

**The Role of the
Host Community
in Marketing Arts Festivals**

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THE ROLE OF THE HOST COMMUNITY IN MARKETING ARTS FESTIVALS

The primary objective of this study was to determine the role of the host community in the marketing of arts festivals with reference to the Grahamstown National Arts Festival. This goal was achieved firstly by analysing the relationship between the events industry and the community. Secondly, a literature study was conducted to explore the role of the community in tourism marketing. Thirdly, a survey was done to determine the perceptions of the community in terms of the marketing of the Festival as well as the social impact thereof.

From previous studies it was found that the local community can be seen as a group of people of different gender, race, age and different race and social groups living together in a certain geographic area. The local community is the main suppliers of an event; they provide many of the businesses, public places and hospitality services used by tourists and visitors at an event. Staff, volunteers and many other resources come from the local community.

The attitude of the local community towards the Festival is proven to be important. Positive attitudes are associated with economic and social benefits gained from the event. The attitude of the local community can influence their behaviour towards tourists as well as their message spread concerning the event, through word-of-mouth communication. They can influence the buying behaviour of tourists and visitors.

Research was undertaken at Grahamstown National Arts Festival to determine the perceptions and attitudes of the local community towards the Festival and the marketing thereof. This was determined by means of a questionnaire as adopted from Fredline, Jago and Deery. It was distributed among the local community according to a stratified random sampling procedure. A total of 265 questionnaires were completed by residents.

Firstly, the data was used to compile tables and graphs with a view to interpret the descriptive data: demographic information as well as perceptions and attitudes of the local community towards the Festival and the marketing thereof. It was found that the Festival has a positive impact on their personal lives as well as on the community as a whole. Positive and negative social impacts were identified, which indicates that the community are aware of the impacts: positive, including the range of things to do in Grahamstown has improved (80%), the number of people in the area has increased (80%) and there are more opportunities to meet new people (80%). The highest rated negative social impacts include the fact that the availability of parking

has decreased (79%), that the public money spent on the Festival would be better spent on other things (43%) and that ordinary residents get no say in the planning and management of the Festival (50%).

In terms of the marketing, the local community markets the Festival verbally by telling friends and family about it and also by attending the Festival themselves. However, the local community feel that they should be more involved in the planning and marketing of the Festival.

Secondly, a factor analysis was performed with a view to synthesise the large amount of data concerning the perceptions and marketing of the Festival in smaller, more descriptive factors. These factors were used to determine the role of the community in the marketing of the Festival. The factor analysis yielded a 2-factor solution and the factors were labelled: Factor 1: Verbal marketing of the Festival; Factor 2: Action marketing of the Festival. Thirdly, a one-way analysis of variance (ANOVA) was conducted to explore the impact of the variables: *age, gender, race, income, level of education, attitudes towards continuation of the Festival, attendance of the current festival, attendance of previous festivals, level of interest in the Festival, length of stay in Grahamstown, attitudes towards living in Grahamstown* on the dimensions Verbal and Active marketing, as determined in the factor analysis. It was found that a medium effect exists between the middle-aged group and the older-age group on the Verbal marketing dimension. A medium effect also exists between the black and Asian respondents on the dimension Verbal marketing. There is a large effect between attendance of the Festival and Verbal marketing but a medium effect on the dimension Action marketing.

A large effect was determined between avid fans and those that are not interested but attend occasionally, between avid fans and those who have no interest in the Festival, between those that are interested and attend some aspects of the Festival and those that are not interested but attend, those that are interested and attend and those that are not interested, on the Verbal marketing dimension. A medium effect was discovered between avid fans of the Festival and those that attended some of the aspects of the Festival, and those that are not interested but attend some aspects, and those that are not interested at all, on the Verbal marketing dimension.

On the Verbal marketing dimension a medium effect was determined between the following: A medium effect was determined between avid fans of the Festival and those that attended some of the aspects of the Festival, avid fans and those that are not interested but attend occasionally, those that are interested and attend and those that are not interested, on the Action marketing dimension.

This study contributes to the information that already exists concerning the role of the community in the marketing of arts festivals and on marketing communication research.

Key terms: marketing, tourism, perceptions, local and host community, word-of-mouth and events/festivals.

DIE ROL VAN DIE PLAASLIKE GEMEENSKAP IN DIE BEMARKING VAN KUNSTEFEESTE

Die primêre doel met hierdie studie was om die rol van die plaaslike gemeenskap in die bemarking van kunstefeeste te bepaal, met verwysing na die Grahamstadse Nasionale Kunstefees. Hierdie doel is bereik deur eerstens die verhouding tussen die fees en die plaaslike gemeenskap te ontleed. Tweedens is 'n literatuurstudie onderneem om die rol van die gemeenskap in toerismebemarking te ondersoek. Derdens is 'n ondersoek geloods om die opvattinge van die gemeenskap met betrekking tot die bemarking van die Fees te bepaal asook die sosiale impak daarvan vas te stel.

Uit vorige studies is gevind dat die plaaslike gemeenskap beskou kan word as 'n groep mense wat verskil ten opsigte van geslag, ras, ouderdom en verskillende rasse- en sosiale groepe wat saam in 'n bepaalde geografiese gebied woon. Die plaaslike gemeenskap is die hoofverskaffers van 'n fees; hulle voorsien talle besighede, openbare gebiede en hospitaliteitsdienste wat tydens die fees deur toeriste en besoekers benut word. Personeel, vrywilligers en talle ander hulpbronne is uit die plaaslike gemeenskap afkomstig.

Die gesindheid van die plaaslike gemeenskap teenoor die fees word beskou as belangrik. Positiewe gesindhede word verbind met ekonomiese en sosiale voordele wat die fees oplewer. Die gesindheid van die plaaslike gemeenskap kan 'n invloed uitoefen op hulle gedrag teenoor toeriste asook hul boodskap wat hulle ten opsigte van die fees uitdra deur mondelinge kommunikasie. Hulle kan die koopgedrag van toeriste en besoekers beïnvloed.

Navorsing is by die Grahamstadse Nasionale Kunstefees onderneem om die opvattinge en houdings van die plaaslike gemeenskap teenoor die Fees en die bemarking daarvan te meet. Dit is gedoen aan die hand van 'n vraelys, soos aangepas uit Fredline, Jago en Deery. Dit is onder die plaaslike gemeenskap versprei ooreenkomstig 'n gestratifiseerde ewekansige steekproefnemingsprosedure. In die geheel is 265 vraelyste deur inwoners ingevul.

Eerstens is die data gebruik om tabelle en grafieke saam te stel om die beskrywende data te interpreteer: demografiese inligting asook opvattinge en houdings van die plaaslike gemeenskap teenoor die Fees en die bemarking daarvan. Daar is bevind dat die Fees 'n positiewe uitwerking op hulle persoonlike lewens asook op die gemeenskap in die geheel het.

Positiewe en negatiewe sosiale impakte is geïdentifiseer, wat aandui dat die gemeenskap bewus is van die uitwerking: positief, insluitend die verskeidenheid dinge om in Grahamstad te doen het verbeter (80%), die getal mense in die gebied het toegeneem (80%) en daar is meer geleenthede om nuwe mense te ontmoet (80%). Die negatiewe sosiale impakte wat die hoogste tellings behaal het, sluit in die feit dat die beskikbaarheid van parkering afgeneem het (79%), dat die gemeenskapsfonds wat aan die fees bestee is, beter aan ander dinge bestee sou kon geword het (43%) en dat die gewone inwoners geen sê het in die beplanning en bestuur van die Fees nie (50%).

Met betrekking tot die bemerking, bemark die plaaslike gemeenskap die Fees mondeling deur hulle vriende en familielede daaroor in te lig en deur die Fees self ook by te woon. Die plaaslike gemeenskap meen egter dat hulle meer by die beplanning en bemerking van die Fees betrek behoort te word.

Tweedens is faktorontleding gedoen met die oog daarop om die groot aantal data rakende die opvattinge en die bemerking van die Fees in kleiner, meer beskrywende faktore te sintetiseer. Hierdie faktore is gebruik om die rol van die gemeenskap in die bemerking van die Fees te bepaal. Die faktorontleding het 'n 2-faktoroplossing opgelewer, en die faktore is benoem: Faktor 1: Verbale bemerking van die Fees, Faktor 2: Aktiewe bemerking van die Fees. Derdens is 'n eenrigtingvariëansie-analise (ANOVA) uitgevoer om die uitwerking van die veranderlikes te ondersoek: ouderdom, geslag, ras, inkomste, onderwysvlak, *houdings teenoor die voortsetting van die Fees, bywoning van die huidige Fees, bywoning van vorige Feeste, vlak van belangstelling in die Fees, lengte van verblyf in Grahamstad, houdings daarteenoor om in Grahamstad te woon, op die dimensies* Verbale en Aktiewe bemerking, soos in die faktorontleding bepaal. Daar is bevind dat 'n medium effek tussen die middeljarige groep en die ouer groep op die Verbalebemarkingsdimensie voorkom. 'n Medium effek bestaan ook tussen die swart en Kleurlingrespondente op die dimensie Verbale bemerking. Daar is 'n groot effek tussen bywoning van die Fees en Verbale bemerking, maar 'n medium effek op die dimensie Aktiewe bemerking.

'n Groot effek is vasgestel tussen ywerige entoesiaste en diegene wat nie belang stel nie maar af en toe bywoon, tussen ywerige entoesiaste en diegene wat geensins in die Fees belang stel nie, tussen diegene wat belang stel en sommige aspekte van die Fees bywoon en diegene wat nie belang stel nie maar dit wel bywoon, diegene wat belang stel en dit bywoon en diegene wat geensins belang stel nie, op die Verbalebemarkingsdimensie. 'n Medium effek is ontdek tussen ywerige entoesiaste van die Fees en diegene wat sommige van die aspekte van die Fees bywoon, en diegene wat nie belang stel nie maar sommige aspekte bywoon, en diegene wat geensins belang stel nie, op die Verbalebemarkingsdimensie.

Die studie lewer 'n bydrae tot bestaande inligting rakende die rol van die gemeenskap in die bemaking van kunstefeeste en bemakingskommunikasie navorsing.

Slutel terme: bemaking, toerisme, persepsies, plaaslike gemeenskap, mondelinge kommunikasie en feeste en gebeurtenisse.

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CHAPTER 1

Introduction and Problem Statement

1.1 INTRODUCTION

The growth of the tourism industry (which can be seen as a total market reflecting the demand of consumers for a wide range of travel-related products) has rapidly increased over the past few years and continues to prove that it is indeed an economical booster for South Africa. The growth has been consecutive for three years previous to 2005 with strong growth averaging 4.9% (**Satour, 2006:1-2**).

Within the tourism industry the growth of festivals and special events in numbers, diversity and popularity has been enormous in recent years (**Crompton & McKay, 1997; Getz, 1997; Thrane, 2002**).

Events have become an important element of modern life, linked inseparably to tourism promotion, government strategies and corporate marketing. Reasons for the rapid development include: increasing levels of disposable income; increased government awareness of the tourism and economic benefits of events; growing corporate awareness of the marketing power of events; and increased consciousness of event management as a solid discipline with the ability to focus resources and deliver specific objectives (**Allen, Bowdin, McDonnell, Harris & O'Toole, 2006:441**).

Events are held within certain communities; therefore both their support in the event and the marketing of these events are needed to sustain growth (**Getz, 1997**). Since perception influences actual behaviour, it is important to determine the role of the community in marketing, and whether event organisers can consider and utilise the community as a marketing tool.

This chapter will focus on the overview of the problem statement, followed by the goal and the objectives of the study, the research methodology and lastly the chapter layout.

1.2 PROBLEM STATEMENT

All obtainable indicators sturdily suggest that the number, diversity and popularity of events have grown enormously over the past several decades and that growth will persist. Unfortunately, research and trustworthy statistics on event trends are limited. **Getz (1997:22)** also points out that only a few researchers have attempted this type of research and trend monitoring.

Some research has been done on the impacts of events and on motivations to visit these events, but there is limited research beyond these themes. The enormous growth of this industry opens up a series of research questions regarding further research on the impacts of festivals, dynamics of local communities and organiser relations, organisers and community partnerships, community involvement, community and organisers' perceptions concerning festivals (**Gursoy, Kim & Uysal, 2004:171-181**).

One of the essential elements for the festivals to grow is marketing. Marketing focuses mainly on the tourist/visitor. **Allen, Bowdin, McDonnell and O'Toole (2006:181)** state that various critics in the marketing field argue that cultural festivals should not be concerned with target markets and satisfying market/customer needs, but should focus on aspects such as innovation, creativity and the dissemination of new art forms. Marketing should be applied in such events for the following reasons. *Firstly*, using marketing principles gives the event/festival organisers a framework for decision making that should result in events that reflect innovation and creativity. *Secondly*, sponsoring bodies need a guarantee that the sponsorship is linking the brand with the target markets. *Lastly*, government sponsors also need some assurance that the event management has some expertise in marketing and planning events. Marketing therefore plays an important role in planning and managing the event.

Getz (1997a:268) states that the marketing and tourism goals of events entail increasing total attendance through improved marketing; expanding the market area and attracting more overnight tourists; extending the tourist season and increasing the duration of stay by visitors; as well as promoting the destination image. This can be done by focusing on the development of a visitor/tourist orientation (**Tassiopoulos, 2000:264**). **Slabbert (2004:4)** points out that, when organising events, six key role-players form the core of the event, namely the event organisers, the tourists/visitors, the sponsors, the government, the local community and the

local businesses. These role-players are mostly responsible for organising, planning, marketing and hosting the event. One of the major role-players which influence the success of the event is the local community, but their significance is often overlooked. The host community that is positively disposed will also enhance the tourists' experience and contribute to the destination's attractiveness (**Fredline & Faulkner, 2000:765-766**). The community can influence tourists' experience by contributing to the experience either in a positive or negative manner.

One therefore continuously identifies and markets for the needs and wants of potential and current tourists/visitors (**Getz, 1997:250**). **Tassiopoulos (2000:264)** mentions that it is normal to think of the audience as clients and the host community at large as the beneficiary. Therefore if an event/festival manager ignores audience development and marketing, it may jeopardise the success of the event.

Thus it is clear that festivals or events can benefit from marketing activities and from knowing the needs of tourists/visitors. Failure to comply with it may lead to dissatisfied tourists/visitors and fragile relationships with role-players, such as the host community, who often strongly influence a festivals' continued existence. Once the needs are known, the marketing material can focus on specified aspects that can attract visitors/tourists.

Marketing is conducted through various channels and different types of materials. It can be distributed through *printed media advertising* (brochures, advertisements in the press and magazines), *active media* (television, radio and cinema), *outdoor advertising* (billboards, transport advertising, banner-towing, ambient advertising), *public relations*, *corporate image*, *branding*, *packaging* and *merchandising*, *telemarketing calls*, *e-mails*, *event sponsorships* and by means of *word-of-mouth* (**George, 2002:165-271; Blythe, 2003:56-228; Middleton & Clark, 2001:235-309; Saayman, 2001:69-74**).

These various advertising tools are referred to as marketing communication. Most of these messages are designed and intended to be persuasive – to win people over to a product, service or idea. All these methods are well researched and also used, especially in the events industry. These form part of the marketing campaigns of events and festivals and are visible and paid-for.

However, one of the most powerful methods used in distributing the message, although not paid for or manageable, is word-of-mouth advertising. This can be seen as a communication medium and not as an advertising tool (Arens, 2006:6-8). Various studies have been done that have proven word-of-mouth to be a key ingredient in the success of a tourism product (Viviers, Slabbert, Saayman & Botha, 2007:35; Slabbert, Saayman & Viviers, 2006:37), service or idea, and as Schudson (1993:94) indicates, the most important information for tourists apart from their own personal experience, is the experience of family, friends, neighbours and acquaintances conveyed by word-of-mouth. It can work both ways – positively and negatively. Negative word-of-mouth can easily ruin a reputation and make survival difficult, whereas positive word-of-mouth can build loyal visitors and assist in establishing the product, service or idea in the community and create loyalty (Clow & Baack, 2004:472). Since the community is part of the core of an event or festival they play an important role in the distribution of positive messages concerning the event or festival. Thus when the community reacts negatively to the event they can distribute negative messages concerning the festival and vice versa. This can directly influence the visitor numbers to the festival or event.

Word-of-mouth messages can be based on perceptions. Perception is the process by means of which individuals choose information from the surrounding environment and synthesise it into a world view. Attitudes are formed as a result of needs being translated into motivation to process information, and consequently exposure to stimulus. The processing of this information leads to *cognitive* (thought) responses and to *affective* (emotional) responses, which may then lead to *conation*, or intended behaviour. This process causes the consumer to generate a *salient belief* about the product. Because the cognitive system can only hold a certain number of facts in the mind at a time, the *salient beliefs* are the important ones, because they will be applied when making a judgement or decision (Blythe, 2003:12). This judgement or decision is communicated to significant others.

With this in mind, it is therefore important to ensure that the community's perceptions and attitudes towards the event are positive in order to create positive word-of-mouth messages, thereby adding to the sustainability of the event and building the marketing campaign. Raj (2003:5) argues that the host community's mood, needs and desires will determine their receptiveness to the event's style and fashion. The understanding and interpretation of this basic factor plays a part in the success of the event (Allen et al., 2006:101). The image of host communities is enhanced through festivals, and opportunities for spending are created. Getz

(1997:44) is of opinion that event attendance is usually dominated by residents of the host area, with tourists forming an important existing potential market segment.

As festivals and events meet diverse goals (economic, social and environmental) they are more likely to gain community support. **Andereck, Valentine, Knopf and Vogt (2005:1056-1063)** indicate that the host community tends to support the event and spread the positive message when members of the community can benefit from it. Predictors of attitudes towards tourism have been researched to a certain extent in South Africa, although not at great length (see Table 1.1).

Table 1.1: A variety of studies conducted on predictors of tourism attitudes

| Study conducted: | Authors: |
|--|---|
| The perceived personal benefit of tourism (events) to an individual and its relationship to attitudes concerning tourism. | Jurowski, Uysal & Williams (1997); Lankford & Howard (1994); Lui & Var (1986); McGehee & Andereck (2004); Perdue, Long & Allen (1990). |
| Residents who perceive a higher level of economic gain or personal benefit tend to have more positive perceptions than others. | Brunt & Courtney (1999); Haralambopoulos & Pizam (1996); Jurowski <i>et al.</i> (1997), Lankford & Howard (1994); Lindberg & Johnson (1997); McGehee & Andereck (2004); Sirakaya, Teye & Sonmez (2002). |

Various studies have been conducted, as seen in Table 1.1, on factors that may influence the host community's attitude towards a tourism attraction/event, but none of these focus on how those attitudes influence marketing (word-of-mouth) done by the community. A study conducted on a community in Bigodi, Uganda, testing whether tourism is appropriate for the community, found that the attitude of the community was linked to their behaviour. Positive attitudes towards tourism lead to pro-tourism behaviour, such as local participation in tourism (**Lepp, 2007:876**). It is important to determine the influence of word-of-mouth communication on the event in order to direct and create positive messages. Since the event organisers have no control over word-of-mouth communication it becomes even more important to conduct research in this regard and determine the usability thereof in a marketing campaign.

Thus from the information supplied above it can be concluded that, if a community demonstrates a positive attitude towards the festival, it automatically promotes the festival, but if

the community displays a negative attitude, it could influence the sustainability and success of the event negatively.

Tourism development depends on the attitude of the community towards tourism. Studies in tourism linking communities with marketing were also scarce, especially focused on events. These studies are displayed in Table 1.2.

Table 1.2: A summation of studies conducted, focusing on perceptions, communities and marketing

| Theme of Study: | Author: |
|---|---|
| Residents' attitudes towards tourism. | Jurowski & Gursoy (2004); Lepp (2007); Dyer, Gursoy, Sharma & Carter (2007). |
| Residents' perceptions concerning tourism impacts in their community. | Andereck, Valentine, Knopf & Vogt (2005); Brunt & Coutney (1999); Tosun (2002); Gursoy, Kim & Uysal (2004). |
| Host community reactions towards event tourism. | Fredline & Faulkner (2000). |

Although perceptions and attitudes have been previously measured, no research (to the knowledge of the researcher) has investigated the influence of the attitudes (whether positive or negative) on marketing and how it is conveyed by word-of-mouth (see Table 1.2). It is also important to determine whether the community considers itself part of the marketing strategy of events and realises that it can play a more active role in marketing the festival through word-of-mouth.

Therefore if the community is not positive towards the festival, their perception will also be negative and they will not contribute to the marketing, especially by means of word-of-mouth. It is also clear that the studies listed in Table 1.2 have been conducted internationally and with the diverse cultures in communities in South Africa it is even more critical to investigate this research problem. This study will specifically focus on the role of the community in marketing arts festivals in South Africa. It will assist festival organisers in determining the value of the community as part of the marketing strategy and in identifying and implementing ways to improve positive perceptions/attitudes and therefore creating positive word-of-mouth communication and hence contributing to the marketing activities.

Craik (as cited by Yeoman et al., 2002:315) argues that it is the social effects of events and not the economic effects that are probably more important. This specifically refers to the need for local community members to take a positive view of the festival or event in their local area. Without this, she contends, the festival is likely to be unsuccessful.

The research question therefore remains: **What is the role of the host community in the marketing of arts festivals?**

1.3 DEFINING KEY CONCEPTS

The following concepts will be used throughout the study and therefore need clarification:

1.3.1 Marketing and marketing tourism products

Marketing can be divided into two categories, namely *services marketing* and *manufactured goods marketing*. Services marketing refers to tourism being marketed, which is a service supplied by a certain tourism company (friendly service at a game lodge or enlightened tour guides), and manufactured goods marketing refers to products being marketed such as shampoo or a television set (**George, 2002:23**).

Marketing is mainly concerned with the consumer, how to find a consumer, how to satisfy whatever need there is, and importantly, how to keep the consumer. **Kotler, Wong, Saunders and Armstrong (2005:6)** state that marketing involves a social and managerial process by means of which individuals and certain groups gain what is needed and wanted through creating and exchanging products and value with each other.

Tourism marketing refers to applying the appropriate marketing concepts to the planning of a strategy in order to attract visitors to a destination, be it a resort, city, region, or country and involves everyone in the tourism and hospitality sector, together with tourists and potential tourists. Furthermore, it entails the interaction and interrelationships between tourists and event producers of goods and services through which ideas, products, services and values are created and exchanged for the common benefit of both groups (**Weaver & Lawton, 2006:203; Kolb, 2006:2**). This definition indicates that tourism marketing entails two-way interactions between destinations or products and tourists.

It refers to the process by means of which a tourism product determines the tourists' needs, then manages and satisfies those needs on a long-term basis, in order to obtain sales (**George, 2002:19**). According to **Saayman (2001:68)**, tourism marketing should focus on the product, the service and the experience.

For purposes of this study, tourism marketing will be seen as the activity that focuses on a need of a potential tourist or visitor, meeting that need through the exchange of a valued service, for a certain amount of money, and achieving high standards.

1.3.2 Community or host

Mason (2003:86) gives a basic description of a local community and refers to it as a certain or specific group in a geographic area. The host community can consist of long-term indigenous residents and recent domestic as well as international migrants. In addition to obvious differences in gender and age, a local community is likely to have individuals and groups with several different value positions, political persuasions and attitudes to socio-cultural phenomena, including tourism.

A host community is referred to as local residents of a city or town, they are also seen as the people organising and running the services and facilities within a town or city. Host communities are also seen to be different ethnic groups that appear in one part and fulfil different roles in the local industry (**Saayman, 2000:302; Yeoman, Robertson, Ali-Knight, Drummond, McMahon-Beattie, 2004:317**).

For purposes of this study a host community will refer to a group of people living together in a certain area where a tourism event or attraction is based. This tourism attraction is so closely intertwined with the host community, that it may have a direct effect and impact on them, either at social, economic or environmental level. These attractions are hosted in the community's own town or city, and they are involved in hosting, planning and managing the events.

1.3.3 Events and festivals

Events, says **Getz (1997:4)**, are temporary occurrences which can be planned or unplanned and take place during a specific period of time. **Jago and Shaw (1998:29-30)** describe events as prestige gatherings, high in status, and they attract large crowds of people, as well as media attention. Events are happenings that become so identified with the spirit or culture of a town,

city or region that they become synonymous with the name of the specific place and gain a great deal of awareness. It can also be described as a recurring event that possesses such significance, in terms of tradition, attractiveness, image or publicity, that the event provides the host venue, community or destination with a competitive advantage. Over a period of time the event and the destination become inseparable. Events are celebrations that are intentionally planned and created to mark special occasions or achieve particular social, cultural or corporate goals and objectives (Allen, Bowdin, Harris, McDonnell & O'Toole, 2006:15).

On the other hand, the term 'festival' has been used to describe a variety of events. Traditionally, festivals were seen as a time of celebration, relaxation and recuperation, which was followed by a time of hard physical labour. The main aim of these festivals was celebration or reaffirmation of community culture (PSI, 1992:1). Goldblatt, as cited by Raj (2003:4) describes festivals as a kaleidoscope of planned cultural, sport, political and business occasions, from events such as Olympics and World fairs, to community festivals; from programs of events at parks and attractions, to visits by dignitaries and intergovernmental assemblies; from small meetings and parties, to huge conventions and competitions.

Festivals are attractions, image-makers, animators of static attractions and catalysts for further development. They minimise negative impacts of mass visitation and can foster better host-guest relations. Festivals can lengthen tourist seasons, extend peak seasons or introduce a "new season" into the life of a community (Getz, 1997:7-8).

Therefore events and festivals speak of temporary gatherings of large crowds of people (host community as well as tourists) of a cultural group to celebrate at a certain destination through various actions and activities. For the purposes of this study, events and festivals will be seen as one idea or expression.

1.3.4 Grahamstown National Arts Festival

The Grahamstown National Arts Festival is one of the most significant events on the South African cultural calendar, and the largest annual celebration of the arts on the African continent. The festival celebrated its 33rd year of existence in 2007. The festival is held annually over a 10-day period during July and ran from the 28th of June – the 7th of July in 2007. It is held in the small university city of Grahamstown, which is situated in the Eastern Cape.

The Festival has shown phenomenal growth since its beginning, which was in 1974 when the 1820 Settlers National Monument was officially opened and, with the exception of 1975, a festival has been organised every year since then. In 1974 there were 64 events on the Main Programme (Events refer to productions, exhibitions, workshops, lectures, tours and so forth). Now the Festival comprises more than 350 events with over 1 500 performances.

With the Festival having become more varied with the passing years, today there is virtually no art form that is not represented with the major categories of craft art, student theatre, jazz, street theatre and with a children's arts festival being added to the afore-mentioned, it is at the cutting edge of cultural development in the country.

Increasingly, the Festival has come to imitate the richness of South Africa's cultural tapestry. Although English dominates, languages such as Afrikaans, Zulu and isiXhosa are widely used; and a growing trend is the emergence of "collaborative" works that are examples of cultural synthesis (Anon, 2007:1).

1.4 GOAL OF THE STUDY

The following section focuses on the main goal of the research as well as the secondary objectives.

1.4.1 Main goal of the research

The main goal of the research is to determine the role of the host community in the marketing of arts festivals.

1.4.2 Research objectives

The following secondary research objectives will be investigated:

- To analyse the relationship between the events industry and the community;
- To explore the role of the community in tourism marketing;
- To conduct a survey to determine the role of communities' perceptions in marketing;
- To draw conclusions and make recommendations with regard to the role of the community in marketing arts festivals.

1.5 RESEARCH METHODOLOGY

A joint research approach was followed, namely a literature analysis and an empirical survey.

1.5.1 Literature study

This study is based on an analysis of current and available literature which includes various sources from the library and internet. This quantitative study was conducted, focused on specific keywords including marketing, tourism, perceptions, word-of-mouth and events/festivals. The collection of literature from the internet will include databases such as RSat, Science Direct, Ebscohost and the internet in general. Other sources will consist of accredited journal articles, conference papers and books.

1.5.2 Empirical survey

The empirical survey was done at one of the major arts festivals in South Africa, namely Grahamstown National Arts Festival, and was conducted in the following manner:

1.5.2.1 Research design and method of collecting data

Quantitative research was done from a phenomenological approach. In this approach the researcher was interested in the meaning the participant attaches to his/her perceptions of the festival. The research is therefore descriptive by nature.

