

## Success criteria for the FNB Wines-2-Whales mountain bike events

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### Abstract

Sport participants invest a considerable amount of effort and time to actively participate in sporting events. Hosting a successful sport event, will not only provide a memorable, worth-while experience for participants, but will also attract, retain and grow participation. This paper identifies the critical success factors (CSFs) of hosting sport events, specific to mountain bike sport events, through an analysis of the perceptions of committed participants at the 2014 First National Bank Wines-2-Whales Mountain Bike Events (FNB W2W MTB Events). An online survey was conducted during participant registration, and a total of 244 questionnaires were administered. This was used to analyse the perceptions and explore the way in which participants evaluate the event. A factor analysis identified four factors: Competitive Advantage Elements, Basic services, Route-visual components and Monetary attractiveness. Of these factors, Basic services were considered the most important CSF that contribute to a successful event for the participants. The results further confirm that the participants' perception regarding the CSFs differ according to their geographical residence and team category. Sport event organisers need to identify the CSFs specific to the event, especially from the participants' side, to ensure the hosting of successful mountain bike sport events.

**Key words:** mountain biking, sport, tourism, sporting events, critical success factors (CSFs)

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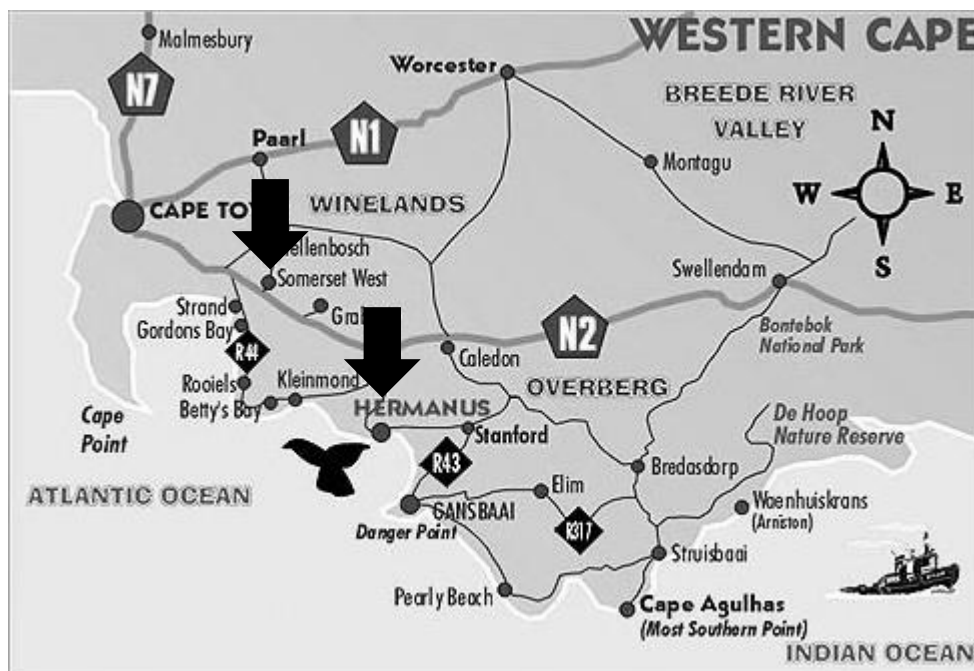


## Introduction

Sport and tourism are among the world's most sought-after leisure experiences (Green & Chalip, 1998:276; Hinch & Higham, 2001:45; Novelli, 2005:158), making sport viewing or participation – as reason for travel – one of the fastest growing segments of the tourism industry (Kruger, Saayman & Ellis, 2012). Sport tourists are interested in sport and as a result will travel to view or participate in such events (Robinson & Gammon, 2004; Green & Jones, 2005; Kruger & Saayman, 2012). Both the event and the tourism experience are furthermore central to sport tourists (Kruger & Saayman, 2012). This makes them a niche market segment which should be understood (Gibson, 2005; Kaplanidou & Vogt, 2007; Shipway & Jones, 2007). This paper focus specifically on sport tourist participants, as sporting events have grown in both number and size and competition has risen among such events for participant numbers. To attract and retain sport tourism participants, many aspects need to be considered. An important aspect to consider is the critical factors of hosting a successful event (Belassi & Tukel, 1996:142).

When hosting sport events, organisers must use these critical factors as guiding principles (Kruger & Saayman, 2012; Manners, Kruger & Saayman, 2012). Critical success factors (CSFs) are important for the success of any event, as these factors will provide event organisers with the relevant knowledge to host an efficient, effective and successful event (Manners *et al.*, 2012). CSFs are especially important to better understand the successful hosting of sport events and the factors influencing participants' decisions in participating. This will allow sport tourism stakeholders to gain knowledge of the needs and wants of their niche market, which is vital for the future of a sporting event (Madrigal, 1995; Martin, O'Neill, Hubbard & Palmer, 2008; Kruger, Saayman & Ellis, 2011). The aim of this paper is to determine the CSFs that participants consider as important for the hosting of a successful event at a popular mountain bike sport event in South Africa, namely The First National Bank Wines-2-Whales Mountain Bike Adventure, Ride and Race Events (hereafter referred to as FNB W2W MTB Events). (see Figure 1)

Figure 1: Start and finish point of the FNB W2W MTB Events



Source: GoogleMaps, 2015

These Events consist of three stages, namely the W2W Adventure Event (mainly for amateur mountain bikers), the W2W Ride Event and the W2W Race Event (which is for the serious mountain bikers). Regarding this multi-stage event, groups of two riders per team must complete a distance between 60 and 80 km per day, over a three-day period. During the events, riders start in Somerset-West, where they will cross wineries, private farms, mountains, historic roads and mountain passes and nature conservation areas, before finishing within site of the famous whales of walker bay in Hermanus (W2W, 2013).

