a tourist or visitor, you want to get the best quality of what you are visiting" (P14:47) and "... a Blue Flag status means that beach is excellent" (P8:43)]. The results indicated that the natural environment would improve, should the status be attained, for example: "... then the aesthetics of the area will then improve as well, due to the status" (P3:166). Participants perceived that people would be better educated and trained on conservation and environmental management matters: ["I'm pretty sure that education by having a Blue Flag means ... beachgoers and visitors will be educated from an environmental perspective" (P7:59); "Blue Flag would help the people to become more aware of the environment" (P13:41) and "Yes ... even if it just creates awareness of the environmental conservation to people ... that would be great" (P13:54)]. The FEE (2006) supports this view and notes that Blue Flag status seeks to balance the demands of development and conservation of natural resources, assisting coastal area stakeholders in achieving this goal.

c) Current conservation-related plans towards Blue Flag status

Participants elaborated on the infrastructural development that is underway and aligned it to Blue Flag status for Eastern Beach. Findings illustrate that participants

were knowledgeable about the current beach-front integrated recreational park, which is under development, for example:

"... we're developing an 87-million-rand facility, which is an integrated urban park in the precinct that will include Eastern Beach upgrade for something like Blue Flag" (P3:164).

"... we're focusing on infrastructure development now, which is basically creating a recreational park" (P11:53).

"... the municipality invested millions of monies on the environmental upgrade, to uplift the beachfront" (P15:35).

"There is construction work that is underway at the beachfront and I also understand that they are putting it as a priority with plans to upgrade the environment of Ebuhlanti and Eastern Beach" (P15:53).

Findings portrayed the Blue Flag award as a way to balance the natural environment and man-made attractions along Eastern Beach, for example: "... in terms of future plans and current plans, this development is to make sure that man-made attractions compliment the natural environment in terms of the Blue Flag beach" (D10:36). A beach may be eligible for Blue Flag accreditation if it has the necessary beach facilities and services to comply with the Blue Flag criteria (BFSA, 2020; FEE, 2006).

Participants also elaborated on significant environmental cleaning campaigns as management interventions towards Blue Flag status ["The Border Kei Chamber Call To Action (BKCCA), with the municipality, is working on keeping that area clean as well" (P16:58) and "...Buffalo City is always engaging in environmental cleaning campaigns and this is also regulated by some of the other political parties ..." (P21:44)]. One participant deliberated on the sewage-pipe replacement project, that would improve water quality for Blue Flag status:

"... they are building and replacing an old sewage pipeline that used to run past Eastern Beach. They're now replacing it with a new pipeline that might help with the water quality" (P2:115).

These findings correspond with conservation related guidelines concerning Blue Flag beaches, where authorities or beach managers should ensure that the beach complies with the national guidelines or legislation concerning litter and waste management (Blue Flag South Africa, 2019, NEMA 107 of 1998, Wildlife and Environment Society of South Africa, 2016).

d) Recommendations for Eastern Beach

Stakeholder engagement emerged as a recommendation from the majority of participants, highlighting a need for better collaboration on conservation related plans and to enable proper analysis of what needs to be done at this beach ["... my recommendation would be the engagement of stakeholders for a proper analysis of what needs to be done there (P9:52); "I think public and private need to come together ... there needs to be collaboration on environmental management ..." (P2:137); and "... to keep that standard up through public participation, there can

be engagements for environmental campaigns at this beach" (P18:65)]. Such findings confirm the importance of consensus and stakeholder engagement in an integrated coastal zone project such as this, to achieve sustainability (Coetzee, 2016; Koutrakis et al., 2010).

Engagement was also associated with environmental awareness and education, for example: "I think of engagement as a huge educational campaign ... it is necessary to just get everybody on board, on the same page for Blue Flag" (P16:62). Participants conversed about management of pollution and land activities, indicating that it is decisive for conservation and recommended better control of litter and waste, as elaborated on in the following quotations:

"... what needs to change for the Blue Flag, for me, is definitely pollution control ..." (P4:93).

"... one of the things I recommend is management of litter, by educating people at schools about taking care of the environment and avoid littering " (P16:61).

"... Eastern Beach needs general cleaning, because it is the negative externalities that prevent us from getting a Blue Flag status, like broken bottles ..." (P12:57).