A survey was conducted at Grahamstown National Arts Festival in 2007. The research was done during the festival. It was anticipated that 300 questionnaires would be completed at the festival. A structured questionnaire served as the instrument by means of which the data was collected.

Two hundred and sixty five questionnaires were completed for the social impact and marketing survey. These were distributed in the community under the Black, Coloured, White and Asian population types. The questionnaire took 15 to 20 minutes to complete and it measured attitudes towards and perceptions regarding the Festival as well as questions about marketing and how the respondents market the festival. This survey started two days prior to the Festival and personal interviews were conducted with community members as follows:

27 June: 70

29 June: 70

28 June: 70

30 June: 55.

Slabbert (2004:63) emphasises that the advantages of a quantitative approach include the following: it is suitable for collecting demographic information, for example gender, age and

income; it is inexpensive to conduct; and it is relatively easy to tabulate and analyse, using statistical programmes.

1.5.2.2 Selection of the sampling area

For this festival the population is defined as the permanent local population of the town. No lists were available of the permanent residents of Grahamstown – only the various residential areas. The exact number of houses and of the residents per residential area is also unknown.

Therefore residential areas close to the festival area, further away from the festival area and those with specific cultural groups formed part of the sampling framework.

1.5.2.3 Respondents

A stratified random sampling procedure was followed. The stratification was based on the different residential areas of Grahamstown. For this sampling method participants were chosen at regular intervals after a random start (**Tustin, Lighthelm, Martins & Van Wyk, 2005:352**). Hence for this study the starting point was randomly selected after which every second house was selected in the various residential areas. The exact number of houses in each residential area could not be obtained from the Municipalities. If the selected respondents did not wish to participate in the survey, either the house to the right or left was selected to participate.

The researcher trained the fieldworkers in the completion of the questionnaire. In most cases the fieldworkers waited for the participant to complete it. Therefore if there were difficulties with regard to the questionnaire, it was dealt with immediately and in a professional manner. This also assisted in obtaining a higher number of completed questionnaires.

1.5.2.4 Development of the questionnaire

The measuring instrument which was used is based on the social impact measuring instrument developed by **Fredline, Jago and Deery (2003:29)**. It was designed using statements from previous event and tourism literature as well as additional literature from social capital literature. Slightly different versions of this questionnaire had already been tested by the above-mentioned authors at the Australian Formula One Grand Prix (2002), the 2002 Melbourne Moomba Festival, the Horsham Arts Festival in 2002 as well as by **Slabbert (2006:8)**. The questionnaire was adapted in accordance with the structure of the event and purposes of the study.

The main dependent variable (residents' perceptions of the impacts of events) was measured using a scale. The scale included 45 impact statements. These statements refer to the positive and negative economic, social and environmental impact of the festival in relation to which respondents were asked to indicate their degree of agreement or disagreement on a 3 or 4-point Likert-Scale.

Secondly, the role of perceptions in marketing the event was also measured using a 4-point Likert-Scale. These questions were based on aspects as determined in the literature of this study. Marketing literature was therefore integrated in the questionnaire. Since this questionnaire has been tested as being successful in previous studies (**Fredline & Faulkner, 2002:105; Gursoy & Kendall, 2006:613**), employing an extensive pilot testing phase was considered to be unnecessary.

1.5.3 Data analysis

The data was coded and captured on Excel after which it was statistically processed on SPSS (Statistical Package for Social Sciences) (Version 15). The descriptive statistics focused on the demographic profile of the community and were presented with descriptive graphs and tables indicating the frequency distributions.

Secondly, a factor analysis was performed in order to synthesise the large amount of data. This was done on the social impact and marketing statements in order to determine smaller and more descriptive factors. These factors were used to determine the role of the community in the marketing of the festival. Thirdly, a one-way analysis of variance (ANOVA) was conducted to explore the impact of the variables: *age, gender, race, income, education level, attitudes towards continuation of the festival, attendance of the current festival, attendance of previous festivals, level of interest in the festival, length of stay in Grahamstown, attitudes towards living in Grahamstown* on the dimensions of: Verbal and Active marketing as determined in the factor analysis.

1.6 CHAPTER LAYOUT

Chapter 1: Introduction and problem statement

Chapter 1 focuses on the general introduction of the study, the problem statement, followed by the research objectives and the methodology of research. Attention is given to the appropriate

definitions used throughout the study, as well as the contribution of this research to tourism and other industries.

Chapter 2: The relationship between the events industry and the community

Chapter 2 analyses the relationship between the events industry and the community in order to determine the role the community has to play in organising, planning and managing an event. This is done by firstly analysing the events industry and secondly the community. Attention is given to conceptualising key concepts, events and event tourism. The types and categories of events are named and briefly discussed. Festivals, seen as events, will also be explained and defined. It also includes a brief discussion on the development and history of events. The different role-players of festivals are also mentioned. The chapter concludes with a discussion of the meaning of events to the local community as well as the level of involvement of the community in the events.

Chapter 3: The role of the community in tourism marketing

Chapter 3 focuses on the role of the community in tourism marketing with special reference to the events industry. Marketing is defined and different marketing tools are named and briefly explained. Furthermore the marketing process, as seen by different researchers, is discussed. This chapter also entails the aims and objectives of marketing as well as how attitudes and perceptions can be used as a marketing tool keeping the community in mind.

Chapter 4: Empirical analysis: Grahamstown National Arts Festival

Chapter 4 will focus on the empirical analysis of the research. The first section will focus on the questionnaire's outcome and results in terms of the demographic information, impacts and their opinions regarding the marketing of the festival. A factor analysis is performed and the effect sizes for the differences between the means are calculated.

Chapter 5: Conclusions and recommendations

In Chapter 5, specific conclusions will be drawn and recommendations made with regard to the role of the community in the marketing of arts festivals as well as recommendations concerning further research in this field.

The relationship between the events industry and the community

2.1 INTRODUCTION

The world of event management and event tourism covers a wide range of planned cultural, sports, political, and business occasions: from mega-events like the Olympics to community festivals such as the Grahamstown and Aardklop festivals. The events sector is known to be an exciting and fast growing form of leisure, business and tourism-related phenomena. All available indicators strongly suggest that the number, diversity, and popularity of events have grown impressively over the past several decades and that the growth will continue. Events such as arts festivals are part of the tourism industry and can be categorised as a non-permanent attraction (Getz, 1997a:22).

It is also recognised as a separate field of study at a growing number of educational institutions. Festivals and events provide authenticity and uniqueness, especially with events based on inherent indigenous values; convenient hospitality and affordability; theming and symbols for participants and spectators. However, research and reliable statistics on event trends are scarce (Getz, 1997a:1).

Festivals play various significant roles in a town or region. It is therefore important to firstly analyse the events industry in order to understand its dynamics and functioning. This will assist in understanding the role of the community in the marketing of events.

The purpose of this chapter is to explore the relationship between the events industry and the local community. This is realised by firstly analysing the events industry by discussing certain concepts, an overview of the history of events, the types of events, the characteristics of events, the impacts of events and the identification of various role-players in the events industry. Secondly the role of the local community in events will be explored. Figure 2.1 provides an outline of the discussion followed in this chapter.

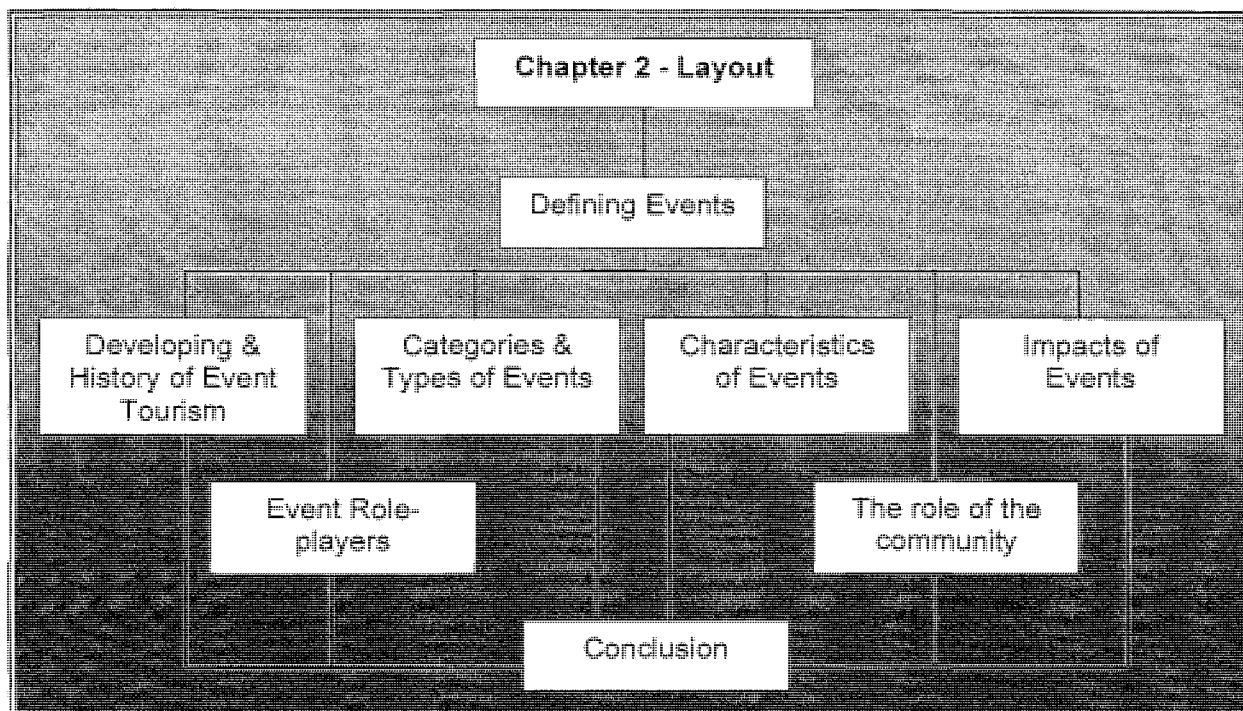


Figure 2.1: Chapter framework

2.2 DEFINING KEY CONCEPTS

Although already defined in chapter one, this section focuses on elaborations on the concepts used in this chapter.

2.2.1 Events

Events, according to **Getz (1997a:4)**, are temporary occurrences which can be planned or unplanned and take place during a specific period of time. According to **Jago and Shaw (1998:29-30)**, events are prestige gatherings, high in status, which attract large numbers of people as well as media attention. Events also demand decent planning, are expensive to organise and can result in urban renewal.

Shone and Parry (2004:3) describe events as a phenomenon arising from non-routine occasions which have leisure, cultural, personal or organisational objectives that are set apart from the normal activity of daily life, whose purpose is to enlighten, celebrate, entertain or challenge the experience of a group of people.

Getz (1997a:1) introduces festival events as that they "... constitute one of the most exciting forms of leisure, business, and tourism-related phenomena." **Goldblatt (2002:1)** defines festivals/events as a kaleidoscope of planned culture, sports, political and business occasions, which correlates with the single definition of events.

For purposes of this study festivals can thus be seen as events, since festivals and events are similar in definition. Festivals and events will be used interrelated.

2.2.2 Event Tourism

Event tourism is regarded as a distinct field which is still at a formative stage and no definitional consensus has emerged in literature (**Morgan et al., as quoted by Slabbert, 2004:2**). According to **Getz (1997a:2)**, the term 'event tourism' was created in the 1980s. Since then, it has established itself as a component of special interest tourism. A variety of destinations use events as part of the planning strategies in order to cause growth to the economy.

Event tourism refers to the systematic planning, development and marketing of events as tourist attractions, catalysts for other development, image builders and animators of attractions and destination areas. Event tourism strategies should also cover the management of news and negative events (**Slabbert, 2004:2**).

Events have long played a main role in human society; daily routines and hard work were interrupted by events of all kinds and provided people a way in which to relax. In most societies, the slightest excuse could be found for a good celebration, although the traditional celebrations had more strict rituals and ceremonies. Thus it is important to understand that events were often historically crucial to the social fabric of day-to-day life, but in modern times, people are so accustomed to events that they no longer see them in context (**Shone & Parry, 2004:2**).

In modern times people see events as a means to enhance a culture, such as the Aardklop and KKNK festivals which are specifically held to enhance the Afrikaans language. The growth of events, which serve a variety of purposes and agendas, has led to the emergence of an events industry with its own body of knowledge, job opportunities and career paths (**Bowdin, McDonnell & Allen & O'Toole, 2000:12**).

Tassiopoulos (2000:5) feels that events are becoming an important part of tourism development and an integral part of marketing strategies, and calls this phenomenon, *Event Tourism*. **Tassiopoulos (2000:5)** further defines *Event Tourism* as systematic development, planning, marketing and holding of events as tourist attractions. This statement is proven by **Tassiopoulos (2000:5)** through an article taken from the Sunday Times, 28 February:16, which states that statistics indicated that in the exhibition segment of South Africa, which is part of the events sector, there is a strong international attendance of between 15% and 20%. This indicates that other tourism sectors are also benefiting from growth in this industry, such as the hospitality and transport sectors.

Therefore events can be the most common way in which visitors can experience local foods and traditions or even simply be entertained. Events also keep the domestic tourism market active. The next section focuses on a brief discussion on the development and history of events.

2.3 DEVELOPMENT AND HISTORY OF EVENTS

Although increased publicity has been given to the events industry over the past few years, the trend of events can hardly be explained as new. Throughout history, events have been a significant feature of people's lives. The first Olympic Games were held in Ancient Greece in 776 BC and countless religious events and festivals have been held throughout the ages. Humans have found ways to mark important events in their lives: the changing of seasons, the phases of the moon, the eternal cycle of birth and death (**Jago & Shaw, 1998:21; Tassiopoulos, 2000:2; Bowdin et al., 2001:2**).

Wood (1982:13) highlighted the birth of what is now becoming known as the events industry, by identifying that commercialising popular celebrations required wealth for people to participate and therefore meant deciding on suitable elements of the traditional festivities and adapting them for various uses.

An entire global industry of festivals and events has evolved and developed since the early 1990's. The phenomenal growth, coupled with increased consumer awareness and choice, requires the industry to manage the sector effectively and efficiently to ensure sustained development and growth in the future (**Yeoman, Robertson, Ali-Knight, Drummond & McMahon-Beattie, 2004:1**).

Almost all cultures known to history have some form of partnership ceremony. In looking for a historical precedent for personal events, the Romans can provide an example. In the Middle Ages, events and ceremonies played a major role, ensuring that a dull daily existence was enlivened and that people were entertained (**Shone & Parry, 2004:8-11**).

Despite the long history of events, meeting planning did not start materialising as a recognised and organised career until three Americans provided the concept of an umbrella organisation for the meeting profession. This organisation was founded during the World Meeting Planners Congress in Chicago, 1972, and became known as Meeting Planners International (**Tassiopoulos, 2000:3**).

The history of the International Special Events Society (ISES) started in 1985 at a 'special event' produced by Miramar Publishing at the Hotel Del Coronado, USA. It was the first time members of various disciplines came together as peers and focused on the 'event' itself rather

than on their individual parts in it. The South African counterpart, ISES (South Africa), was founded on 15 March 1999.

A survey of the oldest South African event organisations, most of which were meeting organisations, shows that these started operating in the early 1970's. The South African exhibition sub-sector started operating in the middle of the nineteenth century. The South African event management sector has shown a marked growth since 1994 as the tourism industry has re-orientated itself towards harvesting the benefits of inbound tourism to the country (Tassiopoulos, 2000:3).

Events can be divided into a variety of categories and types. In the next section these categories and types will be discussed and defined.

2.4 TYPES AND CATEGORIES OF EVENTS

Events are characterised according to their size and scale. Events can also be classified according to their purpose or the particular sector to which they belong, for example, public, sporting, arts, festivals, tourism and business. In this section the full range of events will be examined (Bowdin et al., 2001:16). The following nomological structure (Figure 2.2) is suggested to define the events sector.

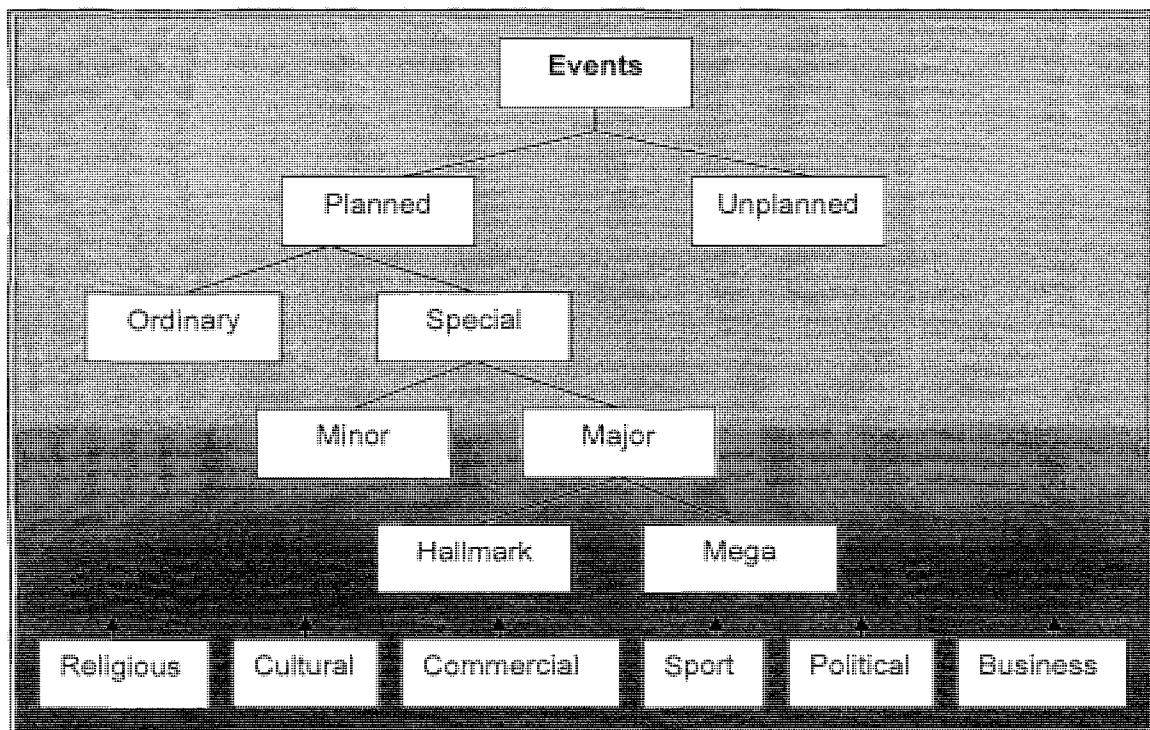


Figure 2.2: Event nomological structure (Jago & Shaw, 1998:25; Getz, 1997:4; Bowdin et al., 2001:16-21)

Although the structure (Figure 2.2) has been suggested there is no consensus regarding the relationship between the various forms of events.

- 'events' consist of two types: *planned* and *unplanned*;
- 'planned events' consist of two categories: *routine/ordinary* or *common/special events*;
- 'special events' is the generic term used in a tourism sense and includes the following categories: *minor special events* and *major special events*;
- 'Major special events' contain two categories: *hallmark events* and *mega events* (**Tassiopoulos, 2000:11; Getz, 1997b:27**).

The focus of this study is mainly on Major events (Hallmark and Mega events). When analysing the definitional framework as indicated in Figure 2.2 it entails the following definitions:

2.4.1 Special Events

Special events can be described as once-off or infrequently occurring occasions outside the normal programme of the sponsoring or organising body. **Getz (1997b:26)** indicates that a special event is a subjective interpretation by either the producer or the guest. The event visitor of a special event attends these in order to relax or engage in a social or cultural experience outside the normal range of everyday activities (**Tassiopoulos, 2000:12**). **Jago and Shaw (1998:28)** list the most important core attributes of special events:

- Being out of the ordinary or unique;
- Having a significant impact;
- Attracting media attention;
- Raising awareness of a region or enhancing its image or profile;
- Being once-off or infrequent occurrences;
- Being of limited duration;
- Offering a social experience;
- Attracting tourists or tourism development.

Special events are one-time or infrequently occurring events and include sporting events, meetings, parties, carnivals, prize giving ceremonies or opening of new institutions (**Van der Wagen, 2005:5**).

2.4.2 Major Events

Major events, according to **Jago and Shaw (1998:29-30)**, are seen as large-scale special events which are high in status or prestige and which attract large crowds and media attention and, according to **Van der Wagen (2005:6)**, significant local interest. They are expensive to stage, can involve tradition or symbolism, and attract funds to the certain region, lead to

demand for associated services, and leave behind legacies or result in urban renewal (Tassiopoulos, 2000:12).

Major events generally attract local interest and large numbers of participants, as well as generating significant tourism revenue. The Australian Open and the Vodacom Durban July, South Africa are some events that fall in this category (Van der Wagen, 2005:6).

2.4.3 Hallmark events

Hallmark events mark an important historical anniversary and can be defined as one-time or recurring events of limited duration developed primarily to enhance the awareness, appeal and profitability of a tourist destination in the short or long term. Therefore according to **Van der Wagen (2005:6)**, hallmark events are designed to increase the attractiveness of a specific tourism area. These events rely on their success or uniqueness, status or timely significance to create interest and attract attention (Tassiopoulos, 2000:12; Hall, 1992:2). For purposes of this study a closer look will be taken at Hallmark events with a cultural theme.

Hallmark events refers to events that become so identified with the spirit or culture of a town, city or region that they become synonymous with the name of the specific place and gains a great deal of awareness. It can also be described as a recurring event that possesses such significance, in terms of tradition, attractiveness, image or publicity that the event provides the host venue, community or destination with a competitive advantage (Getz, 1997b:24). Over a period of time the event and the destination become inseparable. Examples of Hallmark events include Carnival in Rio, Tour de France in Paris, France, and the Oktoberfest in Munich and locally, Grahamstown, KKNK and Aardklop festivals (Bowdin et al., 2001:18).

2.4.4 Mega Events

Mega events are the largest events and are generally targeted at international markets and attract very large numbers of event visitors and have large costs or psychological effects, high media coverage and prestige or economic impact for the host destination (Tassiopoulos, 2000:14 & Van der Wagen, 2005:5). Mega events are generally developed following competitive bidding. According to **Getz (1997b:25)**, a mega event yields an increase in tourism, media coverage, prestige or economic impact for the host community, venue or organisation. They include examples such as the Olympic Games, Commonwealth Games and the FIFA World Cup. It is difficult for many other events to fit into this category (Bowdin et al., 2001:17).

Jago and Shaw (1998:30) indicated the following attributes of mega events:

- Leaving behind legacies or resulting in urban renewal;
- Involving tradition or symbolism;

- Involving prestige and status, usually a political approval process;
- Incurring large costs;
- Stimulating demand for related services;
- Incorporating festivals or other events;
- Attracting large crowds (usually over a million visitors);
- Attracting funds to the region;
- Being of international scale;
- Being large scale;
- Being once-off occurrences;
- Having the reputation of a 'must see' event.

There are no clear, absolute boundaries between the different categories of events as proposed in Figure 2.2. It is suggested that the definition of an event depends on one's perspective. Any event can be categorised as a 'special' event in terms of the previously mentioned criteria. However, *mega* and *hallmark* are concepts that can only be applied to public events (Tassiopoulos, 2000:14).

2.4.5 Cultural events

Hallmark events consist of different cultural events which include the various categories. Cultural events may consist of any of the activities mentioned in Figure 2.3, and this study will mainly focus on arts festivals such as the KKNK, Aardklop and the Grahamstown festivals.

For purposes of this study, the focus is on cultural events. There are several large successful festivals in the country which cater for a variety of market needs. Each one of these cultural events has strived to position itself in the tourism markets as well as in the arts world.

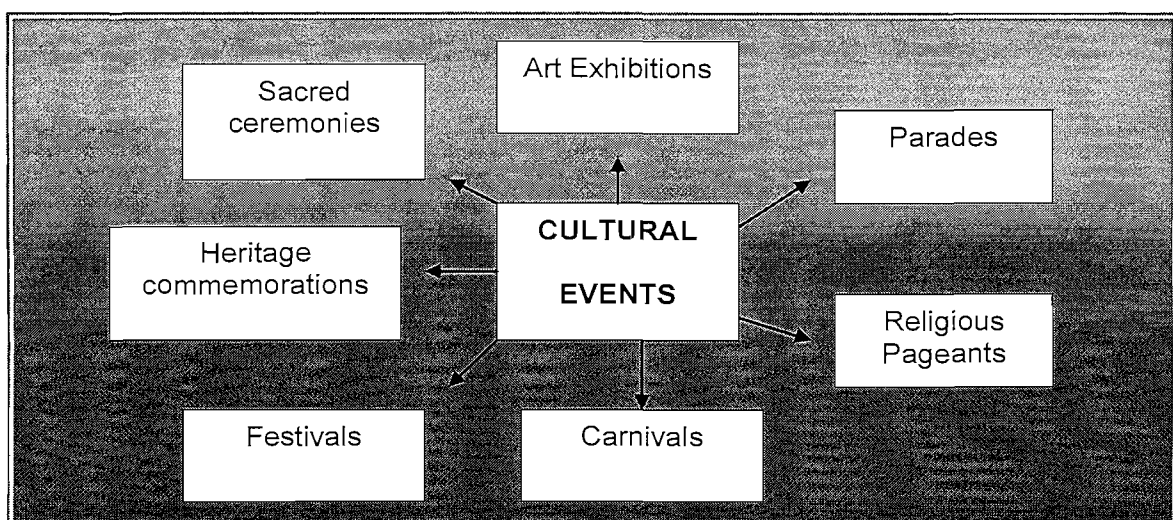


Figure 2.3: Categorisation of cultural hallmark events (Getz, 1997a:7; Shone & Parry, 2004:4)

Cultural events or festivals within different regions, based on their overall purpose and size can be applied to classify them as follows:

- *High profile general celebrations of the arts:* these festivals address an ambitious agenda and a multitude of aims – to reach high standards, to achieve a high media profile, to reach a variety of audiences, to generate high levels of income.
- *Festivals that celebrate a particular location:* from small towns, like Oudtshoorn or Grahamstown, to big cities. These festivals aim at bringing people together and celebrating their local area or culture. These festivals can be divided into two groups: those run by voluntary groups and those run by local authorities. The festivals that are run by voluntary groups tend to be the smaller ones.
- *Arts-form festivals:* these festivals are focused on a specific art form, offering unique opportunities for audiences to see particular kinds of work; they may also address the development of that specific art form or culture by providing classes and commissioning new work.
- *Celebration of work by a community of interest:* these festivals highlight work by specific groups of people such as aids victims and the disabled and also include participatory workshops.
- *Calendar:* a variety of cultural or religious festivals.
- *Amateur arts festivals:* a large, but low-profile sector, attend these festivals, which usually consist of a large crowd.
- *Commercial music festivals:* a hugely popular phenomenon, local authorities also run outdoor pop and rock music festivals which are also attended by large numbers of people (Bowdin *et al.*, 2001:19).

Table 2.1 gives a summary of the typology of different cultural events, which gives a more precise indication of the different types of cultural events that exist.

Table 2.1: A typology of cultural events (Hall, as quoted by Slabbert, 2004:28)

| EVENT TYPE | CHARACTERISTICS |
|---------------------|---|
| Indigenous | Celebrations which grow from and are part of particular cultures. These events are directed towards the culture as a whole and are controlled by members of that specific culture. |
| Evolving indigenous | Similar to indigenous festivals in that they grow from the culture depicted, are mono-cultural, are directed and controlled by members of that culture and appeal primarily to an audience from within that culture. They differ from indigenous celebrations because they consciously attempt to adapt cultural material to outsiders. |
| Commercialised | The commercial promotion of folk celebrations with the effect that the event |

| | |
|-----------------------------|--|
| | moves primarily into popular culture even while retaining support from folk culture. |
| Non-community mono-cultural | Mono-cultural festivals are organised by individuals from outside the culture presented, having no support base in the cultural group presented, and making no attempt to involve people of the culture as members of the audience. |
| Multicultural | Festivals representing the cultural materials of many cultures. With few exceptions, audiences tend to be people who are not of the culture presented. Organisers tend to be academics or eclectic fans of the folk arts with control of the events likely to be in the hands of a non-profit institution. |

Cultural events differ; therefore the target market and marketing strategies will differ. All these cater for a different market and it is important to know the focus of the event and the target market. The target market can also include the local community and can therefore also be used as part of the marketing strategy or as a marketing tool. It does not matter which type of event is chosen; it will always have an influence on the community and the community will be involved in the event to a certain extent.