Rest points are provided, with a tent and a chill zone with a bar, meals, secure bike park, bike wash facility, official bike service suppliers, race briefing in large marque tent, hot showers, massage tent, medical facility and race office are provided on site at the different rest points each day (W2W, 2013). It is clear that these events provide experiences that are beyond expectation and variety of spectacular beauty of the area.

## **Literature review**

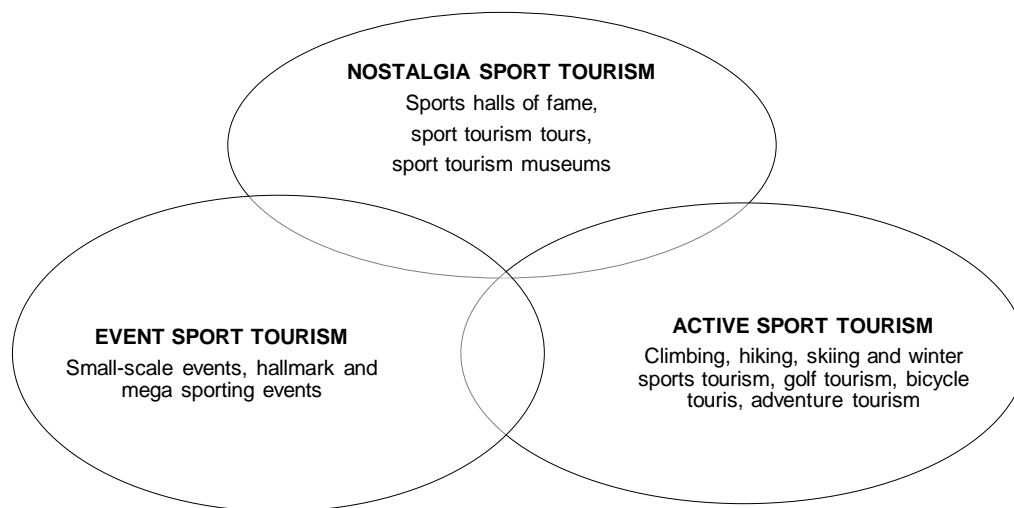
An understanding of sport tourism requires some exploration of the meaning of sport and tourism. Attempts to define sport have engaged the energies of many researchers (Weed & Bull, 2004). Haywood, Kew, Bramham, Spink, Capenerhurst & Henry (1995) and Ritchie & Adair (2004) debates that the definition of sport revolves round what activities should be classified as sport, linked to the idea that it might be defined on the basis of pursuits satisfying key characteristics such as vigorous physical activity and / or physical skill, competition and codified rules. For this paper, sport are all forms of physical activity which, through casual or organised participation, aims at improving physical fitness and mental well-being, forming social relationships, or obtaining results in competition at all levels. Tourism, on the other hand, can be defined as the relationships that originate from the interaction between tourists, job providers, internal governing systems and host communities in the process of transporting, accommodating, catering, entertaining and attracting tourists (Saayman, 2013:3). Tourism can also be seen as an activity done by an individual or a group of individuals, which leads to a motion from a place to another (DiscoverAlex, 2014). Clearly, the concepts of sport and tourism are related and overlap (Hinch & Higham, 2001:47). Sport is an important activity within tourism and tourism is a fundamental characteristic of sport (Hinch & Higham, 2001:48).

Sport tourism may then be viewed as all forms of active (for example, scuba diving, cycling, golf) and passive (for example, sports events and sports museums) involvement in sporting activity being undertaken by people in various forms of competitive interplay or interaction in casually or in an organised way for none commercial reasons that necessitates travel away from home and work locality, or to places which may be instrumental to the sport and /or tourist experience (Novelli, 2005:158; Higham & Hinch, 2009:13).

Pitts (1999:31) believes that sport tourism consists of two broad product categories, namely: (1) sports participation travel (travel for the purpose of participating in a sports, recreation, leisure or fitness activity); and (2) sport spectatorial travel (travel for the purpose of watching sports, recreation, leisure or fitness activities and events). However, Gibson (2002) suggests three additional categories of sport tourism which include (1) active sport tourism, (2) event sport tourism and (3) nostalgia sport tourism. These categories may be possibly overlapping with each other (Gibson, 2002). Active sport tourism consists of several activities including skiing (see Hudson, 2000b; Gilbert & Hudson, 2000), bicycle touring (Ritchie, 1998; Ritchie & Hall, 1999), adventure tourism (Fluker & Turner, 2000) and active participation events such as the Olympic Games (Green & Chalip, 1998). Active sport tourism overlaps with Pitts' (1999) concept of sports participation travel. Event sport tourism has provided the vast

majority of research in the field of sport tourism. Higham & Hinch (2002) note that the majority of research conducted in event sport tourism examines mainly large-scale 'mega' and 'hallmark' events such as the Olympic Games and other major sporting tournaments. Examples of (3) nostalgia sport tourism cut across the various sport tourism categories to include sport halls of fame and museums, sport tourism tours to famous sporting stadiums or facilities (such as Twickenham for Rugby Union and Lords for cricket), and sport theme vacations on cruise ships or at resorts with sporting professionals (sometimes referred to as fantasy camps). These three categories of sport tourism noted by Gibson (2002) can overlap (Figure 2), and it is possible to have an active sporting event that involves participants, as well as a theme vacation or fantasy camp between both active and nostalgia sport tourism categories. However, for the purpose of this paper, focus will be placed on sports participation travel for small-scale active sport events tourism which fits between Gibson's (2002) event and active sport tourism categories, and is an area which has received little attention to date (Novelli, 2005:159).