The findings illustrate that people could volunteer to police littering, for example: "we need to have people who can volunteer there, to ensure that public isn't throwing things on the sand and breaking glass" (P17:60). Furthermore, the need emerged for environmental guidelines and public awareness, as evidenced in the following quotations:

"I recommend that BCMM takes responsibility to manage and create awareness, it's also their responsibility to keep the environment clean" (P4:101).

"... the public needs to be educated in terms of keeping the environment clean and maintaining it, because a lot depends on the type of maintenance and cleanliness, which is very important for Blue Flag status" (P21:43).

"... an environmental awareness campaign is key. It encourages people then to participate and keep the place, you know, neat ... tidy and clean" (P18:57-58).

The importance of the management of the built and natural environment also surfaced, for example:

"I think those in leadership must look at better environmental management and preserve tourism resources at Eastern Beach " (P6:104).

"I think they need to probably use or buy the existing land around the beach to develop" (P21:47).

"...my recommendation maybe would the funding to be able to maintain land resources being built for Blue Flag at Eastern Beach" (P18:60).

The above findings support the conservation related guidelines of Section 24 of the Constitution, on the rights of every citizen and management of coastal resources ("to have the environment protected ... prevent pollution and ecological

degradation; promote conservation; and secure ecologically sustainable development and use of natural resources ...") (NEM Act, 107 of 1998).

Finally, one participant touched on the political-will for proper management of public spaces near the beach, like Marina Glen Public Park/Ebuhlanti: "... because of the complexity around Ebuhlanti, ... nobody has got that political will to make a decision to close off that space, rehabilitate the dunes towards the east, rehabilitate the river and provide resources for that Blue Flag" (P3:147).

Conclusion

This paper aimed to determine current conservation-related plans and recommendations to move Eastern Beach towards Blue Flag status. It first highlighted several research problems involving Eastern Beach, namely negative impacts on the environment which have caused deterioration of the coastline; fragmented environmental legislation and policies that plague the Eastern Cape; and a dearth of research on stakeholder roles, plans and recommendations towards attaining Blue Flag status on East London's beaches. Through virtual semi-structured interviews, public and private stakeholders were questioned in an attempt to contribute to these research gaps. Via thematic analysis several findings emerged.

The findings demonstrate that public and private stakeholder organisations form part of planning for projects and management of land activities, with a view to achieving Blue Flag status at Eastern Beach. These organisations involve communities and focus on promoting environmental awareness at this beach. This paper revealed that most stakeholders perceived that achieving Blue Flag status would positively improve the quality of the water. The fact that BCMM is currently building and replacing an old sewage pipeline will also contribute significantly to this. Participants also noted that the quality of the beachfront would improve. Furthermore, the public would be better educated and trained regarding conservation and environmental management matters at this beach. Stakeholders elaborated on the infrastructural development that is underway and aligned it to current plans for the status. Participants referred to an 87-million-rand facility being developed as part of the current plans for Eastern Beach, to balance the natural attraction (the beach) and man-made attractions (integrated urban park and beach facilities). Participants also mentioned significant environmental cleaning campaigns as current management interventions towards Blue Flag status at this beach. The need for stakeholder engagement was emphasised by the majority of participants, highlighting a need for better collaboration on conservation related plans and to enable proper analysis of what needs to be done at this beach. Participants highlighted that engagement would also improve the management of pollution and minimise littering, both of these being essential to achieving Blue Flag status. Stakeholders expressed that the public could volunteer to keep the beach clean and avoid littering, while the municipality focuses on creating environmental guidelines and fostering public awareness. In spite of current interventions, the research revealed a clear need for better environmental management and preservation of tourism resources at Eastern Beach.

This research has contributed to knowledge regarding the attainment of Blue Flag status at Eastern beach in the Eastern Cape. While it has confirmed that several negative impacts do indeed prevail on this coastline, the current plans and recommendations of public and private stakeholders reveal a will and intent to address these and move towards Blue Flag status. Moving forward, the findings of this research can provide guidance to stakeholders – providing a holistic picture of the different initiatives underway by different stakeholders, highlighting common ground, and most importantly, revealing the intent that prevails amongst stakeholders to improve Eastern Beach. Attainment of Blue Flag status would be a victory for the impoverished Eastern Cape and serve as an example that, in spite of challenges, the environment can be conserved, and high-quality beaches can be made available to locals and tourists to enjoy. The positive socio-economic and ecological spin-offs would be well worth the effort.

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