The following section will focus on the different characteristics of events.

2.5 CHARACTERISTICS OF EVENTS

When defining events one notes key characteristics such as 'uniqueness' and 'interaction'. However, there is a wide variety of characteristics of events, as seen in Figure 2.4. These characteristics are briefly discussed:

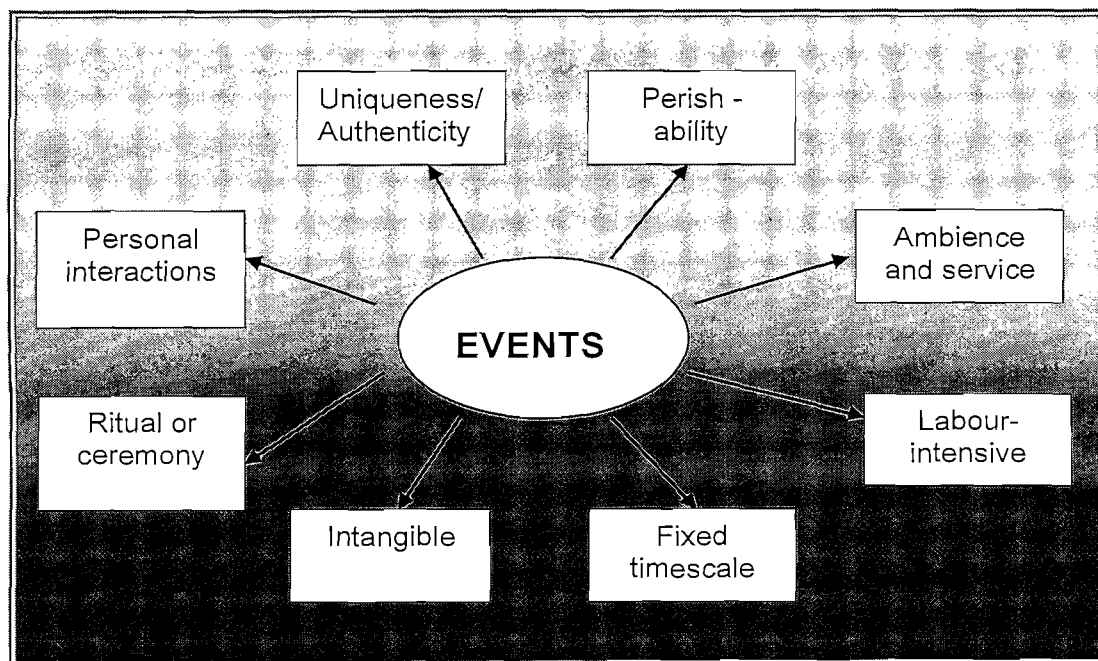


Figure 2.4: Characteristics of events (Shone & Parry, 2004:13)

2.5.1 Uniqueness

Events differ from each other, and a key element of all special events is uniqueness. This entails that when the event is repeated often, it will vary each time, for the participants, the surroundings, the audience, or any number of the other variables will make the event unique.

Events are not routine, it is not the same thing over and over. Certain types of events do recur and some even in the same kind of format (such as arts festivals – each festival is different but the format or structure is similar), or they may recur on the basis of time interval (such as an annual arts festival, for instance the Grahamstown National Arts Festival –again the format or structure remains the same but the participants and the theme will be different). Uniqueness alone, however, does not make a special event. There are numerous characteristics and their uniqueness is closely related to aspects of perishability and intangibility **(Shone & Parry, 2004:14)**.

2.5.2 Perishability of events

If events are regarded as 'unique', the event is extremely perishable; it cannot be repeated in exactly the same way. For instance two cultural festivals at the same location, with approximately the same number of attendees, will not be the same. Even when the activities are standard, each will be different. They exist for a brief moment and cannot be repeated in exactly the same manner.

Perishability also relates to the use of facilities for events. A stage or auditorium may for instance be used to its peak during the festival week, for different performers and shows, and the rest of the year it is not generating revenue and is not used to its full potential. If the stage or auditorium is empty for even one week, the revenue-generating potential of that day is lost for ever – it is perishable **(Shone & Parry, 2004:14)**.

2.5.3 Intangibility

When buying a tangible product it refers to something that can be seen and touched for example products such as a television, socks or a car. With events, however, the activity is more or less intangible. When attending a festival, the activity can be experienced; there are only a few tangible things that might be taken from the festival – perhaps t-shirts, photographs, or a video. Small things that are put down in a guest house bedroom for the tourists to take home, small soaps and chocolates, all help to make the tourism service more tangible **(Shone & Parry, 2004:15)**.

2.5.4 Ritual and ceremony

For some authors this is the crucial matter about special events. Rituals and ceremony are the main characteristics that make events special. Frequently the ritual ceremony is there because it does, in fact, highlight the continuity of the tradition, even though the reason for the tradition has gone.

Modern events may not, in any way, rely on the old tradition and established ceremony. Towns or cities wishing to attract tourists might do so by creating a brand new special event, containing an entirely new ceremony, something for the visitors to watch. This can be done for all kinds of special events, and the creation of new ceremonies and 'new' traditions is very common, although it can be argued that for a special event to have a 'traditional' element in it, that element should have some origin – however tenuous – in historical reality **(Shone & Parry, 2004:15-16)** .

2.5.5 Ambience and service

Of all the characteristics of events, ambience is one of the most important to the outcome of the event. Ambience refers to the atmosphere of the festival; if it has the right ambience it can be a huge success. An event with the wrong ambience can result in a failure. When hosting a personal event, for instance a birthday party, the ambience is created by the familiar people, friends and family.

Some events, however, need aid to make it a success. One of the roles of an events manager is to attempt to guarantee the event succeeds by careful attention to detail and by trying to encourage the desired outcome. The community plays a critical role in creating the right atmosphere and delivering excellent service. Nevertheless, people cannot be forced to enjoy themselves **(Shone & Parry, 2004:16)**.

2.5.6 Personal contact and interaction

In manufacturing situations, customers have no contact with the staff producing the goods, only with, perhaps, the sales team. In service situations, customers have frequent contact with staff, and this contact often determines the quality of service or otherwise the quality of the experience. People attending events are normally themselves part of the process. For example, the crowd at a sports tournament is not only watching the event but is helping to create the atmosphere; it is interacting with itself, with participants and staff and forms part of the whole experience. Much the same is true of the visitors at a festival. It is the guests themselves interacting with each other, with the hosts and perhaps with entertainers, that creates the atmosphere and contributes to how pleasant the event is **(Shone & Parry, 2004:16-17)**.

2.5.7 Labour-intensiveness

The more intricate and the more unique an event is, the more likely it is to be more labour-intensive, both in terms of organisation and of operation. A festival will require not only entertainment and shows (performers), but food service, drinks, staff at all the venues, ticket personnel, safety and security staff, parking officials, cleaning staff and staff to set up before and break down after the festival, to name only a few. The staffing needs are likely to peak at certain times, for example during the festival week.

No two events are likely to need the same number of staff, except in so far as events that have an element of routine, such as banquets and conferences, will require a known number of staff. The labour-intensiveness of special events is rather less predictable, as it depends completely on the type of event in addition to all the conditions mentioned above.

An event manager will have to predict staffing needs directly from the requirements of running the event, based on what the organiser specifies as the event's objectives and needs, and on the experience and forecasts of departmental leaders (**Shone & Parry, 2004:17**).

2.5.8 Fixed timescale

Events run to a fixed timescale. The timescale could be very short, such as for the opening ceremony for a new road or building, or very long like a 10 day music festival. Many special events are actually composed of a series of short bursts of activity, with pauses or breaks in between.

For those planning special events, this issue of timing must be kept in mind; for an event to be successful and striking, it will need to hold people's attention and interest them, and it is better that this is broken up into sections than if it takes place all at once, without an interval or break.

An event can portray one or a variety of all these characteristics; it all depends on the type and form of the event. The point is that events play, and have always played, a major role in human society. It has also caused society to change, grow and develop. Public knowledge has grown, and technology knowledge has increased, and this often means that the local community will have higher expectations (**Shone & Parry, 2004:17-18**).

These characteristics show that events are very versatile and that there are many aspects to events. Other aspects that need to be explored are the variety of impacts festivals have on local communities. The next section includes a discussion on the three main impacts of events.

2.6 IMPACTS OF EVENTS ON THE HOST COMMUNITY AND DESTINATION

When involving the local community in the marketing of the festival in order to attract more visitors, those visitors and the festival will have some effect on the local community. It is therefore important to understand what these effects and impacts entail in order to manage them so that it has a positive effect on the community. For if the community is positive towards the festival and they can gain from it, they will keep promoting it. This is the focus of the study, to analyse the role of the community in the marketing of festivals and to utilise the local community to act as a marketing tool.

There is a variety of economic impacts and benefits. They are more than often assumed to improve the quality of life of residents, but the social and socio-cultural impact might not always be positive (**Lui, Sheldon & Var, as quoted by Andereck *et al.*, 2005:1058**).

Dogan, as quoted by Andereck *et al.*, 2005:1058 found that developing tourism has an effect on the socio-cultural characteristics of the local community such as habits, daily routines, social lives, beliefs, and values. These factors, however, may lead to psychological tension. If high levels of growth rate are accompanied by poor planning and management, the local communities lose their identity and their local culture, which is not a good impact (**Rosenow & Pulsipher, as quoted by Andereck *et al.*, 2005:1058**).

Thus, if there are a few economic benefits it does not automatically imply that the social impact will also be of a positive nature. One has to look at both the positive and negative impacts of an event. An assumption can be made after determining and analysing these impacts.

Events such as cultural events, arts festivals, have a range of different impacts – both positive and negative – on their host communities as well as their stakeholders. It is important to identify and predict these impacts to enable a community to manage them selves to achieve the best balance for all parties so that, in the end, there is a positive impact.

Thus all positive impacts must be maximised and the negative inputs be countered for. It is important to realise that the impacts differ from each other and they require different means of assessment. As per example, the social and cultural benefits play an important role in determining the overall impact of a festival, but describing them may need a narrative rather than statistical approach (**Bowdin *et al.*, 2001:26**).

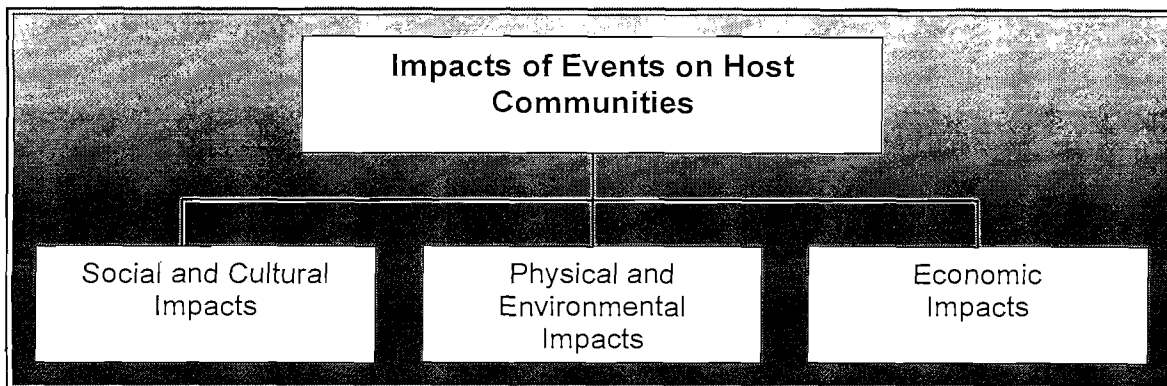


Figure 2.5: Impacts of events on host communities

Usually tourism takes place in the environment, which consists of human and natural features. The human environment comprises economic, social and cultural factors and different processes. The natural environment is made up of plants and animals in their habitat. When discussing the different impacts of tourism it is important to distinguish between human- and natural environment. Although these two are intertwined in reality, for purposes of this discussion they will be set apart (Mason, 2005:27).

2.6.1 Economic Impacts

The impacts of an event towards a local community can be looked at in terms of cost-benefit analysis, or through the economic multiplier analysis (Braun & Rungeling, 1992; Tribe, as quoted by Shone & Parry, 2004:54). The event itself may not, for example, provide an enormous amount of employment, but the indirect effects on local businesses, local services and local infrastructure and environment could be extremely significant.

The indirect effects of incoming spending may include the support of activities such as retailing (festival visitors buying anything from magazines to clothing) and catering (festival visitors using restaurants, coffee shops and bars) and accommodation, to less obvious festival visitors' support services such as transport, taxis, printers, technical equipment, local musicians and entertainers, marquee contractors, photographers and a variety of other types of supplies and suppliers. There are some towns and cities that perceive festivals to be their economic salvation when other forms of tourism, such as business or heritage tourism, might not be appropriate to their area. Festivals that have many participants, as well as many spectators, have a stronger economic impact on a destination. For instance a three-day business conference in Durban may not have the same effect as a Tri-Nations Rugby match in Durban. However, this does not necessarily imply that organising a big event or festival is the correct solution to the economic problems of any town or city (Shone & Parry, 2004:56).

If a town is considering regenerating a certain area, organising an event such as a festival may be one of the many options and not the only way out. For it may implicate a significant cost or

burden on the sponsors or stakeholders such as a city council. For this reason, events are often used as part of a bigger initiative, so that an element of synergy can be gained from the event.

In the context of a community, the hosting of an event in a town or city is often perceived as having a positive social and economic impact, in much the same way that the construction of a factory or a tourist attraction would (Shone & Parry, 2004:56). Given the size of the event, as well as the extent, the economic and social benefits may be very great according to Law (as quoted by Shone & Parry, 2004:56).

Table 2.2: Potential sources of event impacts and the type of transactions (Tyrrell & Johnston, as quoted by Slabbert, 2004:52)

| SOURCES OF EVENT IMPACTS | TYPES OF TRANSACTIONS |
|---|---|
| Spectators | Admission fees Expenditures |
| Players/competitors/participants/performers | Entry fees Expenditures associated with participation |
| Volunteers and contributors | Value of "in-kind" contributions Value of volunteer labour Other contributions not included above |
| The media and other attendees | Expenditures Value of "in-kind" contributions Value of volunteer labour Other contributions not included above |
| The host and major sponsor | <i>Receipts</i> Spectators Participants Sponsorships Advertisers Concession fees Other <i>Expenditures</i> Wages: portion of regular employee salaries as well as labour for the events Goods and services |

Table 2.2 indicates some potential sources of event economical impacts and the types of transactions (Allen *et al.*, 2002; McHone & Rungeling, 2000; Tyrrell & Johnston, 2001 (as quoted by Slabbert, 2004:52).

There are overall numerous positive and negative economic impacts on festivals as seen in Table 2.3.

Table 2.3: *Positive and negative economic impacts of festivals and events (Deccio & Baloglu, 2002; Ritchie, 1984; Mihalik & Cummings, 1995; Kousis, 1989; Cohen, 1988; Tosun (as quoted by Kim, Gursoy & Lee, 2006); Hall (as quoted by Bowdin et al., 2001:27)*

| Economic Impacts | |
|--|--|
| Positive Impacts | Negative Impacts |
| Economic benefits | Inflation and tax increase |
| International and national image of the host community and destination increases | Mismanagement of public funds |
| Destination promotion and increased tourist visits | Community resistance to tourism |
| Extended length of stay | Loss of authenticity |
| Higher yield | Damage to reputation |
| Increased tax revenue | Exploitation |
| Job creation | Inflated prices |
| Economic benefits in the form of tax revenues | Opportunity costs |
| Employments | Events in local communities may cause price inflation |
| Additional sources of income to residents | Events in local communities may cause an increase in local tax to construct the facilities and infrastructure required for the event |
| | Public funds for the event may be mismanaged |

2.6.2 Physical and environmental impacts

The impact of tourism on the environment can have an enormous influence on future growth of specific tourism products. The environment consists of two major features, natural and human. Human features contain all man-made attractions for tourists and natural features are referred to as the physical environment. The natural features include the landscape, particular features such as rivers, mountains, beaches and also plants and animals (fauna and flora).

The environment plays a key role in the tourism industry. In the last decade of the twentieth century it was noted that the tourism industry depends on the environment, as a tourism attraction itself, or in the context of a tourism activity according to Holden **(as quoted by Masson, 2005:53)**. In most cases or situations, as pointed out by **Myburgh and Saayman (2002:51)**, the environment is the main attraction for tourists; tourism is often stimulated through that type of environment that is characterised by a unique character, for example a small island or cultural historic attraction or a waterfall.

Swarbrooke (as quoted by Mason, 2005:53) contends that the environment consists of five different aspects: natural environment, farmed environment, the built environment, natural resources and wildlife. Figure 2.6 indicates the different components of these five aspects. These five components are all linked to each other. For example, all wildlife needs natural resources to survive and needs the natural environment to live in. There are different positive and negative impacts that affect the environment:

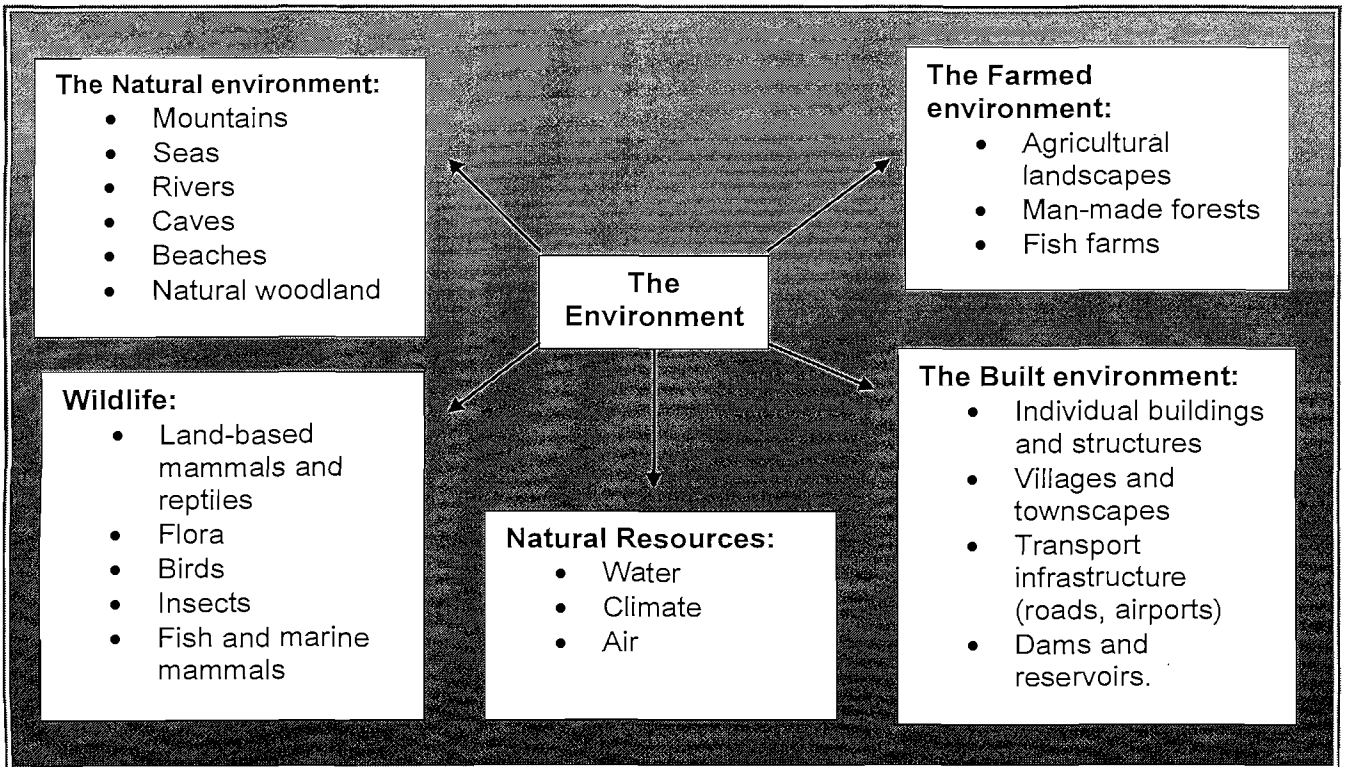


Figure 2.6: The components of the environment (Swarbrooke, as quoted by Mason, 2005:55)

Positive impacts:

- tourism may stimulate measures to protect the environment and/or landscape and/or wildlife;
- tourism can help to promote National Parks or Wildlife Reserves being built;
- tourism can help to promote the preservation of buildings and monuments;
- tourism may provide financial assistance via, for example entrance charges to maintain historic buildings or wildlife habitats;
- tourism in an area may help protect endangered species and generate money to protect the area, may help establish protected and conservation areas to meet tourist demands;
- tourism may encourage conservation of animals as attractions;
- tourism may help improvement to infrastructure prompted by tourist demand;
- tourism may encourage cleaning programmes to protect the attractiveness of a certain destination or location;

- tourism may develop new sources of supply of resources;
- tourism may help to regenerate and re-use disused old buildings (**Mason, 2005:55; Myburgh & Saayman, 2002:57**).

Negative impacts:

- tourists are likely to litter;
- tourists may cause overcrowding of people as well as traffic, exceeding the carrying capacity of a destination;
- tourism in an area may cause pollution to air, water and beaches and waste material;
- tourism may cause erosion of footpaths;
- tourism may lead to the creation of sight pollution, buildings like hotels that do not fit in with the vernacular architecture as well as creating infrastructure in sensitive areas;
- tourism may lead to damage or disturbance of wildlife habitats and cause physical damage to the environment;
- tourism may damage the sensitive environment through open air recreation;
- tourism may cause disruption of feeding and breeding patterns of animals;
- tourism may cause loss of habitats and change in species composition and destruction of vegetation;
- tourism may also cause depletion of local fuel resources (**Mason, 2005:55; Myburgh & Saayman, 2002:57**).

Thus it can be seen that the environment plays an important role in the tourism industry and that if it is affected by tourism.

2.6.3 Social and cultural impacts

Social impacts imply a personal encounter between the tourist, provider and hosts. All encounters are personal and every encounter has the potential to be turned into a positive or negative impact (Fridgen, 1996:91).

The social and cultural impact has direct effect on the local community and should be researched and understood very well to prevent any negative impacts. It is accurate that the economic benefits are often assumed to fundamentally improve the quality of life of the local residents, although socio-cultural factors may not always be as positive (**Liu, Sheldon & Var, as quoted by Andereck et al., 2005:1058**).

Tourism has also influenced change of socio-cultural structures in many countries that vary from country to country. The impact of such changes can consist of the following;

- *Increase in undesirable activities*

People believe that tourism destinations attract unwanted activities such as gambling, prostitution, drug abuse, crime and bad behaviour according to **Crandall (as quoted by Saayman, 2001:59)**.

- *Social dualism*

This impact is one that causes sudden and disrupting changes in the host community. Foreign values, ideologies and lifestyles come to be accepted by local residents, influencing their lives and conduct. Some of the local community may copy the tourists' actions and attitudes and pay no attention to their own cultural and religious traditions (**Crandall, 1994 and Shaw & Williams, as quoted by Saayman, 2001:59**).

- *Demonstration effect*

This entails the adoption by local residents, especially the younger ones, of tourist behaviour and attitudes, expenditure patterns, and even language. This can be positive if the local community is encouraged to develop education in order to improve their living standards. However, most evidence shows social detriments, as the local communities take on the rich lifestyle of wealthy tourists and live beyond their means (**Crandall, 1994 and Shaw & Williams, as quoted by Saayman, 2001:59**).

- *Culture as a commercial commodity*

This impact involves that art, ceremonies, rituals, music and traditions become marketable commodities and lose their relevance and symbolic meaning to the local people. This may result in the lowering of the local communities' self-respect and culture, a decline in the standard of local arts and crafts. Local communities and cultures are exploited and this results in negative attitudes from the local community (**Crandall, 1994 and Shaw & Williams, as quoted by Saayman, 2001:59**).

- *Increase in animosity to tourists*

Local residents start feeling resentment and bitterness towards tourists as the hordes of people descend with limited space, thus putting strain and tension on the infrastructure such as roads, and water and sewerage systems (**Crandall, as quoted by Saayman 2001:60**).

The human society is intricate and interactive, and all communities or societies celebrate, whether they are modern, old, traditional or technological. Thus, the means of these celebrations are always very diverse. Events and festivals serve to reinforce social bonds but can also cause a selection of negative feelings and actions. Either way they have an impact on a local community's emotional and intellectual outlook, in terms of pleasure, social interaction,

stimulation of the mind and the senses – ranging from the consumption of wide varieties of food and drinks, to enjoying the atmosphere or not enjoying it – for some people it is an annoyance (Shone & Parry, 2004:50-54).

There are a variety of other more general social implications when hosting an event. In terms of the community, many events, particularly events that are run by the community itself, have the advantage of improving social ties and is a great opportunity for the host community to demonstrate that they can work together for the greater good. When looking at social impacts from a wider perspective, it can also be a method for strengthening weak community structures.

Thus events can be seen in terms of performing a social role and can be a motivation for other social activities such as tourism. For instance, Grahamstown has become a tourist destination due to the arts festival being held there annually.

When looking at the positive social impacts of events, one has to narrow it down to create better social interaction, help develop local community unity, increase cultural and social understanding, improve the local communities' identity and confidence in itself. However, there are a number of negative impacts, especially when hosting a major event in a small undeveloped community. It may cause the destruction of and damage to that particular community if it is badly organised (Shone & Parry, 2004:50-54).

If a festival is striving for sustainability and growth, the negative impacts (as seen in Table 2.4) should be managed intensively and effectively. In order for a local community to be used as a marketing tool, the positive and negative impacts should be carefully monitored. The perception and support of a person towards the festival can be changed either for the better or for the worse through these impacts.

Table 2.4: *Socio cultural positive and negative impacts of events (Hall, as quoted by Bowdin et al., 2001:27; Getz, 1997a; Hall, 1989; Long, Perdue & Allen, 1990; Kang & Perdue, 1994; Jeong & Faulkner, 1996; Mihalik & Simononette, 1998; Ritchie & Aitken, as quoted by Kim, Gursoy & Lee, 2006; (Deccio & Baloglu, 2002; Ritchie, 1984; Mihalik & Cummings, 1995; Kousis, 1989; Cohen, 1988; Tosun, (as quoted by Kim, Gursoy & Lee, 2000.)*

| SOCIAL & CULTURAL IMPACTS OF EVENTS | |
|---------------------------------------|---------------------------------|
| Positive Impacts | Negative Impacts |
| Revitalising traditions | Local community alienation |
| Building local communities' pride | Manipulation of local community |
| Higher community participation | Negative community image |
| Introducing new and challenging ideas | Bad behaviour |

| | |
|---|---|
| Expanding cultural perspectives | Substance abuse (drugs & alcohol) |
| Improved quality of life for residents | Loss of amenity |
| Improve cultural and shopping opportunities for the residents | Events may cause societal problems |
| Strengthen regional values and traditions, and leads to better understanding of other cultures. | Cultural commercialisation |
| Improved quality or residents' way of life. | Conflicts between host communities and visitors |
| Improvement of cultural and shopping opportunities for the locals. | Events may have a negative influence on traditional family values. |
| Strengthen regional values and traditions. | Traffic congestions. |
| Events can cause better understanding of other cultures. | Law enforcement strain |
| | Events may cause cultural commercialisation. |
| | Events may cause conflicts between the host community and the visitors because of different standards of living and economic welfare. |

These various impacts can have a huge impact on the host community, which forms part of the role-players of an event. The following section includes the various role-players of events and a brief discussion on each.

2.7 EVENT ROLE-PLAYERS

When analysing the marketing strategy of a festival, it is important to know where the marketing is directed and how it is planned and managed. This study specifically focuses on involving the local community as a marketing tool through their attitudes and participation in the festival. The marketing and influence of the local community will also affect the other role-players of festivals, including the local government; event organisers; sponsors; local businesses and tourists.