**Figure 2: Sport tourism segments and categories**



**Source: Novelli, 2005:160**

South Africa provides a wide variety of sport tourism activities, with mountain biking as one of the key activities in the sporting calendar (Streitcher & Saayman, 2012:121). According to Luthje, Herstatt & Von Hippel (2002), mountain biking began in the early 1970's when some young cyclists started to use their bicycles off-road, for example in rough terrains, such as mountain trails (Van Der Plas & Kelly, 1998 as cited by Luthje *et al.*, 2002). Mountain biking can then be seen as a form of cycling, which is regarded as a classic example of sport tourism (Bull, 2006:261). Most cycling involves travel between places and thus a link with tourism is immediately established. Bull (2006:261) further states that serious cycling sport can be divided into two groups, namely road cycling (for example, Tour De France) and off-road cycling, such as the FNB W2W MTB Events. With this in mind, cycling can also be a recreational activity (including cycling tourism) or it can be classified as a serious leisure activity (such as a sporting event).

It is clear that organising and managing sport events is a complex process, as the type of sport event determines the organisational and managerial aspects (Kruger & Saayman,

2012:65). There exist a limit amount of research on the successful hosting of sport events within tourism, as many of the published works on sport tourism focus much of their attention on the motivation for participating in such events (see LaChausse, 2006; Streicher & Saayman, 2010; Kruger, Saayman & Ellis, 2012; Green & Jones, 2005; Gibson, 2004; Ritchie, Tkaczynski & Faulks, 2010) and the nature of its impacts, with significant emphasis often being placed on its economic, socio-cultural, environmental and health impacts (see Stadeven & De Knop, 1999; Hudson, 2000a; Hudson, 2012; Weed & Bull, 2004). Therefore, in contrast to much else published in the field, the aim of this paper is not to focus on an analysis of sport tourism motivation or impacts, but to determine the CSFs for hosting sporting events, specific to mountain bike sport events. Understanding the CSF's for hosting such sport events, will play a fundamental role in creating and retaining participant numbers.

The following CSF's were identified by Dancsecz (2008) for a sport tourism event: (1) task orientation – by developing project objectives and contract strategy for the event; (2) random impacts – the handling of nature (by providing scenic, save and well-balanced routes) and weather effects during the event; (3) relation orientation – pertaining to organizational or event leadership, organizational or event culture, co-operation and communication between stakeholders and partnership (this may include effective and efficient marketing); (4) implementation of project objectives – the fulfilment of primary and other project aims; and (5) external stakeholder satisfaction – with reference to partner or stakeholder satisfaction, and additional stakeholder satisfaction (Whereby the event invest in the community and or other stakeholders). Other important aspects to consider are the (6) 'feel good' factor (Ashton, Gerrard & Hudson, 2003). This factor can be related to internal and external motivations for participating in the event. Internal motivation factors includes the desire for escape, rest and relaxation, prestige, social interaction, and fitness (Ritchie, Tkaczynski & Faulks, 2010; LaChausse, 2006), to have fun or to share time with family and friends (Streicher & Saayman, 2010:126). External motivation factors may include, for example, the type of accommodation provided during the events (Ritchie *et al.*, 2010). The (7) location and scheduling of the sport event; and (8) spatial distribution and accessibility of sport facilities and venues are also on the top of the list to host a successful sport event (Kruger & Saayman, 2012). Organisers of sport events should focus on the critical factors that they can control, as the outcome of a sporting event is often unpredictable and not under the control of sport managers (Kruger & Saayman, 2012:66). Each sporting event is different and has unique CSF's that need to be identified and addressed in order to host a successful event and for participants to compete in and finish the event (Kruger & Saayman, 2012:68).

## **Method of research**

The following section describes the questionnaire, the data collection procedure and the subsequent statistical analysis conducted.

## **Development of questionnaire**

The questionnaire was developed to get a comprehensive overview of the profile of the FNB W2W MTB Events participant. It was designed as an online questionnaire which could be accessed through the Event's website when registering to participate in the event (W2W, 2013). The questionnaire dealt with demographic questions and questions relating to the perceived level of success criteria of the Events. Secondary data was collected from existing sources and aid as exploration material to the sports tourism phenomena in order to formulate efficient questions, which was based on literature and relating to the topic (LaChausse, 2006; Streicher & Saayman, 2010:126; Kruger, Saayman & Ellis, 2012; Green & Jones, 2005:171). The demographic questions were measured using closed and open-ended questions.

The success criteria was measured by a total of 8 questions on a 5-point Likert scale as from 1 to 5, where (1) indicated I strongly disagree; (2) I disagree; (3) I neither agree or disagree; (4) I agree; and (5) I strongly agree.

## **Survey and sampling**

Based on purposive sampling, 244 respondents from the FNB W2W Mountain bike Events formed part of the survey. The survey was conducted online from 01 to 31 March 2014. This information was useful to develop a total picture of the profile of participants in the FNB W2W MTB Events. The total completed questionnaires were sufficient to produce valid results and to permit the formulation of useful, relevant and efficient conclusions and recommendations concerning possible improvements at the Events (Krejcie & Morgan, 1970).

## **Statistical analysis**

The data collected from the online questionnaire was captured in Microsoft™ Excel™. In order to achieve the above-mentioned aims, the analysis was completed in four stages. Firstly, the general profile of the participants at the FNB W2W MTB Events was determined through SPSS; a software programme used to process data into usable information (Kruger, 2009; SPSS Inc., 2012). Secondly, an exploratory factor analysis to determine the CSF's as perceived by the participants was conducted on the collected data. Thirdly, an independent-sample *t*-test and one-way-analysis of variances (ANOVA's) were conducted to test for significant differences in the mean values of participant perception pertaining to the CSF's for the event. And lastly, a comparison between participant clusters were performed through the use of a dendrogram.

## **Results**

### **The demographic profile of participant to the FNB W2W Events**

Table 1 indicates that 89% of participants in the FNB W2W MTB Events were male and 11% were female. Thirty-seven percent (37%) of the respondents were between 41 and 50 years of age, followed by 28% of the respondents that were between 31 and 40 years of age, 27% in the age group 51 to 60 years and 5% who were between the ages of 61 and 70 years; the average age of the participants to the FNB W2W MTB Events is 46 years. The majority of the respondents (66%) were from the Western Cape, with Gauteng contributing the second highest number of visitors (18%); 4% of the respondents were from Kwazulu-Natal, while 3% were from the Eastern Cape and 2% from outside South-Africa. Twenty-five percent (25%) of respondents have occupations in the service industry, followed by those who are in the finance, insurance and real estate industry (23%), 15% who have occupations in retail trade, 7% in health, 6% in manufacturing, 5% in agriculture and 4% in construction. Fifty-five percent (55%) of the respondents were professionals, followed by managers with 14%, 12% were self-employed, 9% were in the technical position, 3% were farmers and sales consultants (respectively), 2% were pensioners and 1% were educators and housewives (respectively). Thirty-seven percent (37%) of respondents participated in the FNB W2W MTB Adventure Event, followed by 36% who participated in the FNB W2W MTB Race Event and 27% in the FNB W2W MTB Ride Event. Thirty-four percent (34%) of respondents are in the team category of veteran men, followed by 23% in the sub-veteran men, 19% mixed team (male and female) and 16% master men category.

**Table 1: Demographic profile of participants to FNB W2W MTB EVENTS**

Demographic Variables	Profile
Gender	Male (89%); female (11%)
Age	Average age: 46 years
Province of residence	Western Cape (66%); Gauteng (18%); Kwazulu-Natal (4%)
Industry	Service (25%); finance, insurance, real estate (23%); retail trade (15%); health (7%); manufacturing (6%); agriculture (5%); construction (4%)
Occupation	Professionals (55%); managers (14%); self-employed (12%); technical (9%); farmers and sales consultants (3% each); pensioners (2%)
Type of W2W event	Adventure Event (37%); Race Event (36%); Ride Event (27%)
Event category	Veteran men (34%); sub-veteran men (23%); mixed (19%); master men (16%)
Length of stay after events	Average days: 3 days
Reason for staying longer	Local residents (28%); on holiday (1%); on a wine tour (1%)
Times participated	Average times participated in FNB W2W MTB Events: 0.5 Average times participated in Cape Epic: 1 Average times participated in sani2c: 2

Thirty-seven percent (37%) of the respondents indicated that they stay for 5 days after the duration of the FNB W2W MTB Events, followed by 36% who only attend the race and do not stay longer than the duration to travel for other purposes in the Western-Cape province, 12% stay longer for 2 days, 7 % stay longer for 4 days and 6% stay longer for 1 day; the average days that respondents stay after the event are 3 days. Twenty-eight percent (28%) of the respondents indicated that they are local residents for their reason of staying longer than the duration of the race in the Western-Cape province. Respondents who are not local residents, indicated that they are either on holiday or that they are going on a wine tour (1% respectively) (see Table 1).

The participants were also asked the average times they participated in the FNB W2W MTB Events and at other competitive races (including the Cape Epic and sani2c). The majority of respondents (73%) indicated that they have not participated in the Cape Epic, while 14% of the respondents indicated that they have only participated once in the Cape Epic, followed by 6% of the respondents that have participated twice and 2% that has participated 3 times. Overall, respondents participate an average of 1 time in the Cape Epic.

Forty-eight percent (48%) of the respondents indicated that they have not participated in the SANI2C event, while 17% indicated that they have participated once in the event, followed by 15% who had participated twice in the event and 9% who had participated three times in the event. Respondents participated an average of 1 time in the SANI2C event. Thirty-eight percent (38%) of respondents participated at least once in the FNB W2W MTB Events. Twenty percent (20%) of the respondents indicated that they have never before participated in the event, followed by 18% who had participated twice in the event, and 15% who had participated 3 times in the event. Overall, respondents participate an average of 2 times in the FNB W2W MTB Events (see Table 1).

### **The CFS's of the FNB W2W Events**

In order to determine the CSF's as perceived by participants of the FNB W2W MTB Events, a factor analysis was conducted. An exploratory principal axis factor analysis with Oblimin rotation was performed on the collected data of the FNB W2W MTB Events (n = 266) in order to determine how the items of the questionnaire clustered together as factors. The pattern matrix extracted 4 factors by Kaiser's criterion (see Table 2). These factors were

labelled according to similar characteristics. Table 2 gives an indication of the mean value loadings of the 4 extracted factors (see Table 2).

According to Table 2, the reliability coefficients ranged from 0.718 (the highest) to 0.292 (the lowest). The average inter-item correlation coefficients (with values between 0.567 and 0.172) implied internal consistency for all factors, as Clark & Watson (1995) states that the average inter-item correlation values should lie between 0.15 and 0.55. All commonalities were greater than 0.2, indicating that sufficient variance of each item was explained through the extracted factors (Pallant, 2016).

The following four CSF's were identified as necessary for hosting a successful mountain bike sport event: Competitive advantage elements (Factor 1), Basic services (Factor 2), Route-visual components (Factor 3) and Souvenir and Monetary Attractiveness (Factor 4). Basic services (Factor 2) were perceived as the most important CSF for hosting a mountain bike sport event, with a reliability coefficient of 0.718 and an inter-item correlation of 0.567. This was followed by Competitive advantage elements (Factor 1) with a reliability coefficient of 0.667 and an inter-item correlation of 0.417. Participants regarded Souvenir and monetary attractiveness as the third most important CSF, with a reliability coefficient of 0.292 and inter-item correlation of 0.172. Although Route-visual component (Factor 3) obtained no reliability coefficient or inter-item correlation value, it is an important CSF to consider at mountain bike sport events.