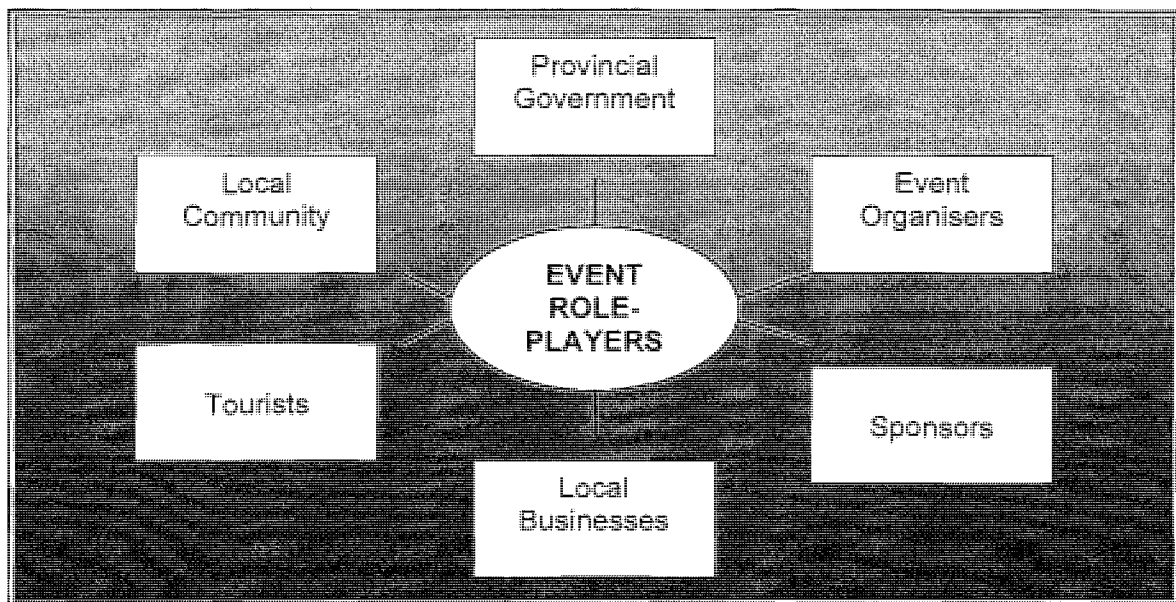


Figure 2.7: Event role-players

These key role-players, as seen in Figure 2.7, are briefly discussed below.

2.7.1 Local community

Mason (2003:86) gives a simple description of a local community, and refers to them as a certain or specific geographic area. The host community can consist of long-term indigenous residents and recent domestic as well as international migrants. In addition to obvious differences in gender and age, a local community is likely to have individuals and groups with several different value positions, political persuasions and attitudes to socio-cultural phenomena, including tourism.

Thus, a host community refers to a group of people living together in a certain area or destination where a tourism event or attraction is based. **Getz (1997b:307)** argues that the extent to which the host community are involved in the event influence the outcomes of the event. The ultimate in community acceptance is that events become recognised as permanent 'institutions' in the community. It is important that the community is committed to the event and generally take some level of ownership for it.

According to **Van der Wagen (2005:25)**, the impact of the event on the community is a major consideration in the planning stage of the event. The role of the local community will be discussed in more detail towards the end of the chapter.

2.7.2 Government

Government agencies are frequently referred to as the public sector of the tourism industry, for they are not commercial organisations who strive to make a profit. Government agencies are funded from taxes which are paid from civil servants (**Mason, 2003:88**). Governments create events for various reasons, for instance for the social, cultural, tourism and economic benefits generated by events (**Bowdin et al., 2001:51**).

Government involvement in tourism mainly involves regulating it and they also play a role in the marketing aspects as well as providing infrastructure for Tourism. Marketing is usually associated with promoting tourism, meaning not completely controlling it. Some of the main reasons why the government is involved in tourism is because the public sector is mandated to represent the entire population, and because they intend to be impartial, with no particular vested or commercial interests, and they can take no longer-term view of tourism development than, for example, the private sector (**Swarbrooke, 1999:87 & Mason, 2003:88**).

Festivals are attractive to local authorities for a number of reasons. They provide:

- visitors and tourists that spend money in their local town and businesses,
- commercial sponsorship for visual arts, thereby taking the strain off arts authorities,
- cultural experiences for local residents, thus taking arts to visitors who would not normally attend museums or art galleries,
- a focal point for staff to work towards and to motivate contributions from local professional and amateur artistes, especially children (**Bowdin et al., 2001:11**).

The government plays a key role in the growth of the tourism industry, in developing local and national tourism events as well as regulating and controlling the industry, and therefore is seen as a role-player.

2.7.3 Event Organisers

Events can be organised by three different parties: *government, corporate and community sectors*.

The *corporate sector* is involved in events at several levels. Organisations and corporations may sponsor events in order to promote their goods and services in the marketplace. Within the *corporate sector* there are entrepreneurs who stage or sell their businesses at events. They may partner with government departments when presenting events that serve common or multiple agenda. Where some organisations may create their own events in order to launch new products, increase sales or enhance corporate image, other events emanate from the *community sector*, serving a wide variety of needs and interests.

Table 2.5: Event typology (Bowdin et al., 2001:52)

| Government sector: | Corporate sector: | Community sector: |
|---|--|--|
| <ul style="list-style-type: none"> - Central Government (commemorations). - Tourism boards (destination promotions). - Visitor and convention bureaus (meetings). - Arts councils (arts festivals, cultural events) - Sport (hosting international sporting events). | <ul style="list-style-type: none"> - Companies & corporate org. (product launches, incentives). - Entrepreneurs (concerts and exhibitions). - Media (promotions, fun runs). - Industry associations (trade fairs, seminars, training). | <ul style="list-style-type: none"> - Clubs and societies (special interest groups, traction engine rallies). - Charities (charity events and fun raisers). |

Whether events are organised by corporate, government or community sectors, it will determine the nature of the host organisation (Bowdin et al., 2001:51). Table 2.5 illustrates a few examples of the different events that can be organized by the different organising parties.

Shone and Parry (2004:35) state that the event industry is not completely driven by the need to make money. This line of business has a very large element of personal, voluntary, charitable and philanthropic activity. Furthermore it is stated that the market for events has greatly expanded to the point where the need for a much better professional infrastructure is needed as well as expert organisers.

2.7.4 Sponsors

Sponsorship can be defined as the purchase of the, usually intangible, exploitable potential rights and benefits associated with a certain event which results in tangible benefits for the sponsoring company (Bowdin et al., 2001:55).

There are various forms of sponsorship to be aware of and they fall into many categories which provide opportunities for a variety of sponsors to invest in or sponsor the event.

These categories include –

- *Exclusive or title sponsor:*
For example, the ABSA KKNK festival.
- *Presenting sponsor:*
These are major sponsors of a part of the event or even the entire event.
- *Co-sponsor:*
These sponsors share event sponsorships with one or more other sponsors.

- *Media sponsor:*
These sponsors may provide advertising support to the event. They may also provide cash support and publicity.
- *In-kind sponsor:*
Sponsorship at this level is provided through the donation of products or services. While cash does not trade hands, in-kind support helps to lower the event expenses **(Rossouw, as quoted by Slabbert, 2004:115-116)**.

Recently there has been an increasing growth in sponsorships and a corresponding change in how events are perceived by sponsors. Large companies have shifted their perception from seeing sponsoring as a public relations tool to it being an important part of their marketing mix. Being successful major events is now seen as desirable properties to be used to increase brand awareness and for increasing sales. Sponsors can also be a partner in the event **(Bowdin et al., 2001:56)**.

2.7.5 Local Businesses

Events may provide a host community with a strong platform to showcase their expertise, host potential investors, and create a place where they can promote new business opportunities. The media exposure generated by the success of an event can illustrate the ability, innovation and achievements of the event participants or the host community. Special events are mechanisms that enable as well as present a variety of opportunities **(Bowdin et al., 2001:49)**.

The business sector can consist of a variety of different businesses, for example activities, entertainment, refreshment and equipment, and they are all interlinked. The size of an event determines how big a percentage of the local businesses will benefit and be used.

Local organisations that can be used when organising events include: *production, distribution, venues and ancillary services*:

- *Production includes* event management companies, event catering companies, party planners, production companies, technical services, multimedia support companies, voluntary bodies, education and training.
- *Distribution includes:* individual events and venues, event and conference agencies, trade media, hotel booking agencies, incentive travel agencies, visitor bureau, ticketing agencies, trade exhibitions, national- and local tourist bodies.
- *Venues include:* Event room/hall/grounds hire, catering and kitchen facilities, accommodation, food and drink suppliers, business support services, medical services, info services, waste disposal and grounds clearance, toilets, washrooms and public facilities, parking, security, set designers.

- *Ancillary services*: Photographers and video makers, transport and guiding services, music and entertainment services, transition services, costume hire services, marquee hire services, printers, floral contractors, database support services, fireworks display operators, government services (**Shone & Parry, 2004:38**).

Events can provide incentives for local businesses to become involved in the community because they provide promotional opportunities for businesses (**Gursoy et al., as quoted by Slabbert, 2004:134**).

2.7.6 Tourists

The participants, spectators, visitors or audience for whom the event is intended plays a major role in the success or failure of an event. The organisers must be in touch with what the needs of this group are, and meet them directly. This includes their physical needs, as well as their needs for comfort, safety and security. Apart from these basic needs there is also a need to make the event special – to connect to their emotions. A skilled event organiser or manager would strive to make events meaningful, magical and memorable (**Bowdin et al., 2001:58**).

It may be obvious that visitors play a key role but they are, according to **Mason (2003:82)**, viewed as a major cause of problems in the tourism industry, explaining that if they are perceived to be a homogenous group, they are an easy group to target for the so-called evils of tourism.

Hemmerling (**as quoted by Bowdin et al., 2001:58**) describes criteria by which visitors judge an event as the following:

Their main focus is on the content, location, substance and operation of the event itself. For them the ease with which they can see the event activities, the program content, their access to food and drinks, facilities and services are the keys to their enjoyment. Simple factors such as whether they had a good experience at the event will sometimes influence their success measures. Secondary issues, such as mixing with the stars of the show, social opportunities, corporate hospitality and capacity to move up the seating chain are all part of the evaluation of spectator success.

All the event role-players are involved in the planning of events and play a key role in especially the marketing of the event. In the following section the planning of events will be discussed.

2.8 THE ROLE OF THE LOCAL COMMUNITY IN EVENTS

It is important that communities should have a major say in the planning and management of events. However, the role of communities is often marginalised. According to **Slabbert**

(2004:126), the local community provides many of the businesses, public places and hospitality services used by tourists/visitors. Staff, volunteers and a great many other resources come from the local community.

Positive attitudes towards an event are associated with economic and social benefits gained from the event. Community members that do not receive benefits are more likely to perceive the event as negative (Pope & Turco, 2001:203) and act accordingly. If the costs outweigh the benefits the attitude of the community will be negative.

According to Wearing (as cited by Slabbert, 2004:127) the community can only be involved given the desire to do so exists in as far as it is capable of contributing to a successful and sustainable tourism industry. It is, however, imperative to build community support for the event. In areas where this has not been done, feelings of hostility between the local community and the tourists/visitors heighten. It is the local communities that bear the socio-cultural impacts of mass tourism, namely disruption of established activity patterns, anti-social behaviour, crime and overcrowding caused by tourism developments, even an impact on local lifestyles and quality of life. Lack of community support has been a major reason for failure of events.

If the local community see themselves as an integral part of the event and are interested in the event, their support will have a positive effect on the way visitors view the event and the destination. Members of the community are both suppliers, through community participation and support, and tourists/visitors through their attendance. Social and economic factors such as community attachment, length of residence in an area and economic dependency on tourism can influence resident perceptions of and attitudes towards tourism (Besculides et al., as cited in Slabbert, 2004:128). It is also true that even when overall attitudes towards tourism are positive, residents living in close proximity to attractions can have greater concern about tourism impacts than those living further away.

Events can therefore be used to showcase the uniqueness of local communities to the rest of the country or world. The attraction of events has an impact on the community and they can influence the success of the event. Getz (as cited by Westerbeek, Smith, Turner, Emery, Green and Van Leeuwen, 2005:128) is of opinion that the following factors can affect the attraction of events to a certain community:

- Creation of a favourable image of the 'place'.
- Attraction of an increased number of foreign visits.
- Expansion of the tourist season.
- Improvement of tourist infrastructure.
- Stimulation of repeat visits.

- Development and improvement of management and infrastructure needed to attract events.
- Development of sports, arts and culture within the community.
- Maximisation of benefits and impact on the community.

It is important that the community understands the long-term development and vision of the event. Although events contribute to the development of new facilities and the attraction of events it has only recently been realised that accountability for the community resources are important. It is also important to show how community resources can be utilised in order to provide a return for the community (**Allen, O'Toole, McDonnell & Harris, 2002:29; Westerbeek et al., 2005:16**).

Without the support of residents, sanctions may be imposed by the community which can include:

- Loss of local support for the event and organisations that promote the event.
- An unwillingness to work at the event.
- *A lack of enthusiasm in promoting the event by word-of-mouth.*
- Hostility to visitors manifested in overcharging, rudeness and indifference (**Pope & Turco, 2001:203-204**).

Allen et al. (2002:54) state that event managers need to have a good understanding of the influences on and the forces acting in the broader community. The receptiveness of the community is influenced by their needs, mood and desires and can influence the success of the event. With the increased focus on globalisation, event organisers are challenged by functioning in an increasingly global environment on the one side and expressing the uniqueness of the local community on the other.

2.8.1 Involving the community

Opportunities for residents to share their views on aspects of the festival through consultation or community forums that bring issues and views together are important (**Slabbert, 2004:126**). The host community needs to participate in and own the event. A higher level of participation in the event can add value to the marketing of the event by means of community communication.

South Africa consists of a multicultural nation and the festival caters for a wide variety of cultures, therefore with this event a big part of the local community can get involved. It is therefore important for the event organisers to consult with the community in the context of the type, size and occurrence of the event.

This can help that the event meets the needs of the community. If these needs are met the support of the community is almost guaranteed. Although a collaboration process such as this can cause a delay in the decision-making processes in the long-term it represents the best method of ensuring community ownership of the event and of over-coming any conflicts that could otherwise halt the project (**Westerbeek et al., 2005:128**). The consultation process can lead to open-communication channels between the community and the event organisers and minimize the negative impact and perceptions of the event. **Allen et al. (2002:56)** points out that host communities have past experience of different events and one can draw on this knowledge and implement some of their ideas where feasible.

It is therefore clear that the community forms an integral part of the event and should be involved in the planning, management and marketing of the event.

2.9 CONCLUSION

The aim of this chapter was to explore the relationship between the events industry and the local community. This is realised by firstly analysing the events industry in a discussion on certain concepts. It was clear that events can add value to an area and can be seen as temporary occurrences taking place during a specific period of time. Event tourism is considered as a developing field of study that is generating various impacts. Various types of events have been identified which include special events seen as a once-off occasion, major events seen as a large scale special event, hallmark events seen as one-time or recurring events and mega events seen as events that attract large numbers of visitors with larger effects and impacts. Cultural events, for instance the Grahamstown National Arts Festival, include various categories such as parades, art exhibitions, festivals and so forth.

It was also discovered that events have certain characteristics that influence the impact and the marketing thereof. These include aspects such as uniqueness, perishability, intangibility, ritual and ceremony, ambience and size, personal contact and interaction, labour intensiveness and a fixed time scale. It was also found that events have a certain impact on the host community and the destination which can be categorised according to economic, social or environmental impacts. It is, however, important to increase the positive impacts and minimize the negative impacts. Social and cultural impacts were identified as the most important impacts in this specific study, having the greatest impact on the local community and bringing about a positive or negative attitude towards the festival, which will ultimately have an impact on their attitude towards the festival and their word-of-mouth marketing.

Attention was also given to the various role-players of events, being the local government, event organisers, sponsors, local businesses, tourists and specifically the local community. The role of the local community in events was summarised and it was indicated what the event can mean to the community. A few ideas on how to involve the community were also discussed.

To enable organisers to plan, coordinate and implement more effective events and to analyse the role of the community in the marketing of events will be discussed in the next chapter.

CHAPTER 3

The Role of the Community in Event Tourism Marketing

3.1 INTRODUCTION

Tourism plays an important role in communities – internationally as well as locally – and can improve the social and economic conditions of a local community. Marketing is one of the key elements of tourism that can maintain and change the position of a country or area to being an attractive tourist destination (**Saayman, 2001:61**). People's perceptions and attitudes concerning a certain destination are influenced by marketing which leads to increased visits to the advertised destination.

Marketing now is, more than ever, in these globally competitive twenty-first century conditions, a primary focus for tourism management teams (**Middleton & Clark, 2001:1**). Although tourism has been called an industry, it entails various sectors. According to **Seaton and Bennett (1996:3)** marketing is needed to sell the different products to the tourists/visitors.

Tourists/visitors are exposed to various marketing messages aimed at persuading and influencing their actions and behaviour. These messages are conveyed through personal experience, word-of-mouth information, media information, public relations as well as non-advertising channels of marketing and the price of the product. All these resources and messages provide grounds for decision making and play a role in the daily decision-making process (**Schudson, 1993:91**).

The marketing of tourism products such as events entails a composition of tangible and intangible needs-satisfying utilities. The product will be available at a certain place, demanding a certain price from the tourist and will be introduced through promotion of some kind or another. The product will also obtain a place value when the consumer receives the product or service. There is also a certain price included which the consumer must pay, and this is determined by the value gained from it. Successful marketing depends on the effectiveness of the communication between the potential tourists and the tourism industry (**Saayman, 2001:62**).

Although tourism marketing specialists make use of the various media available it has been found that word-of-mouth communication plays an important role in the marketing of tourism

products. Very little research has been conducted in this regard. As for events, the host community can be considered as a vehicle to convey positive messages concerning the festival which is nothing less than positive word-of-mouth communication.

The aim of this chapter is to analyse the role of the community in tourism marketing with special reference to the events industry. This will be realised by firstly discussing certain key concepts, followed by the marketing process and marketing tools. The role of the community in marketing will be specified based on the role of perceptions and attitudes in marketing. Figure 3.1 gives a layout of the contents of chapter 3.

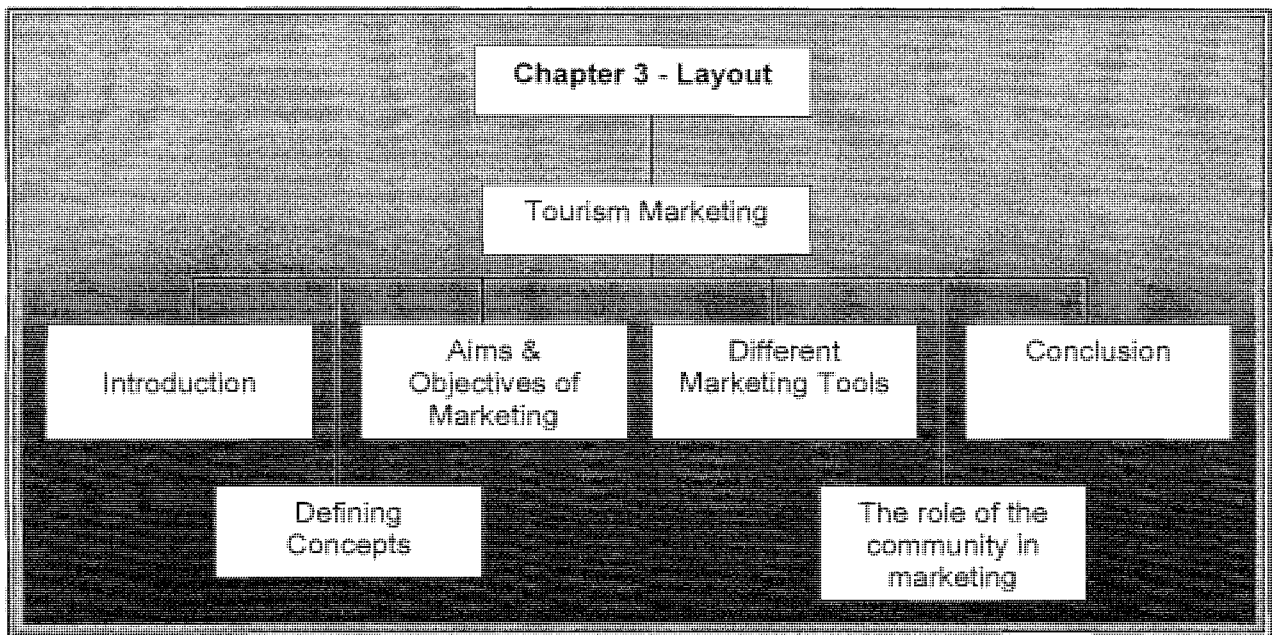


Figure 3.1: Chapter layout

3.2 DEFINING KEY CONCEPTS

When analysing tourism marketing the definition of marketing and the difference between service and goods marketing is an important aspect and should be clearly understood. This section will focus on these definitions.

3.2.1 Marketing

In analysing marketing it is necessary to differentiate between the common word in everyday use and the term as it is used professionally by marketing managers. When referring to common, everyday marketing, the target market is the daily target of massive and sustained marketing activities in a variety of forms which vary from advertising on television and radio, in the press, on posters, through direct mail or through word-of-mouth from a neighbour or a friend. The evidence of marketing activities surrounds us and runs much deeper than this explanation (Middleton & Clark, 2001:18-19).

Marketing involves the interaction and interrelationships between tourists and event organisers of the festival, through which ideas, products, services and values are created and exchanged for the common benefit of both groups (**Weaver & Lawton, 2006:203**). Marketing thus means exchange.

Basically marketing can be explained as the process of achieving voluntary exchanges between two different parties: the tourists/visitors who decide and choose to buy or use products and event organisers that design, supply and sell the festival.

The tourists/visitors, in terms of marketing are concerned with:

- Understanding the needs and desires of existing and prospective tourists/visitors (why they buy).
- Which products they choose, when, how much, at what price and how often.
- How information regarding product offers is retrieved by the tourists/visitors.
- Where the tourists/visitors buy products.
- How the tourists/visitors feel after their purchase and consumption of festival products such as stage tickets or food.

In terms of the event organisers, marketing focuses on:

- Which products to produce and why, especially new products.
- How many products to produce.
- At what price products are sold.
- How to communicate their offers and by which media.
- When and where to make products available to tourists/visitors (**Middleton & Clark, 2001:19-20**).

It is important to realise that not all products are exchanged for money and profit. For example, some visitor attractions such as museums may be available to visitors free of charge, and some national parks may charge but run on a non-profit basis. Events have certain products (free music shows) that are available to tourists/visitors free of charge. Tourists/Visitors still have the option in these cases to spend their time on these products (**Middleton & Clark, 2001:20**).

According to **Hall (1997:136)**, marketing is that function of event management that can keep in touch with the event's participants and visitors, read their needs and motivations, develop products that meet these needs and build a communication program which expresses the event's purpose and objectives

The definition of marketing highlights the importance of a tourism product to fulfil the *needs* and *wants* of tourists/visitors. Humans are complex and have various *needs* that must be satisfied, ranging from the need for food, clothing, safety and security, to self-expression and a sense of belonging. *Wants* are linked with the way people communicate their needs, they are described in terms of objects that will satisfy needs.

The definition also focuses on the idea of *exchange*. Marketing is a process of exchange and focuses on the trade of items of value between event organisers and tourists/visitors. The tourist/visitor receives a service in trade for money. Furthermore, the definition speaks of the term *value* which is the difference between the benefits of the service and the cost of attaining it (George, 2001:4-5).

3.2.2 Service marketing versus goods marketing

There is a clear difference between marketing services and marketing manufactured products. Manufactured products such as swimming pools, air balloons and safari trucks all have an element of intangibility just like services; it cannot be tested beforehand. On the other hand there is a tangible element when purchasing a service, tourists/visitors know what to expect when visiting a festival such as Grahamstown National Arts Festival (George, 2001:23-24).

Because the tourism product mainly consists of services, and products cannot be tested before purchase, it relies strongly on word-of-mouth marketing.

Vogt and Fesenmaier (1995:764) state that there are basically four characteristics which distinguish services from goods (as seen in Table 3.1) and include: *intangibility, perishability, heterogeneity and inseparability of production and consumption*. These service characteristics emphasise the interaction between event organisers and tourists/visitors during service delivery and are considered critical to the success of tourism-related businesses. George (2001:24) summarises some differences and similarities between services and manufactured products.

Table 3.1: The differences between the characteristics of tourism and hospitality services and manufacturing products (George, 2001:24; Bennett & Strydom, 2001:5)

| Services | Manufactured Products | Example |
|-------------|-----------------------|--|
| Intangible | Tangible | The customer cannot inspect the festival before it is purchased, unlike the purchasing of a car. |
| Inseparable | Separable | Services are produced and consumed at the same time and the service provider is part of the offering. A waitress is an inseparable part of the service offering. Products may be |

| | | |
|------------|----------------|--|
| | | consumed independently. |
| Variable | Standardised | A stage performance at the festival is always unique; it exists only once and is never exactly repeated. Products are standardised. |
| Perishable | Non-Perishable | A musical performance at the festival cannot be stored and saved for a later date, unlike a product, which can be stocked until demand occurs. |

It is now clear that marketing of services differs from the marketing of physical products. Therefore tourism is defined as a service but also differs from other services. It is important to understand these differences, since they directly influence the marketing of the product and emphasise the more frequent use of word-of-mouth communication in tourism marketing. These differences include the following:

- **Tourism is more supply-led than other services**

Marketing usually begins with a bottom-up sequence of planning starting with a detailed analysis of the *consumer*, the *market* and the *environment*, after which the marketing planning begins. Tourism marketing turns this process around. Tourism trends are supply-led rather than demand-driven. Where products in other service sectors may be designed after intensive research into consumer needs, tourism marketing is often a matter of taking an existing destination or product, and then determining what kind of tourist will be interested in purchasing it. In reality, few organisations have the luxury of starting from scratch with consumer needs, although this is the ideal situation (**Seaton, 1994:135; Seaton & Bennett, 1996:540**). Thorough marketing research can assist event planners in providing for the needs of tourists/visitors and improve the festival product. This will be highlighted in the marketing of the festival.

- **The tourism product is frequently a multiple one involving co-operation between several suppliers**

Tourism is often a combination of various products consisting of products from the different tourism sectors (accommodation, attractions, transport, tour operator, destination organisations). For example, a cultural festival will include accommodation, attractions such as performances, transport, food and many more. Therefore control over the product is impossible, for the shortcomings in one sector may adversely affect the reputation of the product as a whole. Tourists/Visitors also play an important role in the design of the tourism product by the way in which they experience it (for example through which shows or activities they choose to attend at a festival). In some cases the tourism experience may require little product structuring of any kind by a tourism

organisation, for instance camping at the festival (**Seaton, 1994:135; Seaton & Bennett, 1996:540**). Integrated planning and marketing of the product is important for a tourism product such as a festival.

- **Tourism is a complex, extended product experience with no predictable critical evaluation point**

Tourism experiences usually extend over different periods of time (weekends, weeks, even months), and include long phases of pre-trip anticipation and post-trip retrospective reflection. There are few obvious points of evaluation. Where in other services results can be seen, as in car repair services, it is recognisable that the car was fixed, but a holiday is often appraised and reappraised at different moments before, during and after it has taken place (**Seaton, 1994:135; Seaton & Bennett, 1996:540**). Tourists/Visitors will therefore remember their enjoyable experiences, socialisation with friends, laughs and many more. This can also be seen in the photos taken at the festival which will extend the life of the festival and encourage tourists/visitors to attend again. Word-of-mouth communication can also extend the product experience and enlarge the target market of the festival.

- **Tourism is a high-involvement and high-risk product**

Holiday decisions are important to people and they are faced with a number of perceived risks. This involves committing large sums of money to something which cannot be seen or evaluated before purchase. The return cost of additional vacation time or money to make up for a good holiday that went wrong is irretrievable. Therefore it can be concluded that holidays involve encounters with the unknown in terms of destination, accommodation, transport, food and crime which all involve a risk (**Seaton, 1994:373**). Even when tourists/visitors book for a specific musical performance at the festival, and they have seen previews of the show it is not possible to know what exactly to expect. This states that tourism marketing involves an element of reassurance and security that needs to be conveyed.

- **Tourism is a product partly constituted by the dreams and fantasies of its consumers**

Other services such as banking, medicine or car repairs are consumed for rational, functional purposes and reasons. Tourism was created from fantasies of self-realisation, personal transformation, exotic escape, romantic sublimation and other dreams or wishes. Event organisers need to keep the "dream" element in mind at all times (**Seaton, 1994:135; Seaton & Bennett, 1996:540**) and apply this to the marketing of the festival.

- **Tourism is a fragile industry susceptible to external forces beyond the control of its suppliers**

All service provider organisations are affected to some degree by external forces but tourism is prone to them more than any. A war, a terrorist outbreak, natural disasters or health scares can damage tourism overnight. The result is that tourism organisations and event organisers occasionally have to respond hurriedly and quickly in situations, in the form of product redesigns, price reductions or promotional damage limitations to fight against sudden adverse trading conditions (**Seaton, 1994:135; Seaton & Bennett, 1996:540**). The support of the local community can make a huge difference in circumstances such as these.

It is clear that the characteristics of tourism marketing make the application of traditional marketing methods difficult. It is important to improvise in the tourism industry and tourism product such as events should incorporate various means in order to improve the marketing of the event and ensure sustainable growth. **Getz (1997b:281)** is of opinion that the classic marketing concept should be modified for events in two ways. Firstly he argues that the customer is not always right and that event producers should not create events that will generate the highest profit. Secondly, many events exist in the area of public policy or social services and do not need to respond only to market forces. Relationship marketing is therefore more important in the case of events. He is also of opinion that event managers should learn more about experiential marketing; therefore focus on the event experience. The next section will focus on the marketing aims and objectives of tourism products.

3.3 AIMS AND OBJECTIVES OF TOURISM MARKETING

When developing a marketing communications plan, it is important that event organisers should have clearly defined objectives. These objectives are the keystones of the plan as it will set the boundaries and direction for strategic decisions; determine the measurement and control procedures; and, to some extent, suggest what is needed in the budget. Objectives are also required and necessary when the marketing plan has to be communicated to others in the organisation (**Masterman & Wood, 2006:37**).

Marketing aims at effective and efficient use of people, money and material in and ever changing environment in order to ensure profit, survival and growth of the event. One of the objectives of an event would be to generate a profit, which will not be achieved if not all role-players are concerned with marketing. The aims of specialist marketing can be summarised as follow:

- It provides a method for relevant information to be distributed by the internal and external environment.

- It provides a sound basis for studying business problems so that accurate decisions, which form the foundation for actions, can be taken.
- It explains and controls the marketing processes that are used and not only interprets the facts, but also shows their relationships.
- Analytical methods are made available to solve problems and are based on methods that are derived from economic, statistic, sociological and psychological factors.
- Only relevant and necessary activities must be performed.
- The main restrictions are the needs of the event and the money and time that must be allocated to marketing functions (**Saayman, 2001:76-77**).

Objectives can be used to evaluate the effectiveness of the marketing plan and therefore need to be specific, measurable, attainable, realistic and time-framed (**Pope & Turco, 2001:22**). Cultural events, such as Grahamstown National Arts Festival, may aim at increasing the number of visitors to the festival, increasing the number of tickets sold for performances, increasing the length of stay, improving community participation, the economic impact of the festival, providing a unique experience, providing entertainment and/or producing media coverage (**Van der Wagen, 2005:173**). The aims of good marketing are important when developing the marketing communications plan for the event and it is important to have clearly defined objectives. The next part focuses on the marketing plan and looks at the various steps taken to accomplish the marketing.

3.4 THE MARKETING PROCESS

According to **Getz (1997a:250)** marketing events is the process of employing the marketing mix to attain organisational goals through creating value for tourists/visitors. It is important to focus on building mutually beneficial relationships and maintain a competitive advantage. The marketing process is explained in this section as well as its purpose and three examples of marketing planning processes in order to grasp the main reason and effect of marketing. This can assist event organisers in better understanding the marketing process and identifying the role of the community in this process.

3.4.1 Marketing planning

Event organisers and the various role-players involved in the planning of the event, whether or not conscious of it, conduct marketing activities. The expression *marketing plan* is generally used to mean a tactical plan – detailed and short term (one to three years). Strategic plans are generally less detailed and cover three to five years (**George, 2001:58**). Although event organisers aim at building a long-term image of the event, they do engage in tactical plans which focus on the marketing of the festival from year to year.

According to **Middleton and Clark (2001:203)**, marketing planning is no more than a logical thought process in which all event role-players engage to some extent. The scale of planning and its complexity obviously differs in accordance with the size of the event, but the essential approach is always the same.

3.4.2 The purpose of marketing planning

Middleton and Clark (2001:203) emphasize six main reasons why staff, time and resources should be focused on marketing planning:

- a) To identify and focus the attention of management on the current and targeted costs, revenues and profitability in the context of its own and its competitors' products and segments.
- b) To focus decisions on implementing the strategic objectives of an organisation in their market context and identifying competitive short-term action plans relevant to the long-term future.
- c) To set and communicate specific business targets.
- d) To schedule and co-ordinate promotional and other marketing actions.
- e) To achieve co-ordination and a sense of joint direction between the different departments of the organisation or event planning team, and to communicate and motivate staff.
- f) To monitor and evaluate the results of marketing expenditure and adjust the planned activity as required, meeting unforeseen circumstances.

George (2001:58) indicated that planning for marketing can be divided into two parts. *Firstly*, in terms of the tourism marketer, marketing planning:

- ensures that the marketer targets the right markets and segments;
- makes sure the marketing is cost effective; and
- encourages marketers to look at individual products.

Secondly, in terms of the tourism organisation or event organiser, marketing planning:

- causes the event to identify and concentrate on its objectives;
- helps to shape the corporate mission statement;
- encourages the event to concentrate on internal strengths and weaknesses;
- forces the event to plan for the future;
- helps the event carry out marketing on a day-to-day basis; and
- encourages the event to consider who their competitors are.

With this approach marketing is more accurate and focused in a specific direction to make an impact when launched. It is also clear that marketing is not a one-man effort but an integrated

effort involving various role-players. This integration must be directed by a specific plan which will be discussed in the next section.

3.4.3 Marketing plan

In this section four different researchers' marketing plans will be discussed briefly to analyse and establish what they entail and will be compared in terms of steps taken to reach the goal. It is also the purpose of this section to determine the role of the community in the marketing plan. In Table 3.2 the marketing plans of four researchers are compared of which the marketing process by Van der Wagen is directed at event marketing.

A brief discussion of these marketing plans follows.

3.4.3.1 Marketing plan – Van der Wagen

The marketing plan has the following sections:

- Step one consists of the *analysis of the internal business environment*, which refers to the strengths and weaknesses of the environment. It is therefore important to consider aspects such as the core activities, customer base, values and current direction of the event. An analysis of current and previous marketing efforts as well as capabilities, skills and resources need attention.
- Step two focuses on the *analysis of the external business environment*. The viability of the event is influenced by factors beyond the event organiser's control. For example an increase in fuel prices can be a threat to the event. Aspects to consider include the identification and analysis of information on expected market growth or decline, projected changes in the labour force, population and economic activity as well as event industry and tourist/visitor trends and developments.
- Step three highlights the importance of the target market. Events should be competitively positioned and developed to adhere to the needs and wants of the tourists/visitors. It is therefore important to know what the tourists/visitors consider as desirable and being able to provide that.
- Step four explains the development of the right product/s and price/s for the tourists/visitors. Creating the right product will lead to an increase in the number of visitors and possibly also an increase in the length of stay.

- Step five focuses on the planning of the distribution system and specifically in the case of events ticketing. On-line ticketing agencies are the best option, especially with tourists/visitors being technologically advanced.
- Step six is concerned with the development of marketing objectives. These should be measurable and time-related. It should therefore be achieved in a given time frame.
- Step seven highlights the development of action plans and budgets after the marketing objectives have been determined. Awareness is therefore created of the event products and can occur in a number of ways including advertising, personal selling, sales promotion, merchandising and public relations.
- Lastly step eight focuses on monitoring the success of the marketing plan. This is an ongoing evaluation process in order to make changes if needed. Research can be conducted to determine the level of success, and a marketing information system can be a useful management tool that systematically gathers information concerning the target market with a view to improving marketing decision making (**Van der Wagen, 2005:97-106**).

3.4.3.2 Marketing plan – Saayman

The marketing plan has the following sections:

- Step one consists of the *executive summary*, which contains the essence of the marketing plan. It includes determining the subject of marketing, the product's market groups, the period, products that will be covered by the plan, aims and objectives, a pilot campaign, market share, profit plans, price determination, product plans, new product plan, promotion plan, competition, distribution, organisation, training and financing.
- Step two focuses on the *present market situation*. This can be described as the sum of the factors or variables and resources that influence the marketing management's ability to develop successful strategies for the target market. The marketing environment can be divided into internal and external environments. The internal environment mainly analyses the product situation whereas the external environment analyses the competition situation.
- Step three includes the *SWOT analysis*. The aim of the SWOT analysis is to make out the existing (internal and external) factors that will have a significant impact on the future plans of the business. The internal factors refer to the strong and weak points of the business and contain variables, among others sources, abilities and skills of the staff.

The analysis of the internal environment is based on the resources of the business. The external factors refer to the opportunities and threats of the external environment, and include macro and market variables. The external analysis is an environmental analysis and the business has no control over it.

- In step four the *marketing objectives* are put together. In step five the *strategies* are formed. After the present and future positions of the business have been determined, it is important to establish how the business is going to reach its goals. The biggest problem that managers experience is to integrate the elements of the marketing mix with the marketing planning process. The following aspects are also included: product plan, distribution plan, price plan and communication plan.
- Step six includes the *action steps* that answer questions such as: What must be done? With what will it be done? Who will do it? What will it cost?
- Step seven involves the *budget*. Action plans enable the management to prepare a supporting marketing budget which basically is a projected profit and loss statement. Expenses include cost of production, marketing and physical distribution. The income shows the predicted sales and average price.
- The last step is *control*. This is where progress is monitored. This allows management to timeously identify problem areas and take the necessary steps. Three types of control can be applied, namely pro-active, reactive and continuous control (**Saayman, 2001: 380-388**).

This framework may differ from author to author but essentially cover the aspects of the planning process.

3.4.3.3 Marketing plan – George

The process of effective tourism marketing includes information gathering, marketing planning, the marketing mix elements and promotional strategies. This marketing process leads to the marketing plan. The process includes:

Information gathering. Information concerning market trends, consumer segments and consumer buying behaviour is frequently derived from marketing research activity. Gathering information is a fundamental process of marketing and is used in making marketing decisions.

Table 3.2: A comparison of marketing plan steps (Saayman, 2006:380; George, 2004:71-85; Holloway & Plant, 1989:19-50)

| Steps: | Van der Wagen (2005) | Saayman (2006) | George (2004) | Holloway & Plant (1989) |
|---------------|---|------------------------------|-------------------------|--------------------------------------|
| Step 1 | Analyse the internal business environment | The executive summary | Mission statement | Setting objectives |
| Step 2 | Analyse the external business environment | Present the market situation | Analysis | Business environment & SWOT analysis |
| Step 3 | Identify the target market/s | SWOT analysis | Planning | Strategic planning |
| Step 4 | Develop the product/s and price/s | Objectives | Implementation | Forecasting |
| Step 5 | Plan the distribution system | Marketing strategies | Monitoring and feedback | Setting the marketing budget |
| Step 6 | Develop market objectives | Action steps | | Organising for effective marketing |
| Step 7 | Develop action plans and budgets | Budget | | The marketing mix |
| Step 8 | Monitor success | Control | | Controlling the marketing plan |

Marketing planning. The marketing planning process is a systematic means of deciding and communicating the goals and objectives of the organisation. Marketing planning involves the organisation analysing its strengths and weaknesses in its existing and prospective markets, identifying its aims and the opportunities it seeks to develop, and defining strategies to achieve its aims.

The marketing mix elements. The marketing mix refers to the elements that can be used to communicate with consumers. The traditional marketing mix consists of the four P's: product, price, place and promotion. These elements form the core decision factors in any marketing text and are located at the heart of the marketing plan.

Promotional strategies. One of the main processes of marketing is to review the various promotional strategies to achieve planned organisational goals and targets. The promotional mix consists of a blend of advertising, sales promotions, public relations and personal selling.

A marketing plan provides a road map for all marketing activities of an organisation. This marketing plan, which is formed with the above-mentioned information, consists of four steps which include:

- Step one is the *mission statement* stage. Before the plan is executed, the organisation must have a clear understanding of what business it is actually in. The tourism organisation must agree on its overall mission statement, and it must reflect the aims and scope of the organisation. This provides the organisation with a shared sense of purpose and direction. The rest of the marketing plan should be designed to fulfil this mission.
- Step two is to *analyse the organisation*. Once the mission is defined its planners can address the question of how to achieve results that will lead to the organisations success. The first stage of the strategic planning process is to understand the current situation: Where are we now? To answer this question requires an analysis of the organisation, its markets and the external forces that influence them. This analysis takes place at a number of levels: the entire organisation; the individual strategic business units; and the individual products it is called the SWOT analysis, a tool examining the micro and macro factors effecting the whole organisation measuring the strengths, weaknesses, opportunities and threats in the internal and external environment.

- Step three is the *planning stage*. Once the organisation has been evaluated by the marketers, it is possible to analyse the current situation and where the organisation wants to be. Marketing objectives and strategic objectives are set at this stage. In setting the marketing goals the primary intended accomplishments are identified. The goals provide target areas for achievements. They are less specific objectives. Setting the marketing objectives refers to the specific aims the marketing managers want to accomplish. They are realistic and compatible with the organisation self. These objectives must be specific, measurable, achievable, and realistic and time constrained. An organisation's marketing plan should be designed to achieve one or more of these objectives.
- Step four entails the *implementation stage*. Once the strategies are selected, the next stage would be to ask the question 'How do we get there?' It involves putting the plan into action. It is the application of the tactical plans based on each component of the marketing mix: product, place, price and promotion.
- The final step is *monitoring and feedback*. This step involves evaluating the progress made and identifying any problems. This step should be carried out on a regular basis and when evaluating the marketing progress, the sales figures can determine success of the marketing plan (**George, 2004:71-85**).

The marketing plan is an inventory of the past and present from which the future is projected and planned.

3.4.3.4 Marketing plan – Holloway & Plant

Planning is needed to meet short-term and long-term objectives. Marketing is simply a tool by which an organisation achieves its objectives. This marketing plan comprises 8 steps:

- Step one includes setting objectives. Objectives prone to be sought by the organisation will include objectives such as: achieving a certain level of sales growth within a certain period of time, reducing business risk by diversifying or obtaining a given percentage share of the market within a given period of time. The marketing plan will be designed to attain one or more of these objectives by the use of a selected choice of strategies.

Most managers would declare their aims would be to satisfy all the objectives that are set, but as tour operators and additional travel organisations have learned to their cost, the achievement of increases in market share, or a policy of long-term growth may be at the expense of short-term profits (**Holloway & Plant, 1989:20-22**).

- Step two involves the business environment and the SWOT analysis. The marketing plan has to be flexible to take into account changing circumstances. If an organisation follows the plans too rigidly it stands in danger of missing new opportunities which arise in the course of the plan's implementation. An organisation has within its power the ability to change any aspect of its internal operations as it sees fit. However, it operates within an environment over which it has little, if any, control. This environment comprises the political, legal, economic, geographical and cultural framework in which all businesses, if the objective is to survive, must learn to adapt to these changes. The environment may include: government, climate, shareholders, media, suppliers, demographic changes or banks and financial institutions to name only a few.

The SWOT analysis of the business environment which has just been described is a necessary first step in systematically appraising the present position of the company and identifying its problems. As indicated in the above-mentioned marketing plans, the SWOT analysis identifies the organisations strengths and weaknesses as well as the opportunities and threats (**Holloway & Plant, 1989:22-31**).

- Step three is the strategic planning. Once a company has evaluated its marketing position it has three directions in which it can move, strategically.

Cost leadership. In this case an *organisation* is big and powerful enough to undercut its rivals on price; it may choose this strategy as the basis for its consumer appeal. Price reductions are achieved through cost reductions.

Product differentiation is an alternative to price leadership, another organisation may choose to specialise in certain kinds of products which are not provided by their competitors. It may also opt to focus on quality, justifying a higher price than the large competitors by offering improved value. This will require a heavy emphasis on quality control to ensure standards are maintained.

Market focus. In this strategy the decision is taken to concentrate on one or more specific markets. By catering for individual markets and adapting products to meet the precise needs of those markets, the organisation reduces the competition it faces and becomes, in effect, a 'big fish' in a small pond.

These decisions are vital to the marketing decisions which will form the backbone of the marketing plan (**Holloway & Plant, 1989:31-33**).

- Step four is forecasting. As well as measuring where it is at the moment, a company must also determine where it is going, and where it will be at any given point in the future, following the execution of the marketing plan. A forecast is prepared to reflect the anticipated results, with projected sales, profitability and cash flow. In turn, the forecast will influence future marketing plans. Marketing plans will usually include short-term forecasts (between three and six months) and medium- term to longer term forecasts of expected performance. Forecasting is done in terms of demand, the sales and new products.
- Step five is setting the marketing budget. The founding of an overall budget for marketing will form part of the corporate financial planning process, but should be the outcome of negotiation between the head of the marketing department and other planning executives. The budgets are generally based on estimates of sales revenue and cash flow for the coming year, and introduce a measure of control over cash flow expenditure throughout the year. The budget determines both the resourcing of the department and promotional expenditure.
- Step six involves organising for effective marketing. No marketing plan will be successful unless the organisation is equipped to accomplish its objectives. In marketing terms, this means that the organisation as a whole develops a marketing-orientated approach, with staff sharing general aims and the will to achieve those aims. Marketing as a philosophy should filter through the whole organisation. There are four ways in which a marketing department can be organized, namely by marketing function, by geographic region, by product and brand and by markets served.

- Step seven includes the marketing mix. The concept of the marketing mix is one of the most important in marketing. It determines how the marketing budget is allocated, forms the foundation of the marketing plan's strategy and provides the marketing manager with the techniques to optimise budgetary expenditure. The marketing mix, as previously mentioned, is known as the four P's – product, price, place and promotion. It can be seen in the variety of ways in which a marketing manager can decide to distribute the budget between these four P's is almost infinite.
- Step eight is the controlling of the marketing plan. Any plan which an organisation introduces must be subject to control. The marketing plan must therefore be clear in its objectives, with each objective quantified and measurable. Control will be required over budget expenditure, and the performance of each element in the plan should be continually monitored to ensure the plan is on target (**Holloway & Plant, 1989:33-50**).

There appears to be various similarities in the different researchers' marketing plans. The SWOT analysis is seen in three of these and setting objectives is also seen in all the plans. The steps are basically the same and the marketing function comes to the fore in all of the marketing plans, although only the event marketing plans elaborate on the marketing mix and which specific marketing tools will/can be used although not in detail. The role of the community is not specified in any of the marketing plans and especially not in the event marketing plan. It can be inferred from the information above that the role of the community is not yet specifically identified in the marketing plan, which again emphasises the importance of this research.

Different marketing communication tools will be discussed in the following section in order to understand the availability of various tools as well as the possible role of the community in the application and use of these tools.

3.5 DIFFERENT MARKETING COMMUNICATION TOOLS

Traditionally, when thinking of marketing communication tools, it is described as consisting of basically sales promotion, public relations and personal selling, collectively referred to as "promotional mix". However, many changes have occurred in the way event organisations communicate with their target audiences. New approaches to the promotional mix can be seen and fresh combinations of communication tools are being used.

These tools or promotional methods can be placed in several different groups (as seen in Figure 3.2): advertising; sales promotion; word-of-mouth; direct mail; outdoor advertising; public relations and various others (Fill, 1999:6-9; Saayman, 2001:257). These groups will be discussed briefly.

3.5.1 Advertising

Although advertising is only a component of an event's integrated marketing communication it plays a very important role. The role of advertising is to reach mass audiences, offer a high degree of control, as well as selected markets, introduce new brands, thus business markets as well as consumers can be reached. Advertising is a non-personal form of mass communication and offers a high degree of control to those responsible for the design and delivery of the message. Advertising is a very flexible tool. It can be used to communicate with a wide audience or with a particular specialized segment of a target audience and is paid communication (Fill, 1999:7; Masterman & Wood, 2006:133-157; Van der Wagen, 2005:188). Although personal experience creates the most reliable image in the minds of the community, advertising can add to this image and enhance an already positive or negative image.

Clear objectives are set for advertising, which include the following:

- *Building brand image*: This is a long-term goal. Equity needs to be built into the brand so that it consists of set characteristics, values and benefits that make it more desirable. By using advertising copy and visuals, it reinforces an image or a set of brand associations. An event can be positioned in the market and therefore in customers' minds.
- *Creating awareness*: brand awareness, market positioning and advertising forms part of the brand-building task, and advertising is an effective tool for this job. Awareness can help customers recognize and recall an event. Top-of-the-mind awareness should be created through advertising. Advertising is completely informative, thus motivating the consumer to learn more about or do further research on a product or service.
- *Stimulating action*: Advertising can be used to encourage a purchase action.
- *Awareness reinforcement*: When brand equity and a clear market position have been achieved, it is important to reinforce that awareness. Advertising helps to remind customers of an event and reinforce its particular image.



Figure 3.2: Promotional methods for events (Saayman, 2001:257-291; Middleton & Clark, 2001:235-309; George, 2001:226-271)

The potential of Internet advertising is well recognised with exponential growth expected, especially for events. The Internet can translate interest into purchase with selling of tickets and booking of accommodation paid and confirmed online.

Advertising can be very expensive and organisers need to plan how and when these mediums will be used. Advertising consists of various forms of marketing mediums which include: television, newspapers, magazines, radio, internet, tele-marketing, printed materials, media partners and transit, which are all paid for marketing (**Masterman & Wood, 2006:133-157; Blythe, 2003:71-79; Fill, 1999:7**).

3.5.2 Sales promotion

Sales promotion can make a significant contribution to the event marketing especially during a slow period. Examples include discounted event tickets, packages and competitions to win prizes such as tickets to a premiere (Van der Wagen, 2005:192). The ultimate role of this tool is to affect the end-user sales and it is considered to be a tool that has direct appeal to end-user customers and for indirect appeal via intermediaries, as well as an internal tool for use to sales staff or other employees (Masterman & Wood, 2006:177-192).

There are three main categories of sales promotion:

- *Customer sales promotion*

Sales promotions that are directly focused on end-users and are designed to provide a final reason why customers should decide on a particular brand over another. An example of this form is prizes, gifts, discounts, or premium where the promotion acts as a trigger to affect new or increased use of the product.

- *Trade and sales promotion*

Trade and sales promotion focuses on retailers and distributors which are seen as intermediaries. In the events industry this could be a selected agency for ticket, corporate hospitality, and advertising or sponsorship sales to inspire the intermediary to affect better end-user usage. Examples of this could be a form of special payment terms so that the intermediary can maximize their profit.

- *Internal sales promotion*

Similar to trade sales promotions, internal sales promotion uses internal promotions to motivate and encourage those employees to sell the product to end-users. Employees will be offered an incentive as well as a motivation scheme that encourage the achievement of sales targets (**Masterman & Wood, 2006:178-179**).

Sales promotion, as an integrated marketing tool, cannot only achieve marketing objectives of increasing awareness and interest of the product, but can also achieve the increase of sale volume through repeat purchase, greater usage frequency, discouragement of brand switching and broadening and extending use. It can also develop sales leads, trial encouragement, movement of excess stock, pre-empting or counteracting of competitive promotions, deflection from or emphasis on price, generate publicity and help develop intermediary relations. Event organisations can therefore set a variety of objectives for customer, trade and internal sales promotions.

Sales promotions include activities such as sampling, coupons, premiums, money-off, bonus and banded packs, contests, cause-related donations, merchandising, information distribution through brochures, leaflets and catalogues, loyalty schemes, refunds and rebates, joint tie-in promotions, trade sales, allowances, contests, incentives and gifts (**Masterman & Wood, 2006:177-192; Fill, 1999:7**).

3.5.3 Word-of-mouth communication

Tourism products are intangible and consumers frequently rely on the recommendations of others. This is known as word-of-mouth advertising (**George, 2001:27**). The community plays an important role in the distribution of positive word-of-mouth about the festival although the importance of this function is underestimated. Recommendations from other tourists/visitors, community members or even family and friends are generally viewed as more credible than event-initiated promotional activities and can have a powerful influence on people's decisions to use/attend (or avoid using) the festival. In fact, the greater the risk potential tourists/visitors perceive in the buying process of the event, the more actively they will seek and rely on word-of-mouth to guide their decision (**Lovelock & Wirtz, 2007:172**). This is especially true in the selection of performances to be attended at the festival.

Information can be transferred or be available through friends, family and the groups of people with whom they interact at work and socially - known in the jargon as 'reference groups'. In other words it is a group of people whose approval tends to influence behaviour. Much research suggests that these informal channels of information, also known as 'word-of-mouth', are just as influential in purchase decisions as the other formal communication channels (**Middleton & Clark, 2001:77**).

Because word-of-mouth can act as such a powerful and highly credible selling agent, some marketers employ a variety of strategies to stimulate positive and persuasive comments from existing tourists/visitors. These include:

- Referring other tourists/visitors and knowledgeable individuals.
- Creating exciting promotions that get people talking about the great product presented at the event.
- Developing referral incentive schemes such as offering existing tourists/visitors some free or discounted tickets in return for introducing new markets to the event.
- Offering promotions that encourage tourists/visitors to persuade others to join them in attending the event.
- Presenting testimonials that stimulate word-of-mouth (**Lovelock & Wirtz, 2007:172**).

Research shows that the extent and content of word-of-mouth is related to satisfaction levels. Tourists/Visitors who hold strong views are likely to tell more people about their experiences than those with milder views. Dissatisfied tourists/visitors tell more people than those who are highly satisfied (**Lovelock & Wirtz, 2007:172**).

A tourist/visitor is only prone to recommend a tourism product of which he or she experienced a consistent, value-for-money quality experience. Positive word-of-mouth via users is essential to most successful tourism organisations such as events (**George, 2001:27**). Word-of-mouth marketing is a form of marketing that is not paid for by the marketer, but is highly reliable. The product owner does not have much control over the word-of-mouth marketing but it can push the message into a certain direction and add value to the marketing effort by the event team.

Word-of-mouth is one of the best sources of information for travel products. It is often under-emphasized by travel sales and professionals. Talking to someone "who's been there" is in many ways preferable and more reliable than any other source of information (**Burke & Resnick, 2000:186**).

Word-of-mouth marketing techniques are therefore based on the satisfaction of tourists, two-way dialogue and transparent communications. The basic elements therefore are:

- Inform people about the available products and services;
- Target people most likely to share opinions with other people;
- Equip people with tools that make it easier to share information;

- Gain knowledge about the current and potential target markets in terms of how, where and when they share opinions;
- Render a quality product/service;
- Listen and respond to comments and complaints (**Slabbert, 2008:36**).

Word-of-mouth therefore focuses on creating enthusiasm among community members instead of pushing marketing messages. Through various messages and actions community members are provided with something worth talking about and they promptly respond to possible concerns. The ideal situation is that community members become word-of-mouth marketers or ambassadors of the event. This only happens when they are satisfied with the product, service and experience and under these circumstances want to share their support and enthusiasm with others. This can be achieved through focusing on satisfying the tourists' needs, improving the quality of the product and service, responding to the concerns and criticism, encouraging two-way communication and listening to the community members and lastly earning loyalty (**Slabbert, 2008:36**).

Allen, O'Toole, McDonnell & Harris (2002:56) state that word-of-mouth is the best publicity of all. This is based on a festival held in England where the philosophy of the festival was to avoid paid advertising and focus on word-of-mouth communication. The event organisers believed that a good idea would have the power to sell itself. Although a large number of people attended the festival the event organisers had to manage the fascinating and counter rumours in order to manage the festival. According to Stephen Hall, who was Director of Special Events for New South Wales, the only thing that mattered is word-of-mouth.

3.5.4 Direct mail and relationship marketing

Direct marketing seeks to target individuals with the intention of delivering personalised messages and building relationships (**Fill, 1999:8**). It is also seen as the natural development of a service orientation. By focusing on target markets' and other stakeholder needs, characteristics and behaviour, the event organiser is in a stronger position to develop a mutually beneficial relationship with the target market. This 'relationship' increases the levels of involvement of both parties through shared interests and, if developed further, can lead to long-term loyalty and support. Direct marketing provides the personalised communication and direct response methods to develop successful relationship marketing strategies. Direct marketing is distinct in that it is targeted at an identifiable individual. In tracking customer contacts through a

direct marketing database, event organisations are better equipped to see their customers as individuals and to recognize them as being new prospects, repeat attendees or loyal customers (**Masterman & Wood, 2006:83**). Loyalty programmes are implemented by event organisers offering the members various benefits such as earlier bookings, discounted tickets, preference in terms of parking and so on.