**Table 2: Factor analysis**

Items		Factors (n = 4)			
		Competitive Advantage Elements	Basic Services	Route-visual Components	Souvenir and Monetary Attractiveness
1	Prizes and price money	<b>0.691</b>			
4	Quality of registration and timing	<b>0.502</b>			0.324
5	Beneficiaries supported and community investment	<b>0.712</b>			
2	Quality of ablution and sleeping facilities		<b>0.784</b>		
6	Quality food (incl. water points)		<b>0.730</b>		
7	Scenic, safe, adventurous and well balanced routes			<b>0.661</b>	
3	Sponsor offerings	0.355			<b>0.265</b>
8	Value for money				<b>0.559</b>
<b>Cronbach's Alpha</b>		<b>0.667</b>	<b>0.718</b>		<b>0.292</b>
<b>Inter-item Correlation</b>		<b>0.417</b>	<b>0.567</b>		<b>0.172</b>

\*Extraction method: Principal Axis Factoring. \*Rotation Method: Oblimin with Kaiser Normalization.

Possible differences in the perceptions of participants of FNB W2W MTB Events were determined based on the following variables: the geographical residence of the participants; the event category they participated in; and the team categories the participants formed part of during the events. It was not purposed to investigate why the differences existed, only to determine if indeed there were differences in perception between the three variables.

An independent-sample *t*-test and one-way-analysis of variances (ANOVA's) were conducted to test for significant differences in the mean values of these specific independent variables, based on each of the factors identified by the factor analysis. It was decided to base this data analysis of Factor 3 and Factor 4 on their individual items and not as 2



separate factors, due to the fact that Factor 3 only consists of 1 item and the items of factor 4 rendered lower mean values than expected in the exploratory factor analysis.

An independent-sample *t*-test was conducted to determine differences in the geographical residence – Western Cape Province (as the event is hosted in this province) compared to the other eight provinces in South Africa – of participants based on each of the factors. Table 6 indicates that there were no significant statistical differences ( $p < 0.05$ ) revealed by the results. However, on average, participants from all provinces perceived the FNB MTB Events as having scenic, safe, adventurous and well balanced routes, corresponding with the results of Table 3.

**Table 3: T-test for comparison by geographic profile of identified factors**

Factor domains	Western Cape Province (n = 154)		Other provinces (n = 70)		F-value	P-value
	Mean	Std Dev	Mean	Std Dev		
Competitive Advantage Elements	3.786	±0.645	3.662	±0.675	0.215	0.643
Basic Services	4.325	±0.733	4.350	±0.586	2.413	0.122
Sponsor offerings	4.05	±0.748	4.20	±0.651	0.256	0.613
Scenic, safe, adventurous and well balanced routes	<b>4.55</b>	<b>±0.667</b>	<b>4.59</b>	<b>±0.525</b>	1.120	0.291
Value for Money	4.09	±0.858	4.16	±0.694	2.270	0.133

An ANOVA was carried out to determine statistical differences ( $p < 0.05$ ) between the event categories based on the identified factors (see Table 4). No statistical significant differences were found between the event categories. In general, participants across all events were of the opinion that the scenic, safe, adventurous and well balanced routes were the greatest supporter of the success criteria of the events, whereas they believed the smallest supporter was the competitive advantage elements of the events.

**Table 4: ANOVA for comparison of identified factors by the event categories**

Identified factors / items	FNB W2W MTB Adventure Event (n = 86)		FNB W2W MTB Race Event (n = 85)		FNB W2W MTB Ride Event (n = 64)		F-value	P-value
	Mean	Std Dev	Mean	Std Dev	Mean	Std Dev		
Competitive advantage elements	<b>3.783</b>	<b>±0.662</b>	<b>3.730</b>	<b>±0.658</b>	<b>3.776</b>	<b>±0.640</b>	0.164	0.849
Basic services	4.238	±0.667	4.377	±0.744	4.453	±0.602	1.958	0.143
Sponsor offerings	4.09	±0.730	4.11	±0.673	4.11	±0.779	0.011	0.989
Scenic, safe, adventurous and well balanced routes	<b>4.57</b>	<b>±0.543</b>	<b>4.54</b>	<b>±0.733</b>	<b>4.63</b>	<b>±0.549</b>	0.338	0.714
Value for Money	4.03	±0.743	4.16	±0.898	4.16	±0.739	0.678	0.509

An ANOVA was conducted on 4 of the 8 different team categories of the FNB W2W MTB Events, as only 4 of these categories rendered sufficient data for the analysis. Team categories that formed part of the ANOVA includes Master Men (n = 38), Mixed Team (n = 45), Sub-veteran Men (n = 53) and Veteran Men (n = 82). The categories Master Women, Open Men, Sub-veteran Women and Veteran women were left out of the analysis. An inspection of the mean scores indicated that some team categories were found to be

significantly different at the  $p = 0.05$  level of significance to the identified factors (see Table 5). Significant differences were found between the different team categories regarding sponsor offerings (part of Factor 4). The category Mixed Team differed from the category Sub-veteran Men (sig. 0.037). Significant differences between the categories were also found regarding value for money (part of Factor 4) where the Master Men category differed from the Sub-veteran Men (sig. 0.041).

**Table 5: ANOVA for comparison of identified factors by the team categories**

Identified factors / items	Master Men (n = 38)	Mixed Team (n = 45)	Sub-veteran Men (n = 53)	Veteran Men (n = 82)	F-value	P-value
	Mean & Std Dev	Mean & Std Dev	Mean & Std Dev	Mean & Std Dev		
Competitive advantage elements	3.772 ( $\pm 0.575$ )	3.644 ( $\pm 0.649$ )	3.899 ( $\pm 0.691$ )	3.687 ( $\pm 0.640$ )	1.625	0.185
Basic services	4.290 ( $\pm 0.750$ )	4.400 ( $\pm 0.580$ )	4.359 ( $\pm 0.661$ )	4.378 ( $\pm 0.722$ )	0.203	0.894
Sponsor offerings	4.16 ( $\pm 0.754$ )	3.91 ( $\pm 0.793$ )	4.32 ( $\pm 0.644$ )	4.05 ( $\pm 0.718$ )	2.880	<b>0.037*</b>
Scenic, safe, adventurous and well balanced routes	4.76 ( $\pm 0.431$ )	4.64 ( $\pm 0.570$ )	4.49 ( $\pm 0.541$ )	4.52 ( $\pm 0.741$ )	1.885	0.133
Value for Money	3.82 ( $\pm 0.955$ )	4.09 ( $\pm 0.733$ )	4.30 ( $\pm 0.822$ )	4.15 ( $\pm 0.739$ )	2.798	<b>0.041*</b>

As indicated in Figure 3, three clusters of participants can be identified.