Direct marketing methods include the implement media such as personal selling, telesales, mobile marketing, direct mail, e-mail and letters (**Masterman & Wood, 2006:83; Saayman, 2001:324**).

3.5.5 Outdoor advertising

Outdoor demonstrations are seen as one of the oldest forms of advertising. There are a variety of forms which include billboards, posters, advertising on litter bins and bus shelters, stickers on cars, taxis and buses.

When designing outdoor advertising, maximum use of imagery and creativity is needed. These advertisements are not read in detail and only by-passers will notice the detail. Icons, symbols and indices play a strong part in establishing the advert in the viewers' perception. It is very difficult to measure the audience for outdoor advertising, but this type of advertising is relatively cheap and effective for support advertising and for teaser campaigns (**Blythe, 2003:90-103**). This has been implemented with great success by the various events held in South Africa. The posters also support the theme of the event by means of slogans and pictures.

3.5.6 Public relations

Public relations are seen as an effort to create goodwill and mutual understanding between an event organisation and its publics, of which the community is one. According to **Fill (1999:8)**, public relations can be seen as the art and social science of analysing trends, predicting their consequences, counselling leadership and implementing planned programmes of action which will serve both the event organisation's and the public's interest.

Blythe (2003:104) indicates that public relations are concerned with creating favourable images of an event organisation in the minds of consumers. It is frequently associated with creating a news story or event that brings the product or event to the public attention. Public relations are

concerned with the long-term reputation of an organisation and not so much with the short-term marketing objectives.

Public relations have mainly two key roles; to support the marketing activities, and to disseminate non-promotional information to other target publics that are important to the event organisation. When using the other marketing tools, the benefit is that they are controllable and the event organiser can control their content, but public relations solely rest on the discretion of third parties such as the media.

There are a variety of uses for public relations and they can be categorised as follows:

- *Customer retention*: using a public relations activity such as an event, launches and media liaison to support marketing in order to retain customers, grow sales and market share.
- *Investment*: using public relations activities such as corporate hospitality to promote new and further investment via development of investor relations.
- *Bargaining status*: using public relations to build brands in order to attain better relationships with suppliers and customers.
- *Staff relations*: using public relations to portray a healthy organisation in order to attract and maintain the desired quality of staff.
- *Business development*: initiating and building new business through public relations activity such as events, corporate hospitality and business-to-business communication in order to develop business from new or existing customers.

In order to achieve the uses there are a number of functions that can be performed by public relations and these include forming opinions, improving internal relations, spreading information to participants, which serves as public official liaison, building community relations, supporting products, helping with crisis management, improving press, television and radio relations **(Masterman & Wood, 2006:85-107)**.

3.5.7 Other

There are various other marketing tools including managing exhibitions and trade events, branding and packaging and merchandising, marketing in theatres, CD-ROMS, screen savers and till receipts.

The above-mentioned marketing tools, when combined in different ways, form a marketing campaign. It is therefore important to understand that the community can also influence visitors from their own perspective of the festival to either attend the festival or not. These marketing tools add to the image the local community has of the event and again which influences the message conveyed.

These marketing tools together with their own experiences of the festival form a perception towards the current and future festivals.

3.6 THE ROLE OF THE LOCAL COMMUNITY IN THE MARKETING OF THE EVENT

The attitudes and perceptions of the local community towards the event will influence their behaviour towards tourists/visitors as well as the messages spread about the event. It is therefore important to understand the influence of attitudes and perceptions on marketing. **Zajonc and Markus (1982:123)** define attitudes as a summary of an object while **Achenbaum (1972:3-13)** states that attitudes are important to marketers because they theoretically summarise tourists' evaluations concerning a destination and show a positive or a negative tendency and, hence, likely behaviour tendencies. Although attitude is not the only aspect which affects behaviour, it is nevertheless likely to be considered important, especially in advertising and promotion where the goal is to reinforce favourable images (**Saayman, 2001:26**).

The marketing concept emphasizes that profitable marketing begins with the discovering and understanding of tourist/visitor needs and then the development of a marketing mix to satisfy these needs. Therefore an understanding of tourists/visitors, their needs and purchasing behaviour is essential to successful marketing.

The process by which consumers recognize a need for a product, search for information about alternatives to meet the need, evaluate the information, make purchases and evaluate the decision making is known as the buying process, as seen in Figure 3.3 (**Peter & Donnelly, 2000:46**).

It is clear from Figure 3.3 that marketing plays a role in the decision-making and buying process, especially group influences such as friends and family and other social groups.

Peter and Donnelly (2000:53) also state that social interaction and influences have an effect on tourist behaviour. These influences can have both a direct and indirect effect on the buying process. Direct effect refers to direct communication between the individual and other members of the community concerning a particular decision. The indirect effects refer to the community's influence on an individual's basic values and attitudes.

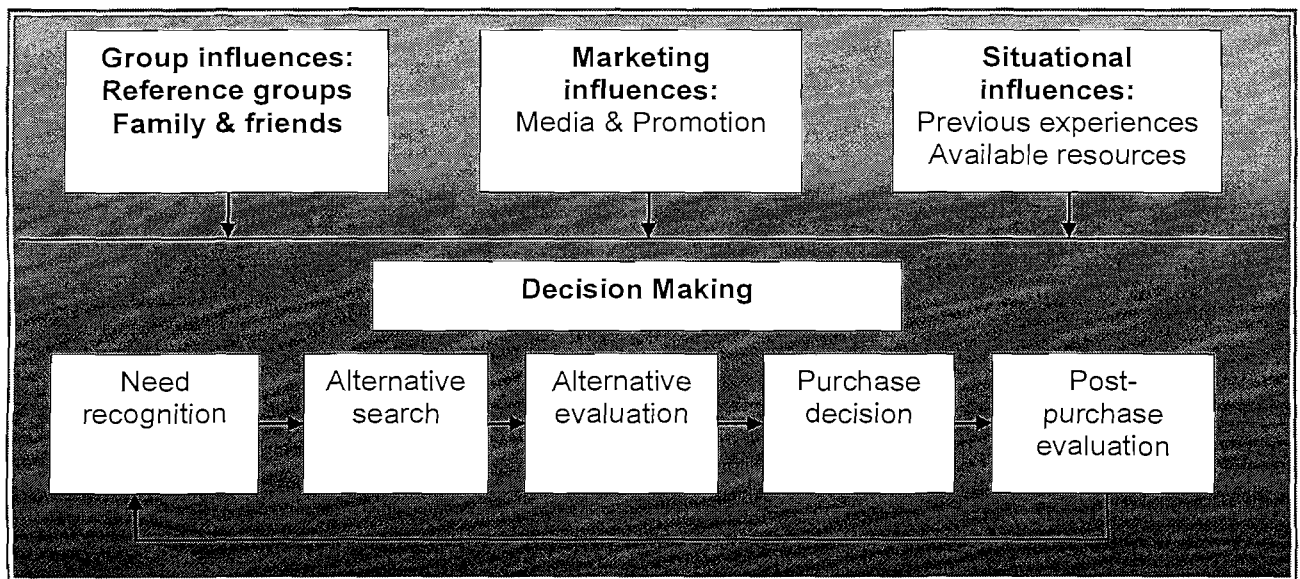


Figure 3.3: An overview of the buying process (Adapted from Peter & Donnelly, 2007:47)

Reference groups and families also play a role in decision making. Groups that an individual look to when forming an attitude and opinion are described as a reference group and can also form part of the community. Primary reference groups include family and friends and close friends, while secondary reference groups include fraternal organisations and professional associations. It is therefore clear from Figure 3.3 that the community plays a role in the decision-making process of the tourist/visitor by means of word-of-mouth communication. If the attitude of the community is negative towards the event it is possible that the potential tourist/visitor will decide not to visit the event, based on the negative messages received from reference groups. It is also true that positive attitudes can influence positive word-of-mouth communication and therefore encourage attendance.

Marketing also has an influence on buying behaviour where marketing strategies are often designed to influence decision making positively. Each element in the marketing mix (product, price, place and promotion) can affect consumers in various ways (**Peter & Donnelly, 2000:57**).

The personal influences of the community can also have an effect on the communication process. Three communication models exist:

- *One-step flow of communication* is a situation in which information is aimed at and shot at prospective audiences, somewhat like a bullet being propelled from a gun. The decision of each member of the audience to act on the message or not is the result of a passive role or participation in the process.
- *Two-step flow of communication*. This model represents information flowing via media channels to particular types of people to whom other members of the audience refer for information and guidance. Through interpersonal networks, opinion leaders not only reach members of the target audience who may not have been exposed to the message, but may reinforce the impact of the message for those members that did receive the message.
- *Multi-step flow of communication*. This model proposes that the process involves interaction among all parties to the communication process as seen in Figure 3.4. This interpretation closely resembles the network of participants that are often involved in the communications process.

The multi-step model suggests that event organisers, media, the community and other role-players all influence one another. The communication process is two way and interaction by word-of-mouth communication assists and enriches the communication process as seen in Figure 3.4.

The importance of personal influences on the communication process therefore is clear. Tourists/Visitors use word-of-mouth recommendations to gain information as well as to support and reinforce purchasing decisions (**Fill, 1999:31-33**).

Although it is not clear in literature exactly how the community can be utilised in marketing, it is evident that a community with positive attitudes towards and perceptions of the event can improve positive word-of-mouth communication and in that manner can serve as a non-paid marketing tool. In the tourism industry products are intangible; the tourists/visitors frequently rely

on the recommendations of others. Word-of-mouth communication does not include payment for advertising; it is done through free will of an individual. Event organisers rely on people talking to each other, which is in fact more powerful than any other form of advertising.

A tourist/visitor is only likely to recommend a tourism product if he or she has experienced a consistent, value-for-money quality experience (George, 2001:27). Positive word-of-mouth via users is therefore imperative to the hosting of successful and sustainable events. Word-of-mouth communication, which is also referred to as the 'hidden sales force', is not something the marketer does, it is the benefit of having a satisfied host community and tourists/visitors recommending the product or service to another potential tourist/visitor (George, 2001:217).

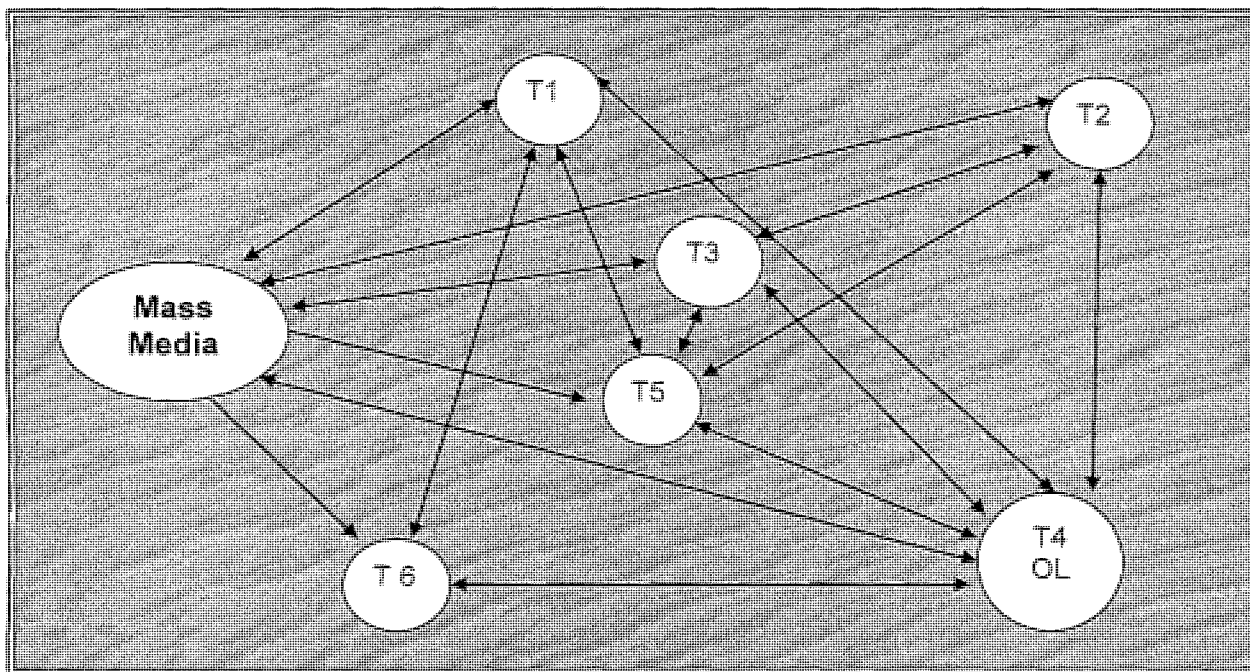


Figure 3.4: Multi-step model of communication (Fill, 1999:33). OL = Opinion leader and T = member of the target audience

3.6.1 Proposed place of the community in the marketing of events

After careful consideration of all the aspects and role-players involved in the marketing of an event such as the Grahamstown National Arts Festival, the marketing framework below was developed to address the needs of event marketing. This framework indicates that the local community is not only part of the setting of the event but also part of the marketing, image building and promotion of the event. It should, however, be implemented in a more structured and organised manner.

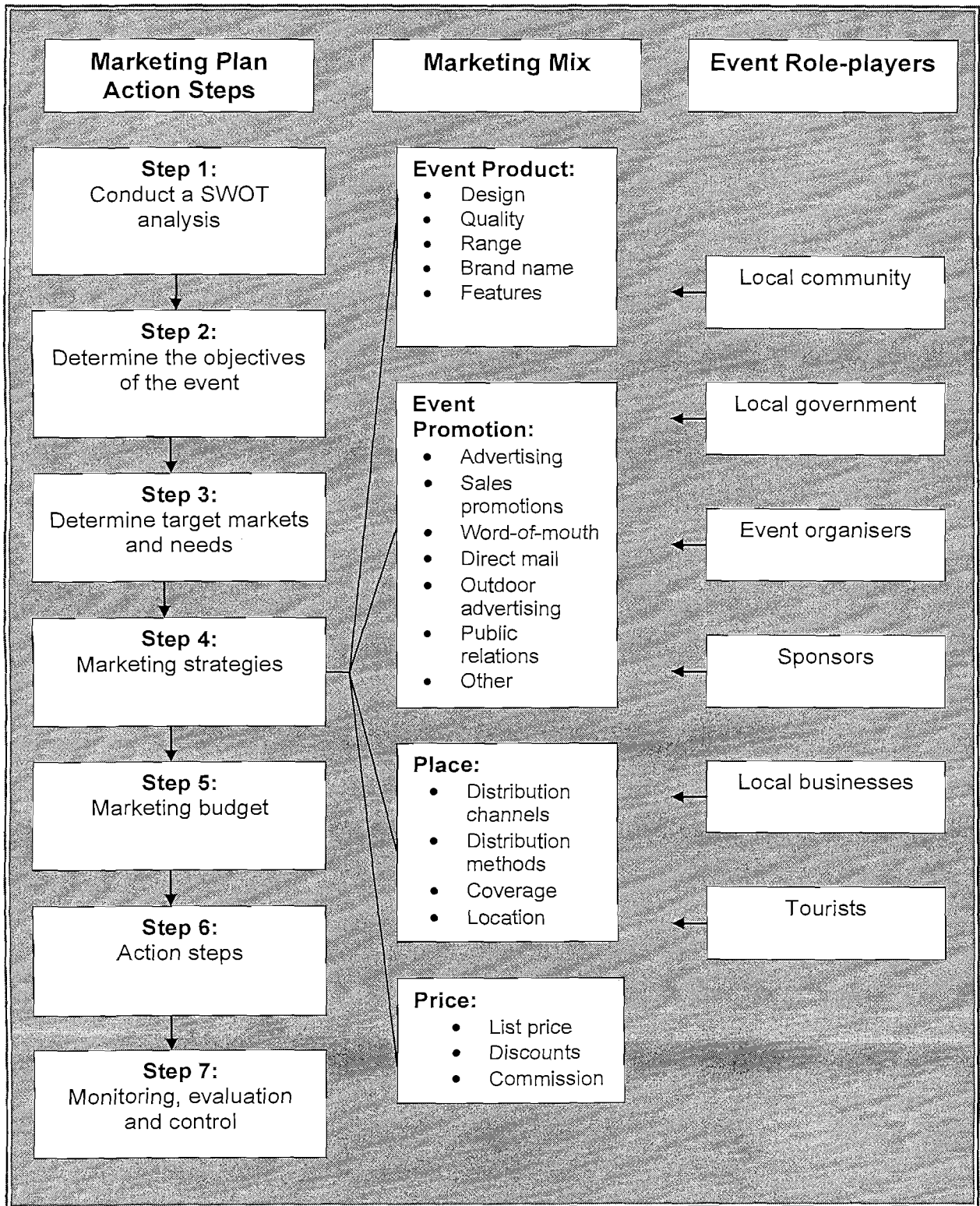


Figure 3.5: Adapted Events Marketing Plan

The marketing mix was also included in the marketing plan which was not stipulated in the discussed marketing plans. It is also evident that all role-players are involved or in some way influencing the planning, marketing and execution of the event. It is therefore an integrated effort that needs to be coordinated by the event organiser. Word-of-mouth communication is not only important in relation to the host community but it plays a role in every part of the event planning and management process. It is, however, under-utilised by many event organisers (See Figure 3.5).

3.7 CONCLUSION

The aim of this chapter was to analyse the role of the community in tourism marketing with special reference to the events industry. The aim was realised by firstly defining the marketing concepts which are used throughout this chapter and discussing the difference between service marketing and goods marketing. It is clear that tourism marketing focuses on the marketing of a physical product, service and experience. This has certain implications for the marketing of the events product. It was found that tourism is a more supply-led, multiple product between various role-players, it is an extended product experience focusing on high involvement and as well as high risks. The aims and objectives of tourism marketing were also discussed briefly.

To determine the role of the community in the marketing process, various processes were discussed and it was found that certain steps, such as the environmental analysis, integrated marketing communications and market segmentation were similar in the different marketing processes. The distribution, however, differs among the authors where the event product cannot be taken to the visitor in order to be tested before use. It is important to realise that a tourism product, such as an event, cannot be marketed in the same way as consumer products. In essence, marketing planning is seen to be important. The different marketing tools in the marketing industry were discussed and included advertising, sales promotion, word-of-mouth communication, direct mail, outdoor advertising, public relations and others. The importance of word-of-mouth was demonstrated as well as the relationship between the community and the use of word-of-mouth as communication tool. It was seen that there were similarities in the different marketing plans and that the community is not mentioned as a definite role-player in the marketing plan.

Lastly, the role of the local community in the marketing of events was analysed. It was found that attitudes and perceptions have an influence on word-of-mouth communication. Perceptions

and attitudes are based on past experiences, exposure to media communication, messages from reference groups also referred to as word-of-mouth communication and these influence decision-making and messages spread. A marketing plan was proposed to indicate the role of the community in the marketing of events.

The next chapter will focus on the results of the empirical study and specifically the Grahamstown National Arts Festival held in Grahamstown (South Africa) in 2007.

CHAPTER 4

Empirical Analysis: Grahamstown National Arts Festival

4.1 INTRODUCTION

Due to the fact that there have not been many research projects done on the role of the community in the marketing of arts festival in South Africa, it was difficult to obtain information relevant to this study. This survey helps to improve knowledge with regard to the topic and to make way for future studies. The role of the community in the marketing of festivals focuses on community participation in and willingness to market the festival in relation to their attitudes towards the festival as well as their perceptions of the festival, in this case, the Grahamstown National Arts Festival annually held in Grahamstown. The survey was conducted during the festival in July 2007. The questionnaire was developed by **Fredline, Deery & Jago (2003)** and adapted according to the needs of the study.

The purpose of the questionnaire was firstly to gather demographic information regarding the respondents included in the study population. Secondly, the questionnaire focused on the level of participation, community attachment and the social impact of the festival on the community. Thirdly, the community's attitudes and willingness to participate in the marketing of the festival were investigated. Open-ended and closed-ended questions were used as well as Likert-scale questions to measure the social impact and marketing statements. Two hundred and sixty-five respondents participated in the survey.

The aim of this chapter is to reflect the results of the questionnaire. This will be done by firstly indicating and explaining the demographic results of the questionnaire in graphic form by means of graphs and tables. Secondly, descriptive statistics will explain the attitudes and perceptions of the community with regard to the positive and negative impact of the festival. A factor analysis will be performed on the marketing statements. These factors will then be used to determine the role of the host community in the marketing of Grahamstown National Arts Festival in relation to specific demographic variables. This will be done by means of effect sizes.

4.2 COMMUNITY DEMOGRAPHIC INFORMATION:

This section entails the demographic information of the local community. This gives a clear picture of what the average community member that participated in the research looks like. All the demographic information is shown in this section, and not just the profile, in order to identify which part of the local community is actively part of the festival and to see what part of the community is not very involved.

4.2.1 Race

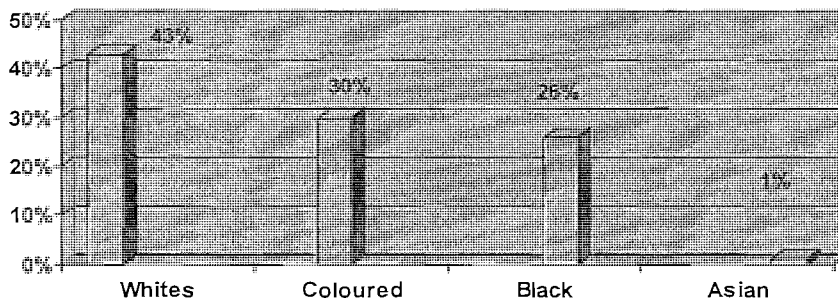


Figure 4.1: Race

According to Figure 4.1, 43% of the respondents from the community were white, 30% coloured, 26% black and 1% Asian.

4.2.2 Age

Table 4.1: Age

| Year Groups | Age in years | Percentage |
|--------------------|----------------|------------|
| 1930 – 1940 | 67 – 87 | 7% |
| 1941 – 1950 | 57 – 66 | 7% |
| 1951 – 1960 | 47 – 56 | 23% |
| 1961 – 1970 | 37 – 46 | 24% |
| 1971 – 1980 | 27 – 36 | 17% |
| 1981 – 1990 | 17 – 26 | 22% |

Table 4.1 illustrates that the majority of respondents (24%) were between 37 and 46 years of age, followed by twenty-three percent 47 and 56. Twenty-two percent of the respondents were between the ages of 17 and 26.

4.2.3 Gender

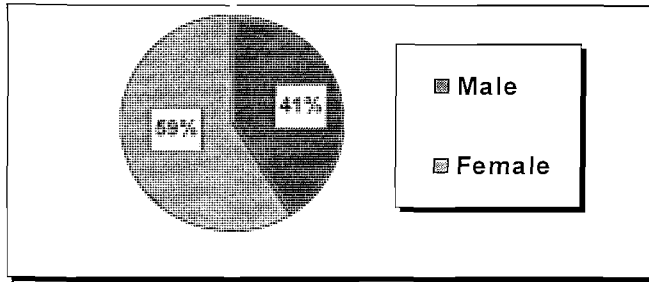


Figure 4.2: Gender

Fifty-nine (59) percent of the respondents were female and 41% were male, which gives a fairly equal distribution to be used in the analyses.

4.2.4 Occupation

It is clear from Table 4.2 that 19% of the respondents were in professional occupations, followed by 10% that were self-employed and 11% that were pensioners, unemployed or performing home duties respectively. The “Other” category mainly consists of students (13%).

Table 4.2: Occupation

| Occupation | Percentage |
|----------------------|------------|
| Professional | 19% |
| Manager | 5% |
| Administrative | 7% |
| Technical | 3% |
| Sales personal | 3% |
| Farmer/Forester | 1% |
| Mining | 1% |
| Civil Service Worker | 3% |
| Self-employed | 10% |
| Non-profit worker | 2% |
| Pensioner | 11% |
| Home duties | 11% |
| Unemployed | 11% |
| Other | 13% |

4.2.5 Education level

Most of the respondents have a matriculation certificate (33%), followed by 24% who have either a diploma or degree. Fourteen (14%) percent of the respondents have a post-graduate

degree, and 3% a professional qualification. Fifteen (15%) percent of the respondents were part of the "Other" category which mainly includes people that started school but left without completing, for various reasons.

Table 4.3: Education level

| Level of education | Percentage |
|-----------------------|------------|
| No School | 11% |
| Matric | 33% |
| Diploma/Degree | 24% |
| Post Graduate | 14% |
| Professional | 3% |
| Other | 15% |

This demographic information is useful to the festival organiser and marketing team to see where the biggest support comes from within the local community. Organisers can use this information to focus the future marketing to where it can reach the expected attendees. The demographic information is also useful to determine which part of the community is not involved and to focus future marketing on them, to inform them and to perhaps get them involved in the festival (c.f. 2.6).

4.3 OVERALL IMPACTS OF THE GRAHAMSTOWN NATIONAL ARTS FESTIVAL

The following section focuses on the perceived impacts of the festival on the quality of life of the respondents and the perceived impact on the community as a whole.

4.3.1 Word association

The respondents' reaction to 'what word first comes to mind when thinking of the Grahamstown festival' is shown in Table 4.4. The words that stand out from the rest are fun (14%), exciting (11%), crowds (10%) and culture (9%). This finding indicates that the overall perspective of the festival is positive.

Table 4.4: Word association

| Word | Percentage |
|-----------------|------------|
| Fun | 14% |
| Exciting | 11% |
| Crowds | 10% |
| Culture | 9% |
| Busy | 8% |
| Money | 5% |
| Shows | 4% |
| Entertainment | 2% |
| Traffic | 2% |
| Other | 35% |

The other option (35%) in Table 4.4 consists of miscellaneous words such as stalls, interesting, music, plays, visitors or tourists. It is beneficial to know what the key words are as the local community will use these to describe the festival and this is done through word-of-mouth marketing towards friends, family and tourists. It can be concluded that the general perception of the locals is positive, describing this event as 'fun' and 'exciting'.

4.3.2 Impacts of the festival on personal quality of life

The community felt that the festival has a positive to very positive impact on their personal quality of life (61%). Only 4% felt the festival has a negative to very negative impact on their personal quality of life. Thirteen percent felt that the festival has no real effect on their personal quality of life.

Table 4.5: Impact of the festival on personal quality of life

| Very Negative | | No effect | | | Very Positive | |
|---------------|----|-----------|-----|-----|---------------|-----|
| -3 | -2 | -1 | 0 | 1 | 2 | 3 |
| 1% | 3% | 5% | 13% | 17% | 29% | 32% |

This table shows that 61% of the respondents feel that this festival enriches their lives personally in some way and this fact says that the community has a positive attitude towards the festival and that they can be utilized to promote the festival via word-of-mouth marketing.

4.3.3 Impact of the festival on the community as a whole

The respondents felt more positive about the impact the festival has on the community as a whole than on their personal quality of life. Eighty-four percent felt the festival has a positive to very positive impact on the community as a whole. In this case again only 2% felt negative to very negative and 4% felt the festival has no impact on the community as a whole.

Table 4.6: Impact of the festival on the community as a whole

| Very Negative | | No effect | | | Very Positive | |
|---------------|----|-----------|----|----|---------------|-----|
| -3 | -2 | -1 | 0 | 1 | 2 | 3 |
| 1% | 1% | 3% | 4% | 7% | 32% | 52% |

The results show that 29% and 32% of the respondents felt that his event had a positive impact on the community as a whole and that as a community a total of 78% feels optimistic about the festival. If this wasn't the case, there could have been feelings of hostility between the locals and the tourists, and this could have interfered with the success of the event (c.f. 2.8).

4.3.4 Continuation of the festival

It is clear from Figure 4.3 that the community is positive about the continuation of the festival (94%) and only 6% indicated that the festival must not continue.

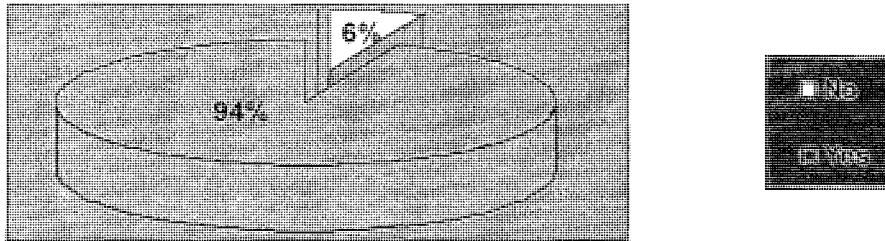


Figure 4.3: Continuation of the festival

Once again this shows that the local community feels optimistic towards the festival and the continuation of it, which makes them more prone to spread positive word-of-mouth messages about future festivals to be held in Grahamstown.

4.3.5 Positive impacts of the festival

Table 4.7: Positive impacts of the festival

| Positive impacts: |
|-------------------|
| Arts |
| Boosting economy |
| Income |
| Job creation |
| People |
| Entertainment |

The respondents are specifically asked to describe some positive impacts. This is shown in Table 4.7. Several impacts were identified which stood out from the rest: arts, boosting economy, income generator, job creation, people and entertainment. Literature shows that the positive impacts shown in Table 4.7 are common impacts of such an event, and that socially and culturally the local community benefits from this event (c.f. 2.6.3).

4.3.6 Negative impacts of the festival

Table 4.8: Negative impacts of the festival

| Negative impacts: |
|-------------------|
| Beggars |
| Crime |
| Crowds |
| Litter |
| Traffic |
| Parking |

Table 4.8 indicates the six major negative aspects of the festival, as pointed out by the results of the survey. The negative aspects that stood out from the rest are beggars, crime, crowds, litter, traffic and parking. It is clear that negative impacts do exist and that they need to be minimized to ensure a more pleasurable experience for future festival attendees. Literature also indicates that negative impacts should be identified and minimized (c.f. 2.6.3).

4.4 PARTICIPATION IN THE GRAHAMSTOWN NATIONAL ARTS FESTIVAL

4.4.1 Attendance of the festival

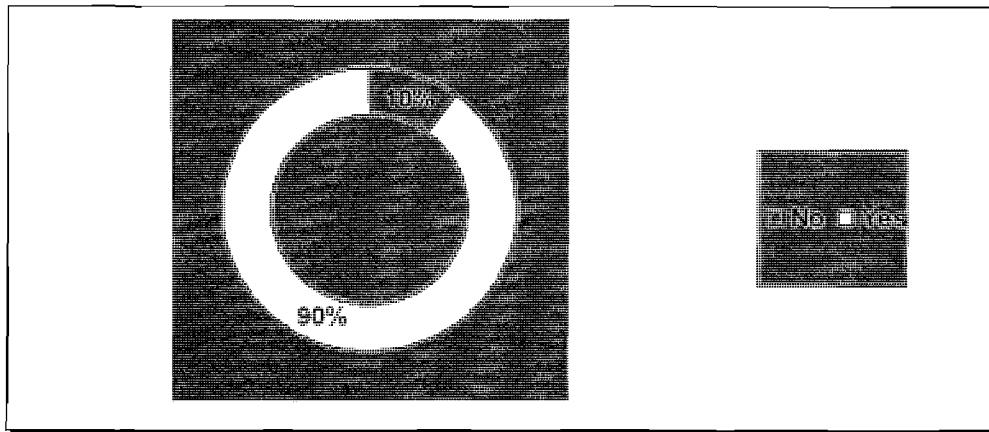


Figure 4.4: Attendance of the festival in 2007

Most of the respondents (90%) indicated that they attended the festival or will attend the festival in 2007. Only 10% did not attend. Therefore it can be concluded that the local community is very keen on attending the festival. According to the social impact results also in this section (c.f. 4.6) the local community is positive towards the festival, they show a high percentage of interaction with the tourists; they feel optimistic about the improvement of infrastructure and they enjoy the fact that there is now a variety of things to do in Grahamstown. This makes the local community more fit to be able to act as word-of-mouth marketing agents.

4.4.2 Reason for not attending the festival in 2007

It is evident from Table 4.9 that the respondents that did not attend the festival (10%) did not have the time (37%) or did not want to (36%). In the "other" category respondents indicated that they had to work (18%).

Table 4.9: Reason for not attending the festival

| Reason | Percentage |
|---|------------|
| Didn't have time | 37% |
| Have not attended before, doesn't interest me | 9% |
| Didn't want to | 36% |
| Other | 18% |

4.4.3 Attendance of previous festivals

Ninety-two percent of the respondents indicated that they did attend previous festivals whereas only 8% indicated that they did not.

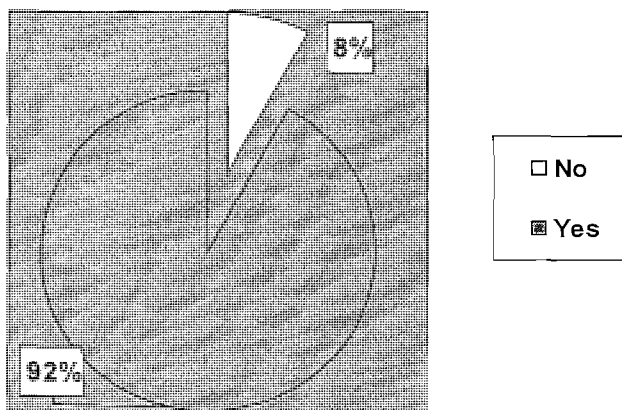


Figure 4.5: Attendance of previous festivals

This once again shows that the locals show interest in the festival and a large percentage has attended the festival previously.

4.4.4 Frequency of festival attendance

Table 4.10: Frequency of festival attendance

| Times | Percentage |
|-----------------------------|------------|
| Never Attended | 2% |
| 1 – 3 times attended | 15% |
| 4 – 10 times attended | 36% |
| 11 – 20 times attended | 30% |
| More than 20 times attended | 17% |

Community members are loyal to the festival, since 36% have attended the festival between 4 and 10 times and 30% have attended the festival between 11 and 20 times (Table 4.10). Grahamstown National Arts Festival is 34 years old this year. The local community is loyal to the festival and are keen on attending more than once.

4.4.5 Level of interest in the festival

From the Table above (Table 4.11) it is clear that the community is interested in the festival and attend the event where possible (50%). Forty-three percent of the community members are avid fans of the festival and attend it every year. It is important to increase the latter to maximise the positive impact and minimize the negative impact of the festival.

Table 4.11: Level of interest in the festival

| Level of interest | Percentage |
|--|------------|
| I am a avid fan of the festival and try to attend every year | 43% |
| I am interested in the festival and attend some aspects of the event when I can | 50% |
| I am not interested, but I sometimes attend it because family/friends are interested | 5% |
| I have absolutely no interest in the festival and do not wish to attend it | 2% |

The level of interest in the festival correlates with the local communities' positive attitude, an overwhelming 93% of the local community show a keen interest in the festival and try to attend it in some way every year.

4.5 COMMUNITY ATTACHMENT

4.5.1 Place of birth

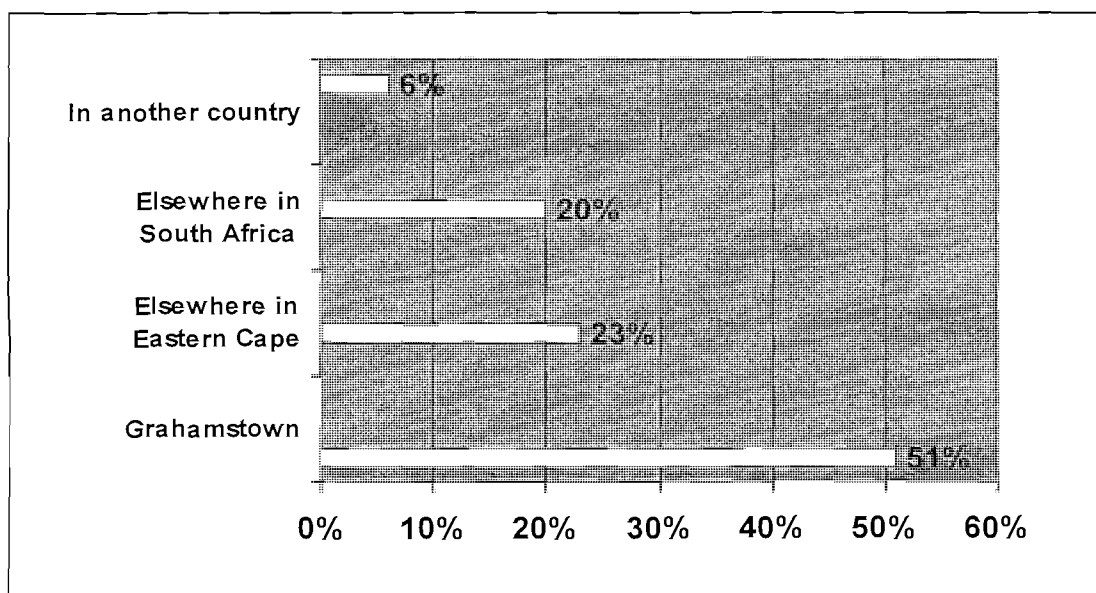


Figure 4.6: Place of Birth

Fifty-one percent of the respondents were born in Grahamstown, 23% were born elsewhere in the Eastern Cape, 20% elsewhere in South Africa and 6% in another country.

4.5.2 Length of stay in Grahamstown

Forty-nine percent (49%) of the people were asked to elaborate on how many years they have lived in Grahamstown since they were not born in this town. Table 4.12 indicates that respondents not born in Grahamstown lived here less than 10 years (29%) followed by respondents that lived here between 21 and 30 years (23%).

Table 4.12: Length of stay in Grahamstown

| Years | Percentage |
|--------------------|------------|
| Less than 10 years | 29% |
| 11 – 20 years | 17% |
| 21 – 30 years | 23% |
| 31 – 40 years | 10% |
| 41 – 50 years | 10% |
| 51 – 60 years | 8% |
| 61 – 70 years | 2% |
| 70 and more | 1% |

4.5.3 Attitude towards Grahamstown

Table 4.13: Attitude towards Grahamstown

| Statement | Percentage |
|--|------------|
| I love it, I cannot think of anywhere else I would like to live | 51% |
| I enjoy living in Grahamstown but can think of other places I would equally enjoy | 40% |
| I only live here because circumstances demand it and would prefer to live somewhere else | 9% |

The respondents were furthermore asked to give a statement regarding how they feel about living in Grahamstown. 51% of the respondents responded very positively towards living in Grahamstown, while 40% said that they only enjoy living in Grahamstown. Only nine percent (9%) of the respondents said that they live there because of circumstances.

4.5.4 Visits of family and friends during the festival

It is clear from Figure 4.7 that 66% of the respondents are visited by friends and family during the festival and 35% are not.

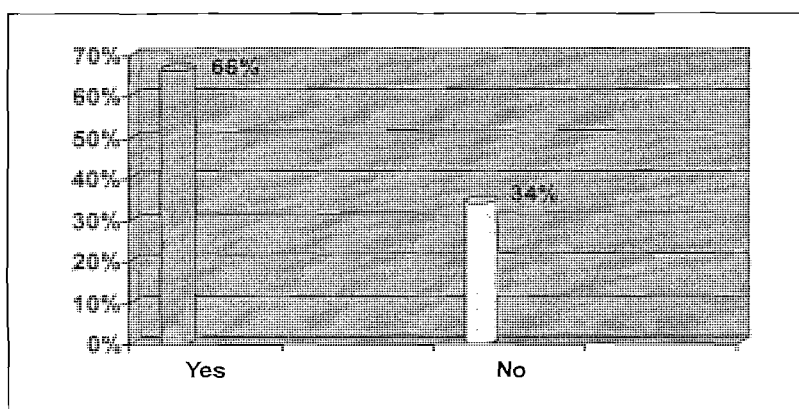


Figure 4.7: Visits of family and friends during festival

A high percentage (66%), of the respondents already invites friends and family to come to the festival. The community can be motivated through a marketing campaign to invite more people; therefore more locals would make an effort to get family and friends to come visit them during the festival.

4.5.5 Length of stay with family and friends

Forty-eight percent (48%) of the respondents indicated that family and friends stayed between 1 and 5 days during the festival followed by 38% indicating a 6- to 10-day stay and 14% an 11- to 15-day stay.

Table 4.14: Length of stay with family and friends

| Length of stay | Percentage |
|----------------|------------|
| 1 – 5 days | 48% |
| 6 – 10 days | 38% |
| 11 – 15 days | 14% |

4.6 SPECIFIC SOCIAL IMPACTS ON THE COMMUNITY OF GRAHAMSTOWN

This part of the report focuses on the opinions of respondents with regard to specific statements as applied to the Festival and the impact of the Festival on the community. It is important to consider the opinions of the community in the planning of future festivals since they communicate most with the visitors. As indicated in the literature it is clear that if the community has negative perceptions with regard to the event they will most probably convey negative messages concerning the event and not attend the event themselves (c.f. 2.6).

Table 4.15: Specific Impacts A

| SECTION E: SPECIFIC SOCIAL IMPACTS | | | | |
|---|-----------|----------|-----------|-------------|
| BECAUSE OF THE FESTIVAL... | Decreased | Improved | No Change | Do not know |
| the appearance of the area has... | 21% | 48% | 24% | 7% |
| the maintenance of public facilities in the area has... | 21% | 53% | 19% | 7% |
| public transport has..... | 12% | 50% | 28% | 10% |
| Interactions between locals and tourists have..... | 8% | 69% | 14% | 9% |
| facilities available to local residents have..... | 11% | 58% | 19% | 12% |
| social and moral values have..... | 20% | 38% | 27% | 15% |

The respondents indicated that the following aspects have improved due to the festival:

- the interactions between locals and tourists (69%)
- facilities available to local residents (58%)
- the maintenance of public facilities in the area (53%)
- public transport (50%)
- appearance of the area (48%)
- social and moral values (38%).

From Table 4.16 (next page) the following positive impacts are evident (percentages above 70%):

- The range of things to do in Grahamstown has improved (80%)
- The number of people in the area has increased (80%)
- There are more opportunities to meet new people (80%)
- Employment opportunities have increased in Grahamstown (76%)
- The Festival brought more entertainment opportunities (76%)
- There are more opportunities for local business (74%) and
- Residents have more pride in Grahamstown (73%).

Overall the festival has a very positive impact on the local community according to the respondents and the festival is beneficial to them in many aspects as seen in the results from Table 4.15 and 4.16.

Table 4.16: Specific Impacts B

| SECTION I E: SPECIFIC SOCIAL IMPACTS | | | | |
|---|------------------|------------------|------------------|--------------------|
| BECAUSE OF THE FESTIVAL... | Decreased | Increased | No Change | Do not know |
| noise levels in the area have.... | 29% | 39% | 28% | 4% |
| employment opportunities in Grahamstown have..... | 10% | 76% | 8% | 6% |
| the range of things to do in Grahamstown has..... | 7% | 80% | 11% | 2% |
| the number of people in the area has..... | 8% | 80% | 8% | 4% |
| rowdy and delinquent behaviour has..... | 22% | 41% | 29% | 8% |
| property values in the area have..... | 12% | 44% | 26% | 18% |
| crime levels have..... | 20% | 54% | 18% | 8% |
| participation in community activities has..... | 10% | 62% | 20% | 8% |
| entertainment opportunities have..... | 6% | 76% | 13% | 5% |
| prices of some goods and services have.... | 18% | 61% | 14% | 7% |
| the pride that Grahamstown residents have in their town has..... | 5% | 73% | 17% | 5% |
| the overall cost of living has..... | 19% | 47% | 28% | 6% |
| litter in the area has..... | 24% | 54% | 20% | 2% |
| damage to the environment has..... | 25% | 42% | 29% | 4% |
| the opportunities to meet new people have..... | 8% | 80% | 10% | 2% |
| opportunities for local business have..... | 9% | 74% | 12% | 5% |
| the number of tourists visiting at other times of the year has ... | 9% | 69% | 14% | 8% |
| excessive drinking and/or drug use has..... | 21% | 49% | 19% | 11% |
| the number of people moving to town permanently or buying holiday homes has | 6% | 42% | 23% | 29% |
| public funding for community activities has.... | 11% | 40% | 21% | 28% |
| the rights and civil liberties of local residents have..... | 13% | 29% | 33% | 25% |
| the skill base for event management in Grahamstown is... | 6% | 65% | 15% | 14% |

Table 4.17: Impacts during festival

| DURING FESTIVAL... | Decreased | Increased | No Change | Do not know |
|---|------------|------------|-----------|-------------|
| parking availability in the area has..... | 79% | 10% | 8% | 3% |
| traffic congestion in the area has..... | 37% | 56% | 5% | 2% |
| the turnover for local businesses has.... | 10% | 72% | 8% | 10% |

On the negative side the following aspects were evident:

- The availability of parking has decreased (79%)

The results from above are part of the positive and negative impacts of the festival. As seen in Table 4.17 it is clear that the traffic is a problem for the local community. In order to keep their attitude positive the event organisers should keep these negative impacts and improve these impacts. On the other side a positive impact was identified, the turnover for local businesses has increased immensely.

Literature shows the more satisfied a person is with a product and the stronger his views are regarding the festival, the more likely they are to tell people about their experiences (c.f. 3.5.3). Therefore it is crucial to ensure that the local community feels satisfied with the event and for management to minimize and eliminate any negative impacts that might change or effect this positive perception.

Table 4.18: Specific impacts C

| SOCIAL IMPACT STATEMENTS | AGREE | DISAGREE | DO NOT KNOW |
|--|-------|----------|-------------|
| The theme of the festival fits poorly with the culture of Grahamstown | 38% | 39% | 23% |
| The festival provides opportunities for people to have fun with their family and friends | 91% | 5% | 4% |
| The money that tourists spend at the festival helps to stimulate the economy | 84% | 8% | 8% |
| Media coverage of the festival promotes development in Grahamstown | 86% | 7% | 7% |
| The public money spent on the festival would be better spent on other things | 43% | 39% | 18% |
| The festival increases social inequity (provides benefits to the rich, but none to the poor) | 41% | 43% | 16% |
| The festival provides an opportunity to attend a major event | 86% | 9% | 5% |
| The festival gives us an opportunity to show other people how special our community is | 86% | 8% | 6% |
| The festival disrupts the lives of local residents and causes them stress | 43% | 46% | 11% |
| The festival brings too many people into the community | 48% | 46% | 6% |
| The festival enhances Eastern Cape's reputation as "The Events Province" | 75% | 11% | 14% |
| Because of the festival, friends come and visit me | 76% | 18% | 6% |
| Ordinary residents get no say in the planning and management of the festival | 50% | 27% | 23% |
| The festival promotes values that are good | 68% | 16% | 16% |

From Table 4.18 the following positive impacts were identified:

- The festival provides opportunities for people to have fun with their family and friends (91%)
- Media coverage of the festival promotes development in Grahamstown (86%)
- The festival provides an opportunity to attend a major event (86%)
- The festival gives the community the opportunity to show other people how special their community is (86%)
- The money tourists spend at the festival helps to stimulate the economy (84%)
- Friends and family visit the community due to the festival (76%)
- The festival enhances Eastern Cape's reputation as "The Events Province" (75%).

From Table 4.18 the following negative impacts were identified:

- The public money spent on the festival would be better spent on other things (43%)
- Ordinary residents get no say in the planning and management of the festival (50%).

Aspects that require attention since the community seems to be divided include:

- The theme of the festival fits poorly with the culture of Grahamstown: 38% agree and 39% disagree
- The public money spent on the festival would be better spent on other things: 43% agree and 39% disagree
- The festival increases social inequity (provides benefits to the rich, but none to the poor): 41% agree and 43% disagree
- The festival disrupts the lives of local residents and causes them stress: 43% agree and 46% disagree
- The festival brings too many people into the community: 48% agree and 46% disagree.

4.7 OPINIONS WITH REGARD TO THE MARKETING OF THE FESTIVAL

Table 4.19: Marketing of the festival

| MARKETING OF THE FESTIVAL... | NOT AT ALL | SOMETIMES | ALWAYS |
|--|------------|-----------|--------|
| I tell friends, not living in Grahamstown, about the festival | 8% | 45% | 47% |
| I tell my family about the festival | 10% | 37% | 53% |
| I encourage my family to attend the festival | 12% | 41% | 47% |
| I encourage friends to attend the festival | 10% | 43% | 47% |
| I obtain the programme of the festival and distribute it among family and friends | 43% | 37% | 20% |
| I actively market the Grahamstown National Arts Festival in order to grow the festival | 44% | 41% | 15% |
| The community should be more involved in the marketing of the Festival | 17% | 44% | 39% |
| I am positive about the festival | 8% | 26% | 66% |

It is clear from Table 4.19 that the community would both sometimes (45%) or always (47%) tell friends and family about the festival and also encourage (47%) them to attend the festival. Most of the respondents do not distribute the programme (43%) among family and friends and do not market the festival actively. They feel that the community should sometimes be more involved in the marketing of the festival (44%) and are, in general, positive about the Festival (66%).

According to the survey results it is clear that the local community is not making an effort to verbally market the festival to friends and family. According to literature consumers frequently rely on the recommendations of others. The recommendations from friends and family to a consumer is seen as more credible than event initiated promotional activities and can have a powerful influence of people's decision making to attend the festival or not (c.f. 3.5.3). If the event organisers make an effort to persuade or activate the local community of Grahamstown to verbally market the festival to friends and family and give them material (maps, event programs and event information) to actively spread information event attendance could drastically increase. This would also involve the community more, since they feel that they need to be more involved according to the results shown in Table 4.19.

The results show that only 66% of the local community 'always' feel positive and only 26% 'sometimes' feel positive about the festival. In order to improve word-of-mouth marketing it is crucial to get the community more positive towards the festival for their attitude determines their message they will spread (c.f. 3.6).

4.8 FACTOR ANALYSIS

A factor analysis is a collection of techniques used for multivariate analysis, with the purpose of reducing the number of variables and to find structure in the relationships among the variables (**Field, 2005:619**). In this study the factor analysis was used to determine the factors found in the marketing variables (Statements 46-53 in the questionnaire).

Fifty-three items were thus used in the scale of which eight focused on the marketing of the festival, which is the focus of the factor analysis. The 8 items of the scale were subjected to factor analysis, using SPSS 15, in which principal components analysis was used to obtain the initial solution. Since the factors correlate with one another, it was decided to perform an oblique rotation (Field, 2005:635). The suitability of the data for factor analysis was assessed and an inspection of the weighed average revealed the presence of coefficients of .4 and above. The Kaiser–Meyer–Olkin value was .640, exceeding the recommended minimum value of .6 and the Bartlett's Test of Sphericity reached statistical significance ($p=0.0000$). This supports the factorability of the correlation matrix (Field, 2005:52). The final factor analysis (presented in Table 4.20) yielded a 2-factor solution and the factors were labelled: Factor 1: Verbal marketing of the festival; Factor 2: Action marketing of the festival.

Table 4.20: Results of the factor analysis for marketing (n= 265)

| Factors | Factor loading | Eigen value | Explained variance | Cronbach alpha |
|---|----------------|-------------|--------------------|----------------|
| Factor 1: Verbal marketing | | 3.697 | 46.214% | 0.861 |
| I tell my family about the festival | .866 | | | |
| I tell friends not living in Grahamstown about the festival | .829 | | | |
| I encourage family to attend the festival | .824 | | | |
| I encourage friends to attend the festival | .795 | | | |
| I am positive about the festival | .563 | | | |
| Factor 2: Action marketing | | 1.146 | 14.321% | 0.526 |
| I actively market the Grahamstown National Arts Festival in order to grow the festival (Not at all) | .854 | | | |
| I obtain the programme of the festival and distribute it among my family and friends (Not at all) | .740 | | | |
| The community should be more involved in the marketing of the festival | .442 | | | |

Note: Total variance explained = 60.541%

KMO measure of sampling adequacy = .640

Bartlett's test of sphericity = $p=0.0000$

It is clear from Table 4.20 that, concerning the marketing of the festival, two factors were identified namely Verbal marketing and Action marketing. Verbal marketing focuses on telling family and friends about the festival and encouraging them by word-of-mouth to attend the festival. Active marketing revolves more around the actions of the respondents where they not only have to distribute the message by means of word-of-mouth but have to obtain and distribute the programme. Community members are therefore positive towards word-of-mouth communication but where more action is required the community's willingness decreases. The factor analysis will be used in the subsequent section focusing on the effect sizes for the difference between means.

4.9 EFFECT SIZES FOR THE DIFFERENCE BETWEEN MEANS

A one-way analysis of variance (ANOVA) was conducted to explore the impact of the variables: *age, gender, race, income, education level, attitudes towards continuation of the festival, attendance of the current festival, attendance of previous festivals, level of interest in the festival, length of stay in Grahamstown, attitudes towards living in Grahamstown* on the dimensions of Verbal and Active marketing as determined in the factor analysis.

Ellis and Steyn (2003:2) state that a natural way to comment on practical significance is by using the absolute difference between the groups (for example age: (1) 87 – 67; (2) 66 – 57; (3) 56 – 47) divided by square root of the mean square error. This measure is called an effect size, which not only makes the difference independent of units and sample size, but relates it also to the spread of the data (**Steyn, 1999 & Steyn, 2000, as quoted by Ellis and Steyn (2003:2)**).

Cohen (as quoted by Ellis and Steyn, 2003:3) gives the following guidelines for the interpretation of the effect size in the current study:

- Small effect: $d=0.2$
- Medium effect: $d=0.5$ and
- Large effect: $d=0.8$.

Data with $d \geq 0.8$ is practically significant, since it is the result of a difference having a large effect.

The following data shows the effect sizes and a brief discussion of the size of the effect and its interpretation.

4.9.1 Age

The following table (Table 4.21) represents the descriptive statistics (means and standard deviations) for the various age groups on the dimensions of Verbal and Action marketing.

Table 4.21: Descriptive statistics for the age groups

| Age | | Verbal Marketing | | Action Marketing | |
|-----|--|------------------|--------------------|------------------|--------------------|
| | | Mean | Standard Deviation | Mean | Standard Deviation |
| 1 | Born between 1930 and 1950 (87 yr – 57 yr) | 2.18 | 0.684 | 1.807 | 0.567 |
| 2 | Born between 1951 and 1970 (56 yr – 37 yr) | 2.41 | 0.473 | 1.891 | 0.472 |
| 3 | Born between 1971 and 1990 (36 yr – 17 yr) | 2.54 | 0.480 | 1.927 | 0.571 |

From Table 4.21 it is clear that there are no huge differences between the age groups. For the dimension Verbal marketing the younger age group (36–17 years of age) had the highest positive response as is the case with Action marketing. Again Verbal marketing yielded a higher mean than Action marketing.

The following table (Table 4.22) represents the effect sizes for the various age groups. A medium effect (0.5) exists between the middle-aged group (56–37 years of age) and the older group (87–57 years of age) on the Verbal marketing dimension as well as between the older group and the younger group (0.7). There is no practical significance between Action marketing and the various age groups. It is also clear that age has an influence of the willingness of the community to market the festival.

Table 4.22: Effect sizes between age groups

| Effect size between: | Verbal Marketing | Action Marketing |
|----------------------|------------------|------------------|
| 1 and 2 | 0.5 | 0.2 |
| 2 and 3 | 0.2 | 0.1 |
| 1 and 3 | 0.7 | 0.2 |

4.9.2 Gender

The following table (Table 4.23) represents the descriptive statistics (means and standard deviations) for gender on the dimensions of Verbal and Action marketing.

Table 4.23: Descriptive statistics for the gender groups

| Gender | | Verbal Marketing | | Action Marketing | |
|--------|--------|------------------|--------------------|------------------|--------------------|
| | | Mean | Standard Deviation | Mean | Standard Deviation |
| 1 | Male | 2.41 | 0.513 | 1.90 | 0.519 |
| 2 | Female | 2.45 | 0.538 | 1.87 | 0.536 |

From Table 4.23 it is clear that there is not a noticeable difference between the male and female groups when referring to the Verbal and Action marketing although both gender groups are more positive towards word-of-mouth communication.

In Table 4.24 the effect sizes are represented between the gender groups and it is clear that there are no practically significant differences between gender on the dimensions of Verbal and Action marketing.

Table 4.24: Effect sizes between gender groups

| Effect size between: | Verbal Marketing | Action Marketing |
|----------------------|------------------|------------------|
| Male and female | 0.1 | 0.1 |

4.9.3 Race

The following table (Table 4.25) represents the descriptive statistics for the various race groups on the dimensions of Verbal and Action marketing.