**Figure 3: Dendrogram**

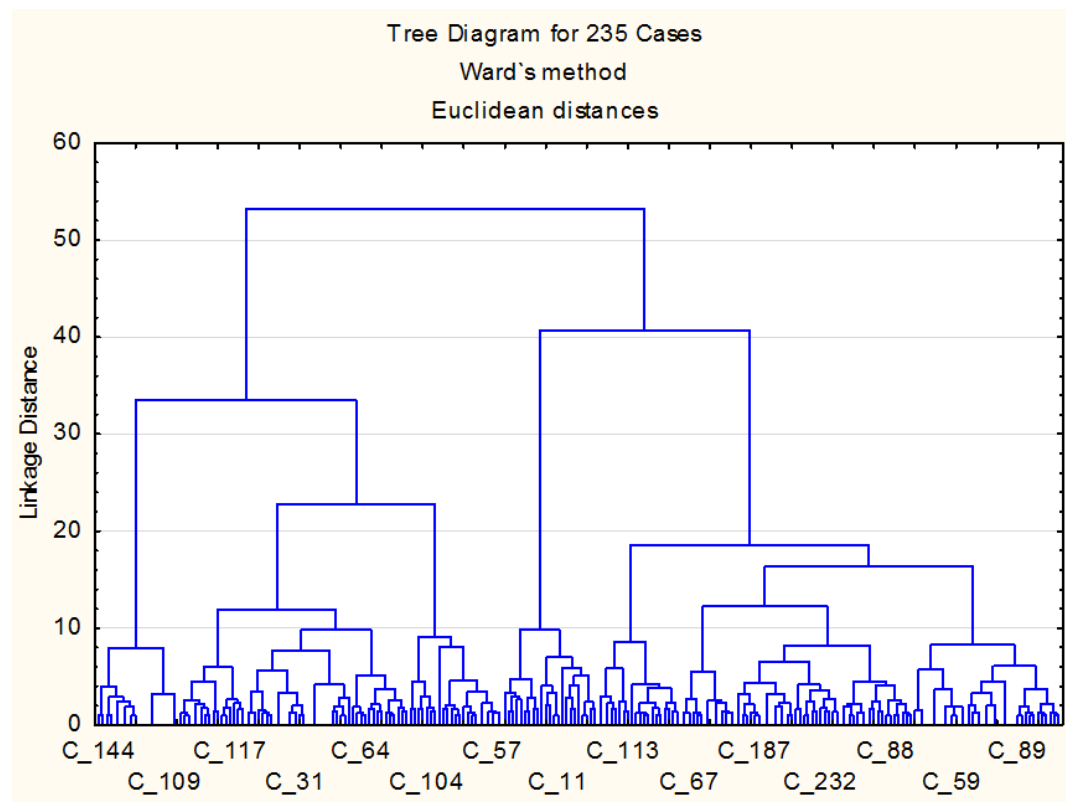


Table 6 indicates that there were significant statistical differences ( $p < 0.05$ ) between the mean values of perceptions between cluster 1, cluster 2 and cluster 3 of the participants. Overall, the respondents at the FNB W2W MTB Events indicated that they perceive these events as being successful. Statistical significant differences were found between cluster 2 respondents and respondents from cluster 1 and cluster 3, whereby cluster 2 respondents perceived the events as being most successful, followed by cluster 1 and then cluster 3.

The following statistical significant differences were found: cluster 2 perceived the events as having good prizes and prize money (mean = 4.89), as opposed to the perceptions of cluster 1 (mean = 3.06) and of cluster 3 (mean = 2.00). Statistically significant differences were found between the quality of ablution and sleeping facilities, whereby respondents in cluster 2 (mean = 4.89) perceive the events as being more successful than does the respondents in cluster 1 (mean = 4.34) and in cluster 3 (mean = 2.86). Respondents in cluster 2 also perceive the events as having good sponsor offerings (mean = 5.00) compared to cluster 1 (mean = 4.07) and cluster 3 (mean = 3.64).

**Table 6: ANOVA between participant clusters**

Items	Cluster 1 (n=195)	Cluster 2 (n=18)	Cluster 3 (n=22)	F-value	Sig Dev
	Mean	Mean	Mean		
Prizes and prize money	3.06	4.89	2.00	59.399	<b>0.000*</b>
Quality of ablution and sleeping facilities	4.34	4.89	2.86	53.919	<b>0.000*</b>
Sponsor offerings	4.07	5.00	3.64	22.116	<b>0.000*</b>
Quality of registration and timing	4.21	5.00	3.18	44.244	<b>0.000*</b>
Beneficiaries supported, community investment	4.01	4.89	3.32	28.477	<b>0.000*</b>
Quality of food (incl. water points)	4.53	5.00	3.27	53.471	<b>0.000*</b>
Scenic, safe, adventurous, balanced routes	4.58	4.89	4.23	6.075	<b>0.003*</b>
Value for money	4.12	4.44	3.77	3.626	<b>0.028*</b>

Cluster 2 also perceived to the greatest extent (compared to cluster 1 and cluster 3) that the events have quality registration and timing with a mean value of 5.00 (compared to cluster 1 with a mean value of 4.21 and cluster 3 with a mean value of 3.18); that the beneficiaries are supported and communities are invested with a mean value of 4.89 (compared to cluster 1 with a mean value of 4.01 and cluster 3 with a mean value of 3.32); that there is quality food with a mean value of 5.00 (compared to cluster 1 with a mean value of 4.53 and cluster 3 with a mean value of 3.27); that the events have scenic, safe, adventurous and well balanced routes with a mean value 4.89 (compared to cluster 1 with a mean value of 4.58 and cluster 3 with a mean value of 4.23); and that the events are value for money with a mean value of 4.44 (compared to cluster 1 with a mean value of 4.12 and cluster 3 with a mean value of 3.77).

Cluster 1 can then be termed as the “almost” cluster as they perceive the events as being successful, but not as successful as the participants from cluster 2. Cluster 2 can be termed as the “there” cluster, as they are positive about the events and what they have to offer, they are enthusiastic and regard the events as being successful to a greater extent than the other two clusters. Cluster 3 can be termed as the “not yet” cluster, as this participant wants more from the events. They also perceive the events as being successful to the least extent when compared to cluster 1 and cluster 2.

## Findings

The research set out to determine the perceived CSFs of the Events and how these perceptions differ regarding the socio-demographic characteristics of the participants to these Events. From the above results several findings can be drawn.

Firstly, it seems that the participants overall perceive the FNB W2W MTB Events as an event which provides quality experience were 6 of the 8 success criteria had a percentage above 80% as perceived by the respondent as *agree* or *strongly agree* to the criteria. Some of these criteria include the following: quality registration and timing (97%); supporting beneficiaries and community investment (90%); scenic, safe, adventurous and well-balanced routes (86%); quality of ablution and sleeping facilities in Race Village (86%); and sponsor offerings (incl. jackets, bags, products, services and rider zones) (83%). These results correlate with the findings of Chalip, Green & Hill (2003), Curi, Knijnik & Mascarenhas (2011) and Kanellopoulos (2008).

Secondly, this study confirms that it is possible to measure the profile of the participants in the FNB W2W MTB Events:

- The majority of participants are male (89%), which confirms the findings of Symmonds, Hammitt & Quisenberry (2000), Goeft & Alder (2001), Carothers, Vaske & Donnelly (2001) and of Cessford (1995);
- Participants are in the older age categories (with the average being 46 years of age). However, this results differ from findings of Symmonds *et al.* (2000), Carothers *et al.* (2001) and Goeft & Alder (2001) where they indicated that participants are in the categories of 21-40 years of age.
- Less than half of the respondents indicated that they have taken overnight or longer tours in the area, either for vacation or recreational purposes, correlating with the findings of Goeft & Alder (2001). The low number of this results may be due to the majority of participants residing within the Western Cape Province; and
- The FNB W2W MTB Events participants indicated that they participate in several other mountain bike sporting events, correlating again with the findings of Goeft & Alder (2001) and Carothers *et al.* (2001).

In general, cost of multi day stage races are very high (for example, Cape Epic R75 000 per team). It may then be assumed that participants from a professional occupation are participating, as results are indicating that the participants are in the older age category and mostly male (Symmonds *et al.*, 2000; Goeft & Alder, 2001; Carothers *et al.*, 2001; Cessford, 1995).

Thirdly, the perceived CSFs of the FNB W2W MTB Events could also be determined using the exploratory factor analysis which confirms the construct validity of the questionnaire where all communalities of the factors were greater than 0.2 and that the question measures what it is supposed to (see Table 2). The CSFs for the FNB W2W MTB Events are Competitive advantage elements, Basic services, Route-visual components and Souvenir and Monetary Attractiveness. It is important to note that each event has its own specific CSFs, as they differ considerably (Kruger & Saayman, 2012). The exploratory factor analysis extracted 4 factors:

- Factor 1, *competitive advantage elements*, consists of 3 items. These items are the following: (item 5) beneficiaries supported and community investment with a mean value of 0.712; (item 1) prizes and prize money with a mean value of 0.691; and (item 4) quality of registration and timing with a mean value of 0.502. These 3 items can be regarded as strong indicators of Competitive Advantage Elements. The

results support the findings of Dancsecz (2008), Morey, Buchanan & Waldman (2002) and Kruger & Saayman (2012);

- Factor 2, Basic Services, consists of 2 items which can be considered as strong indicators of the factor as both have mean values greater than 0.7. This factor was perceived by the participant as the most important CSF for the event. They are highlighted, viz. (item 2) quality of ablution and sleeping facilities with a mean value of 0.784; and (item 6) quality food (incl. water points) with a mean value of 0.730. These 2 items can be regarded as strong indicators of Basic Services of the events. This correlates with the findings of Bowker & English (2002:13) and Kruger & Saayman (2012);
- Factor 3, Route-visual Components, has 1 item which includes (item 7) scenic, safe, adventurous and well balanced routes with a mean value of 0.661, supporting the findings of Dancsecz (2008), Bowker & English (2002:10) and Kennett (2002).
- Factor 4, Souvenir and Monetary Attractiveness, is made up of 2 items. They are the following: (item 8) value for money (mean = 559); and (item 3) sponsor offerings (incl. jacket, bag, products, services and rider zones) (mean = 265) (Morey *et al.*, 2002; Kruger & Saayman, 2012).

Fourthly, the perception of participants does not differ regarding their geographical residence or event category. This contradicts findings done by Winston & Cupchik (1992:8) and Keaney (2008:108), where they state that perception may differ according to the individual's preference. However, perceptions did differ when participants participated in different event categories.

Lastly, based on the results of the ANOVA (indicated in Table 6), there were significant statistical differences ( $p < 0.05$ ) between the means of the perceptions among the different participant clusters. Cluster 2 perceived the FNB W2W MTB Events as being successful according to the success criteria to a greater extent when compared to cluster 1 and cluster 3.

### **Implications and recommendations**

This study provides a number of implications and recommendations which are drawn from the results and findings.

Firstly, recommendations can be made according to the profile of the participants. These may be the following:

- As the majority of participants in the FNB W2W MTB Events are male (89%), the events can be marketed to tailor the needs of females as well. This can be done through advertising in female sport magazines and other means of media. More initiatives to incorporate fair opportunity for both male and female participants can be accommodated by categorizing groups for female participants and groups for male participants (also provide a mixed group – male and female). There must also be consistency among male and female entry prizes. FNB W2W MTB Events must provide services and facilities to satisfy the needs of female participants which may lead to greater participation in these events. It is noted that the Events are currently providing a tent at the different over-night points so that the participants do not have

to carry the bag with them. Basic services may also be improved, such as providing quality accommodation during the races for those participants preferring a good night's rest or a form of luxury;

- Market the events at schools, universities and other institutions to attract younger participants, as the current participants are in the older age categories. Focus on sport as a means of health and fun activity to get to explore the province and/or land. Diversify the market by providing new categories for participation. For school learners, provide shorter distance routes for each day. Provide a category for participants who have been previously disadvantaged or for the disabled;
- Incorporate after-event activities (for example, go on a wine tour with new connections or explore the garden route with family and friends) into the program of the FNB W2W MTB Events to enhance the experience of the participants and to stimulate travel and tourism and greater economic injection in the local community. This may lead to a growth in sport tourism. The rationale behind this recommendation is that the events can be seen as a reason for visiting the Western-Cape (as 64% of respondents indicated that they stay for an average of 3 days after the events in the area);
- Attract a broader market for the FNB W2W MTB Events through effective marketing throughout South Africa, as results have shown that the majority of participants are residing in the province where the events are being held;
- The FNB W2W MTB Events can view SANI2C and Cape Epic as competitors in providing a cycling sport event in the Western-Cape province, as participants have previously participated in these two events. The FNB W2W MTB Events must provide a unique experience and quality services and facilities to the participants to ensure on-going participation from the current market and stimulate participation from new markets; and
- The FNB W2W MTB Events can continue to provide different category of race events. In this way the events can cater for master, veteran and sub-veteran participants in the field of mountain biking, also broadening their market potential.

Secondly, as the participants perceive the FNB W2W MTB Events as being successful, the events can continue on proving a unique experience through quality registration and timing; supporting beneficiaries and community investment; scenic, safe, adventurous and well-balanced routes; quality of ablution and sleeping facilities in Race Village; and sponsor offerings (incl. jackets, bags, products, services and rider zones). However, there is room for improvement concerning each of the events' success criteria. This can most readily be undertaken by enhancing each of the identified CSFs (see next recommendation).

Thirdly, the results show that the items under each factor measure that which they are supposed to and that each factor can then be measured to determine their success to the event. Through the identification of weak areas with regards to the different CSFs, valuable resources can be allocated to these areas for effective and efficient improvement. This is discussed in the following section:

- For the events to have *competitive advantage elements* (Factor 1), they need to focus on the prizes and prize money they provide for participants (for example, give prizes worthy of the participants efforts and expectation); focus must also be placed on the quality of registration and timing (by ensuring no queuing, unfairness and on-time principles during the events); and that the beneficiaries are supported and the community is invested (for example, through community support programmes by employing local residence before, during and after the events);
- The events can provide *basic services* (Factor 2) by ensuring quality ablution and sleeping facilities and quality food and water points. It is important to note that this factor was perceived as the most important factor for the successful hosting of the FNB W2W Mountain Bike Events. However, there is room for improvement. For example, organisers should ensure the availability and affordability of a variety food and beverages to provide for different tastes;
- The events must have *route-visual components* (Factor 3) to enhance the experience of the participants. They can do this by providing scenic, safe, adventurous and well balanced routes throughout the different areas and events; and
- The events can provide *souvenir and monetary attractiveness* (Factor 4) to create a positive perception from the participants by providing sponsor offerings (such as a jacket, a bag, products, services and rider zones) that in return can create value for money for the participants. Alternatives should also be considered.

Fourthly, the 3 participant clusters have different perceptions to the CSFs of the FNB W2W MTB Events. The clusters can then be looked at individually to identify their specific needs for the events. Discussion follows:

- Cluster 1, the “almost” cluster, perceive the events to a less extent as being successful when compared to cluster 2. The events can enhance the experience of participants of this cluster by improving on the current quality and services being offered at the different events.
- Cluster 2, the “there” cluster, regard the events as being successful to a greater extent than the other two clusters. By improving on the quality and services the events has to offer, will not only satisfy the needs of cluster 1, but will also ensure continues participation from cluster 2 which can lead to loyalty in the events.
- Cluster 3, the “not yet” cluster, perceives the events as being successful to the least extent when compared to cluster 1 and cluster 2. This emphasise the importance of continuous improved quality and services offered at these events, ensuring participation from this cluster for the next event.

Lastly, perceptions play an important role in determining the CSFs for the FNB W2W MTB Events. It is necessary to explore the nature of perception and preferences and how it influence participants’ opinion of the CSFs. Perceptions do not necessary correlate with the actual success criteria of these Events. Management must consider the areas where perceptions are, in their opinion, lower than what they know the Events are actually successful in. These perceptions must then be analysed by management to determine the

shortcomings in success. In conclusion, a positive perception naturally lead to a positive reality, creating participants and ultimately loyalty.

## Conclusion

This paper has determined the CSFs of the FNB W2W MTB Events in attracting participants. The discussion in this paper has served to provide specific illustrations, largely based on empirical research, of the nature of sport participants' perception regarding the success of the Events. It is clear that the participants perceive the Events as being successful. However, there is room for improvement. This research was the first to be conducted in this context at the FNB W2W MTB Events. A valid measuring instrument for the CSFs to these Events was developed. The research contributes by providing the organisers of the Events with clear recommendations, enabling successful hosting. This study has also contributed to South African mountain bike events literature, as focus were placed on the CSFs for hosting such events. In order to enable comparative studies, it is further recommended that future research on this topic be conducted at other mountain bike events.

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