Table 4.25: Descriptive statistics for the race groups

| Race | | Verbal Marketing | | Action Marketing | |
|------|----------|------------------|--------------------|------------------|--------------------|
| | | Mean | Standard Deviation | Mean | Standard Deviation |
| 1 | White | 2.33 | 0.497 | 1.83 | 0.511 |
| 2 | Black | 2.55 | 0.501 | 1.97 | 0.523 |
| 3 | Coloured | 2.46 | 0.562 | 1.89 | 0.529 |
| 4 | Asian | 2.27 | 0.643 | 2.00 | 1.000 |

Table 4.25 reveals that there is a difference between Verbal and Action marketing in that respondents reacted more positively towards Verbal marketing. Black respondents had the highest positive response towards Verbal marketing.

Table 4.26: Effect sizes between racial groups

| Effect size between: | Verbal Marketing | Action Marketing |
|----------------------|------------------|------------------|
| 1 and 2 | 0.4 | 0.3 |
| 1 and 3 | 0.2 | 0.1 |
| 1 and 4 | 0.1 | 0.3 |
| 2 and 3 | 0.2 | 0.2 |
| 2 and 4 | 0.5 | 0.1 |
| 3 and 4 | 0.4 | 0.2 |

A medium effect exists between the black and Asian respondents (0.5) on the dimension of Verbal marketing. A small effect exists between the other racial groups on the dimension of Verbal marketing. Again Verbal marketing is considered to be important to the respondents.

4.9.4 Income/Occupation

Table 4.27 represents the descriptive statistics (means and standard deviations) for the various income groups on the dimensions of Verbal and Action marketing.

Table 4.27: Descriptive statistics for the income groups

| Income | | Verbal Marketing | | Action Marketing | |
|----------|---------------|------------------|--------------------|------------------|--------------------|
| | | Mean | Standard Deviation | Mean | Standard Deviation |
| 1 | High Income | 2.41 | 0.490 | 1.91 | 0.535 |
| 2 | Medium income | 2.38 | 0.548 | 1.84 | 0.513 |
| 3 | Unemployed | 2.51 | 0.535 | 2.02 | 0.521 |

It is seen in Table 4.27 that unemployed people seem to be more positive towards the event than medium and high income respondents on the dimension of Verbal marketing.

The table below (Table 4.28) represents the effect sizes for the various income groups. There is no clear difference between high income and unemployed participants when referring to Verbal or Action marketing, for both revealed an effect size of 0.2, although there is a slight difference between 2 and 3 when compared on the dimension of Action marketing with an effect size of 0.4.

Table 4.28: Effect sizes between income groups

| Effect size between: | Verbal Marketing | Action Marketing |
|----------------------|------------------|------------------|
| 1 and 2 | 0.0 | 0.1 |
| 1 and 3 | 0.2 | 0.2 |
| 2 and 3 | 0.2 | 0.4 |

4.9.5 Education Level

Table 4.29 represents the descriptive statistics (means and standard deviations) for the various education levels on the dimension of Verbal and Action marketing.

Table 4.29: Descriptive statistics for the education levels

| Education level | | Verbal Marketing | | Action Marketing | |
|-----------------|---------------------|------------------|--------------------|------------------|--------------------|
| | | Mean | Standard Deviation | Mean | Standard Deviation |
| 1 | No schooling | 2.37 | .525 | 1.87 | .483 |
| 2 | Secondary education | 2.49 | .494 | 1.92 | .583 |
| 3 | Tertiary education | 2.35 | .543 | 1.84 | .522 |

From Table 4.29 it is clear that there are no significant differences between the various education level groups. For the dimension Verbal marketing, the secondary education group had the highest positive response (2.49).

Table 4.30 represents the effect sizes for the various education level groups. A small effect exists between secondary and tertiary education groups with an effect size of 0.3 on the dimension of Verbal marketing.

Table 4.30: Effect sizes between education levels

| Effect size between: | Verbal Marketing | Action Marketing |
|----------------------|------------------|------------------|
| 1 and 2 | 0.2 | 0.1 |
| 1 and 3 | 0.0 | 0.1 |
| 2 and 3 | 0.3 | 0.1 |

4.9.6 Attitudes towards the continuation of the festival

Table 4.31 represents the descriptive statistics (means and standard deviations) for the attitudes towards the continuation of the festival on the dimensions of Verbal and Action marketing.

Table 4.31: Descriptive statistics for the attitudes towards the continuation of the festival

| Attitudes towards the continuation of the festival | | Verbal Marketing | | Action Marketing | |
|--|-----|------------------|--------------------|------------------|--------------------|
| | | Mean | Standard Deviation | Mean | Standard Deviation |
| 1 | No | 1.75 | 0.515 | 1.80 | 0.601 |
| 2 | Yes | 2.47 | 0.495 | 1.89 | 0.521 |

From Table 4.31 it is clear that the mean for Verbal marketing is very high in relation to the positive response towards the continuation of the festival.

The table below (Table 4.32) signifies the effect sizes for the attitudes towards the continuation of the festival. There is a significant difference between the responses of the participants, with large effect size between the “No” and “Yes” attitude (1.4) on the dimension of Verbal marketing.

Table 4.32: Effect sizes between the attitudes towards the continuation of the festival

| Effect size between: | Verbal Marketing | Action Marketing |
|----------------------|------------------|------------------|
| No and yes | 1.4 | 0.2 |

4.9.7 Attendance of the current festival

The following table represents the descriptive statistics (mean and standard deviation) for the attendance of the current festival.

Table 4.33: Descriptive statistics for the attendance of the current festival

| Attendance of the current festival | | Verbal Marketing | | Action Marketing | |
|------------------------------------|-----|------------------|--------------------|------------------|--------------------|
| | | Mean | Standard Deviation | Mean | Standard Deviation |
| 1 | No | 1.81 | 0.595 | 1.64 | 0.441 |
| 2 | Yes | 2.49 | 0.469 | 1.91 | 0.527 |

From Table 4.33 it is clear that there are differences in terms of the attendance of the festival and the two dimensions. Respondents that attend the festival indicated a high mean on the dimension of Verbal marketing (2.49) and respondents that do not attend the festival indicated a lower mean on the same dimension (1.81).

Table 4.34 represents the effect sizes for the attendance of the current festival. There is a large effect between the two groups on the dimension of Verbal marketing (1.2) and a medium effect on the dimension of Action marketing (0.5).

Table 4.34: Effect sizes between the attendances of the current festival

| Effect size between: | Verbal Marketing | Action Marketing |
|----------------------|------------------|------------------|
| No and yes | 1.2 | 0.5 |

4.9.8 Attendance of previous festivals

Table 4.35 indicates the descriptive statistics (means and standard deviations) for the attendance of previous festivals.

Table 4.35: Descriptive statistics for the attendance of previous festivals

| Attendance of previous festival groups | | Verbal Marketing | | Action Marketing | |
|--|-----|------------------|--------------------|------------------|--------------------|
| | | Mean | Standard Deviation | Mean | Standard Deviation |
| 1 | No | 2.19 | 0.621 | 1.77 | 0.486 |
| 2 | Yes | 2.45 | 0.509 | 1.90 | 0.529 |

From Table 4.35 it is clear that there is not a huge difference between the responses, “Yes” and “No”. For the dimension Verbal marketing, the “Yes” group had the highest positive response with a mean of 2.45. Respondents that attended the previous festivals are more inclined to Verbal marketing than those that did not attend the previous festivals.

The table below (Table 4.36) indicates that there is a small effect between respondents that have attended the festival and those that have not, on the dimension of Verbal marketing (0.4).

Table 4.36: Effect sizes between attendances of previous festivals

| Effect size between: | Verbal Marketing | Action Marketing |
|----------------------|------------------|------------------|
| No and yes | 0.4 | 0.2 |

4.9.9 Level of interest in the festival

The following table (Table 4.37) represents the descriptive statistics (means and standard deviations) for the various levels of interest in the festival by community members on the dimensions of Verbal and Action marketing.

Table 4.37: Descriptive statistics for the level of interest in the festival

| Level of interest in the festival | | Verbal Marketing | | Action Marketing | |
|-----------------------------------|--|------------------|--------------------|------------------|--------------------|
| | | Mean | Standard Deviation | Mean | Standard Deviation |
| 1 | An avid fan of the festival and try to attend every year. | 2.61 | 0.449 | 2.04 | 0.547 |
| 2 | Am interested in the festival and attend some aspects of the event when I can | 2.35 | 0.475 | 1.80 | 0.479 |
| 3 | I am not interested, but I occasionally attend it because family/friends are interested. | 1.94 | 0.677 | 1.66 | 0.522 |
| 4 | Have absolutely no interest in the festival and do not wish to attend it. | 1.65 | 0.755 | 1.50 | 0.430 |

Respondents that are avid fans of the festival yielded the highest mean on the dimension of Verbal marketing (2.61). Again Verbal marketing is considered to be more important than Action marketing.

The following table (Table 4.38) represents the effect sizes for the various levels of interest in the festival.

On the Verbal marketing dimension a large effect was discovered between:

- avid fans and those that are not interested but attend occasionally (1.4),
- between avid fans and those have no interest in the festival (2.0),
- between those that are interested and attend some aspects of the festival and those that are not interested but attend (0.8),
- those that are interested and attend and those that are not interested (1.5),

On the Verbal marketing dimension a medium effect was established between:

- avid fans of the festival and those that attended some of the aspects of the festival (0.5),
- those that are not interested but attend some aspects and those that are not at all interested (0.6).

On the Action marketing dimension a medium effect was determined between:

- avid fans of the festival and those that attended some of the aspects of the festival (0.5),
- avid fans and those that are not interested but attend occasionally (0.7),

- those that are interested and attend and those that are not interested (0.6).

Table 4.38: Effect sizes between the levels of interest in the festival

| Effect size between: | Verbal Marketing | Action Marketing |
|----------------------|------------------|------------------|
| 1 and 2 | 0.5 | 0.5 |
| 1 and 3 | 1.4 | 0.7 |
| 1 and 4 | 2.0 | 1.1 |
| 2 and 3 | 0.8 | 0.3 |
| 2 and 4 | 1.5 | 0.6 |
| 3 and 4 | 0.6 | 0.3 |

4.9.10 Length of stay in Grahamstown

The table (Table 4.39) below represents the descriptive statistics (means and standard deviations) for the length of stay in Grahamstown.

Table 4.39: Descriptive statistics for the length of stay in Grahamstown

| Length of stay in Grahamstown | | Verbal Marketing | | Action Marketing | |
|-------------------------------|----------------------|------------------|--------------------|------------------|--------------------|
| | | Mean | Standard Deviation | Mean | Standard Deviation |
| 1 | Less than 10 years | 2.35 | .543 | 1.76 | .521 |
| 2 | Longer than 10 years | 2.46 | .525 | 1.91 | .523 |

From Table 4.39 it is evident that the length of stay in Grahamstown, and not necessarily the attitudes towards the marketing of the festival, influences, where the mean for both groups were fairly high. Table 4.40 therefore indicates no significant difference between respondents that have been staying for longer or less than 10 years in Grahamstown. On the dimension of Action marketing a small effect has been determined between respondents that have been staying in Grahamstown for less than 10 years and those that have been staying for longer than 10 .

Table 4.40: Effect sizes between the lengths of stay in Grahamstown

| Effect size between: | Verbal Marketing | Action Marketing |
|----------------------|------------------|------------------|
| 1 and 2 | 0.2 | 0.3 |

4.9.11 Attitudes towards living in Grahamstown

Respondents that love to live in Grahamstown and cannot think of anywhere else to live, reacted very positive on the dimension of Verbal marketing (See Table 4.41).

Table 4.41: Descriptive statistics for the attitudes towards living in Grahamstown

| Attitudes towards living in Grahamstown | | Verbal Marketing | | Action Marketing | |
|---|---|------------------|--------------------|------------------|--------------------|
| | | Mean | Standard Deviation | Mean | Standard Deviation |
| 1 | I love it, I cannot think of anywhere else I would rather live. | 2.53 | .489 | 1.98 | .541 |
| 2 | I enjoy living in Grahamstown but can think of other places I would rather equally enjoy. | 2.31 | .513 | 1.80 | .484 |
| 3 | I only live here because circumstances demand it and would prefer to live somewhere else. | 2.35 | .653 | 1.73 | .531 |

Table 4.42: Effect sizes between attitudes towards living in Grahamstown

| Effect size between: | Verbal Marketing | Action Marketing |
|----------------------|------------------|------------------|
| 1 and 2 | 0.4 | 0.4 |
| 1 and 3 | 0.4 | 0.5 |
| 2 and 3 | 0.1 | 0.1 |

On the Verbal marketing dimension a small effect was determined between:

- Respondents that cannot think of anywhere else to live and those that would equally enjoy living elsewhere (0.4),
- Respondents that would equally enjoy living somewhere else and those that only live in Grahamstown due to circumstances (0.4).
- On the Action marketing dimension a small effect was determined between respondents that cannot think of anywhere else to live and those that would equally enjoy living elsewhere (0.4). A medium effect was determined between respondents that would equally enjoy living somewhere else and those that only live in Grahamstown due to circumstances (0.5).

4.10 CONCLUSION

The aim of this chapter was to reflect the results of the empirical study in order to determine the demographic information of the respondents, the level of their participation, community

attachment and the social impact of the festival and mainly the local community's attitudes and willingness to participate in the marketing of the festival.

Demographics were analysed and discussed by means of tables and figures. In terms of demographics, the following conclusions can be made: Most of the respondents were white females, in a professional occupation and between the ages of 37 and 46. They were born in Grahamstown and cannot think of anywhere else they would like to live. Respondents are positive about the festival and feel that the festival has a more positive impact on the community of Grahamstown than on their personal quality of life. It was found that the respondents attend the festival and those that did not attend did not have the time or did not want to go.

Various positive impacts were identified and only a few negative impacts. It was also found that, although respondents are willing to tell friends and family about the festival, they are not willing to be actively involved in the marketing of the festival. Respondents are thus willing to spread word-of-mouth messages but not distribute programmes of the festival. The factor analysis indicated two factors, namely Verbal and Action marketing. The one-way analysis of variance explored the impact of certain variables on the dimensions of Verbal and Action marketing. A medium effect exists between the middle-aged group and the older-age group on the Verbal marketing dimension. A medium effect also exists between the black and Asian respondents on the dimension of Verbal marketing. There is a large effect between attendance of the festival and Verbal marketing, but a medium effect on the dimension of Action marketing.

A large effect was discovered between avid fans and those that are not interested but attend occasionally, between avid fans and those have no interest in the festival, between those that are interested and attend some aspects of the festival and those that are not interested but attend, those that are interested and attend and those that are not interested on the Verbal marketing dimension. A medium effect was discovered between avid fans of the festival and those that attended some of the aspects of the festival and those that are not interested but attend some aspects and those that are not interested at all on the Verbal marketing dimension.

On the Verbal marketing dimension a medium effect was determined between, avid fans of the festival and those that attended some of the aspects of the festival, avid fans and those that are not interested but attend occasionally, those that are interested and attend and those that are not interested on the Action marketing dimension.

CHAPTER 5

Conclusions and Recommendations

5.1 INTRODUCTION

This chapter's main concern is to provide conclusions and make recommendations regarding the research. The main aim of this research was to determine the role of the host community in the marketing of arts festivals, specifically focusing on the Grahamstown National Arts Festival in South Africa.

To achieve the main aim of the study, the following objectives were set in Chapter 1 and met throughout the study:

- The *first objective*, to analyse the relationship between the events industry and the community. This objective was targeted in Chapter 2 of the study. The exploration of tourism marketing was done by means of an in-dept discussion concerning the following concepts:
 - Conceptualising the terms *events* and *event tourism*.
 - Discussing the types and categories of events, elaborating on cultural events.
 - The development and history of events.
 - The characteristics of events.
 - Impacts caused by events, and focusing on the social and cultural impacts.
 - The event role-players, focusing on the role of the local community.
- The *second objective* was to explore the role of the community in tourism marketing. This was achieved in Chapter 3, with an in-depth discussion concerning the following aspects:
 - Aims and objectives of tourism marketing.
 - The marketing process.
 - Different marketing communication tools.
 - The role of the community in tourism marketing.
- The *third objective* was to conduct a survey to establish the role of community perceptions in the marketing of the Grahamstown Arts Festival. Chapter 4 focuses on the empirical survey of the study by placing emphasis on the following:
 - Demographic information.
 - Overall impacts of the Grahamstown National Arts Festival.

- Participation in the festival.
 - Community attachment.
 - Specific social impacts.
 - Opinions with regard to the marketing of the festival.
 - A factor analysis was applied.
 - Effect sizes were determined.
- The *fourth objective* was to draw conclusions and make recommendations with regard to the role of the community in marketing arts festivals. The following section of this chapter will elaborate on the conclusions and recommendations concerning marketing of arts festivals.

The following conclusions can be drawn based on the information that was obtained throughout the study.

5.2 CONCLUSIONS

The following conclusions regarding the research can be drawn:

- Conclusions with regard to the relationship between the events industry and the community
- Conclusions with regard to the role of the community in tourism marketing.
- Conclusions with regard to the survey conducted, to determine the role of community perceptions in marketing.

5.2.1 Conclusions with regard to the relationship between the events industry and the community

Based on the literature study in Chapter 2 the following conclusions can be drawn:

- Event management and event tourism aims to cover a range of planned cultural, sports, political and business occasions. This sector is a fast growing leisure, business and tourism phenomenon (c.f. 2.1).
- Events such as arts festivals are seen to be part of the tourism industry and is categorised as a non-permanent attraction. Festivals play significant roles in a town or region where it is hosted (c.f. 2.1).
- Events are temporary happenings which are either planned or unplanned and take place during specific periods of time. Events are held to break away from the normal activities of live to enlighten, celebrate and entertain a group of people. Festivals and events are similar in definition (c.f. 2.2.1).

- Event tourism is a distinct field of study and it shows that in modern times people use events to enhance their culture, as in the case with the KKNK and Aardklop festivals. Events help keep the domestic tourism market active (c.f. 2.2.2).
- Events have been around for many years and have been significant in people's lives. Many event societies have been established throughout the history of events and date back, internationally, to 1985 and in South Africa organisations of this kind were established in the 1970's (c.f. 2.3).
- Events are classified according to their purpose, scale and size. They are divided into different sectors. Cultural events form part of the planned events type (c.f. 2.4).
- Hallmark events are categorised as planned and major events and consist of different cultural events. These cultural events include festivals, as well as a variety of other events such as carnivals, parades, art exhibitions, sacred ceremonies, heritage commemorations and religious pageants. Each of these cultural events has its own characteristics and therefore the marketing for each will differ (c.f. 2.4.5).
- Three impacts are identified which have an impact on the host community and destination. Economic, physical and environmental and social and cultural impacts and have an impact on the human environment (economic, social and cultural factors) as well as the natural environment (plants, animals and their habitat) (c.f. 2.6).
- The social impacts influence the attitude of the local community towards the festival. The positive impacts encourage the local community to support festivals and the negative impacts discourage them and cause negative attitudes (c.f. 2.6.3).
- Positive social impacts include aspects such as improvement of quality of life, revitalisation of traditions, promotion of cultural exchange, strengthening of regional values and traditions and promoting better understanding between cultures (c.f. 2.6.3).
- Negative social impacts include aspects such as an increase in crime, local community alienation, negative community image, substance abuse (drugs and alcohol), societal problems, traffic congestions, cultural commercialisation (c.f. 2.6.3).
- To ensure the success of festivals, various parties or stake holders are involved. Event role-players include the local government, event organisers, sponsors, local businesses, tourists and the local community. The marketing and success of a festival relies heavily on each of the role-players (c.f. 2.7).
- The local community is seen as a group of people living together in a certain geographic area (c.f. 2.7.1).
- Many of the businesses, public places and hospitality services used by tourists during festivals are provided by the local community. The local community is the main supplier of an event. The benefits for them must outweigh the costs in order to gain positive attitudes from them (c.f. 2.8).

- The local community forms an integral part of the event; therefore they have to own and participate in its planning, management and marketing (c.f. 2.8.1).

5.2.2 Conclusions with regard to the role of the community in tourism marketing field

The following conclusions can be drawn based on the literature study done in chapter 3:

- Marketing is a key element of tourism which can maintain or change the position of a country or area. Marketing influences peoples perceptions and attitudes about destinations or attractions and can increase visitation (c.f. 3.1).
- Limited research has been done in the area of word-of-mouth marketing through the local community in terms of festivals (c.f. 3.1).
- Marketing involves interaction and interrelationships between tourists and the event organisers, and gaining the voluntary exchange between the two parties. The tourism product needs to fulfil the needs and wants of a tourist/visitor. The marketing message should engage these needs in order to gain success (c.f. 3.2.1).
- There is a clear difference between service marketing and the marketing of goods. Tourism products, like festivals, cannot be touched or seen in terms of marketing; therefore it relies strongly on word-of-mouth marketing. Tourism products are intangible, inseparable, variable and perishable (c.f. 3.2.2).
- The aims and objectives of tourism marketing provide an effective way of distributing information and a sound basis for studying business problems, and it controls the marketing processes. The aims are needed to communicate the marketing message and plan to others (c.f. 3.3).
- Various marketing processes elaborate on the marketing mix but not on how they can be used and implemented in detail; therefore there is a shortage in that area (c.f. 3.4).
- Marketing communication tools aimed at getting the marketing message across. They are divided into several groups which include advertising, sales promotions, word-of-mouth, direct mail, outdoor advertising, public relations and other (c.f.3.5).
- Word-of-mouth communication acts as a powerful, highly credible, cheap way of marketing. People trust and rely on the experiences shared by friends and family through word-of-mouth communication (c.f. 3.5.3).
- The various marketing tools combined together in a marketing process form the message that convinces tourists/visitors to attend the event or not (c.f. 3.5.7).
- The attitudes which the local community has formed towards the festival will influence their behaviour towards the tourists/visitors (c.f. 3.6).
- Social interaction, between the local community and the tourists/visitors can have a direct and indirect effect on the buying behaviour of the tourist/visitor. The role of the community is to influence the tourist/visitor in a positive way in order to stimulate their

buying behaviour. Tourists/visitors must be able to gain information and recommendations through word-of-mouth marketing to support and reinforce purchasing decisions (c.f. 3.6).

- The proposed place of the local community within the marketing of an event is within the event marketing plan, in the marketing strategies section where they can be part of the event product, the event promotion, part of the place and distribution and part of the price (c.f. 3.6.1).

5.2.3 Conclusions with regard to the survey

Based on the empirical study from chapter 4, the following conclusions can be drawn:

- From the survey a full demographic profile of an average community member who attended the festival can be seen, including their race, age, gender, occupation and education level. This information can be used to focus the marketing of the festival on a specific group of people (c.f. 4.2).
- The dominant factors in terms of the demographic profile includes that the average attendee will be white of race (45%), will be between ages 37 and 46 (24%), will be female (59%), they will be in a professional occupation (19%) and the majority will have an education level of matric (33%) and a diploma or degree (24%) (c.f. 4.2).
- The respondents feel that the overall impact of the festival has a positive impact on their personal quality of life (61%) as well as a positive impact on the community as a whole (84%) (c.f. 4.3).
- The main positive impacts include that the community is exposed to the arts, the festival boosts the economy, it foresees an income and job opportunities for the local community (c.f. 4.3.5).
- The negative impacts noted by the respondents include an increase in beggars, crime, crowds, litter, traffic congestions and a decrease in parking availability in the town (c.f. 4.3.6).
- The participation in the festival is high; the survey shows that ninety percent of the respondents attend the festival, and the attendance of previous festivals is even higher (92%). Fifty percent of the respondents state that they are interested in the festival and attend some aspects of the event (c.f. 4.4).
- The local community is very attached to Grahamstown and have a positive attitude towards living there (51%). Furthermore, they also encourage family and friends to visit them during the festival (66%) (c.f. 4.5).
- The specific social impacts on the local community show that there is an increase in interaction between the locals and the tourists (69%), as well as an increased number of people in the area during the festival (80%). This fact creates an excellent opportunity for word-of-mouth marketing (c.f. 4.6).

- The negative specific social impacts on the local community include that ordinary residents get no say in the planning and management of the festival (50%). Forty-eight percent of the respondents feel that the festival brings too many people into the community in a negative way and forty-six percent of the respondents feel that the festival disrupts the lives of local residents, where only forty-three percent disagree with this fact. This shows that there are some aspects where the communities' opinions are divided (c.f. 4.6).
- A high percentage of the respondents will tell family and friends about the festival and encourage them to attend, while as they do not actively spread the programme of the festival. The respondents feel that the local community should be more involved in the marketing of the festival (c.f. 4.7).
- A factor analysis was done to determine the factors found in the marketing variables. Two factors were identified – Verbal and Action marketing and eight items were used in the analysis (c.f. 4.8).
- The means and standard deviations were determined, after which the effect sizes were established to explore the difference between the demographic information (age, gender, race, income, education level, attitudes towards the continuation of the festival, attendance of the current festival, attendance of previous festivals, level of interest in the festival, length of stay in Grahamstown and attitudes towards living in there in the dimensions of verbal and active marketing as determined in the factor analysis (c.f. 4.9).
- The one-way analysis of variance explored the impact of certain variables on the dimensions of verbal and action marketing. A medium effect exists between the middle-aged group and the older-age group on the verbal marketing dimension. A medium effect also exists between the black and Asian respondents on the dimension of verbal marketing. There is a large effect between attendance of the festival and verbal marketing, but a medium effect on the dimension of action marketing (c.f.4.9)).
- A large effect was discovered between avid fans and those that are not interested but attend occasionally, between avid fans and those have no interest in the festival, between those that are interested and attend some aspects of the festival and those that are not interested but attend, those that are interested and attend and those that are not interested on the verbal marketing dimension. A medium effect was discovered between avid fans of the festival and those that attended some of the aspects of the festival and those that are not interested but attend some aspects and those that are not interested at all on the verbal marketing dimension (c.f. 4.9).
- A medium effect was determined between avid fans of the festival and those that attended some of the aspects of the festival, avid fans and those that are not interested but attend occasionally, those that are interested and attend and those that are not interested on the action marketing dimension (c.f. 4.9).

5.3 RECOMMENDATIONS

Recommendations regarding the role of the community in the marketing of arts festivals will be made in this section, as well as recommendations regarding further research in this field of study.

5.3.1 Recommendations regarding the role of the community in the marketing of arts festivals

- It is clear that the local community plays a significant role in the marketing and therefore success of the festival. Since South Africa hosts various domestic festivals, it becomes important for the festival organisers to include the local communities in the planning, management and marketing of the festival.
- It can be concluded from this study that the local community can be used to market the festival by means of word-of-mouth marketing. They are actively part of the festival and are seen as the main suppliers of the festival; therefore they are in contact with the visitors/tourists as well as their own friends and family and can have a huge impact on the successful marketing of the event, either in a positive or negative way.
- The positive and negative impacts of the festival should be closely monitored in order to control them, for if the negative impacts outweigh the positive ones the local community will develop a negative attitude towards the festival and their word-of-mouth marketing and communication will have an unconstructive effect.
- To keep the local community informed about the benefits of the festival helps to keep their attitude positive towards the festival.
- Word-of-mouth marketing should be seen as an equal form of marketing to the other methods, and can be just as effective and even more effective when planning the marketing of a festival.
- Marketing can influence a buying decision and buying behaviour, and this study has shown that word-of-mouth marketing or personal recommendations are important to the community.
- The various marketing plans for festivals should specifically include areas where the local community play a role and are encouraged to market the festival by means of word-of-mouth marketing.

- Word-of-mouth marketing is a cheap and effective way to market an event and can bring about immense growth in the number of tourists attending the festival; therefore further research on this matter is important.

5.3.2 Recommendations regarding further research

- There is a shortage of literature relating to the role of the host community in the marketing of festivals. Therefore more extensive research is needed to gain further insight into this subject matter.
- South Africa has a wide array of festivals and word-of-mouth marketing can be implemented in the marketing plan and the effect can be researched and measured during and after the festival to determine its effect.
- Furthermore, more research is needed on the matter of word-of-mouth marketing itself in all areas of tourism. The full effect of this type of marketing can be very helpful in the tourism industry as a whole.
- Although various studies have been conducted on marketing and literature is abundant, more studies can be done specifically on the marketing of tourism service products – they differ a great deal from the marketing of goods.

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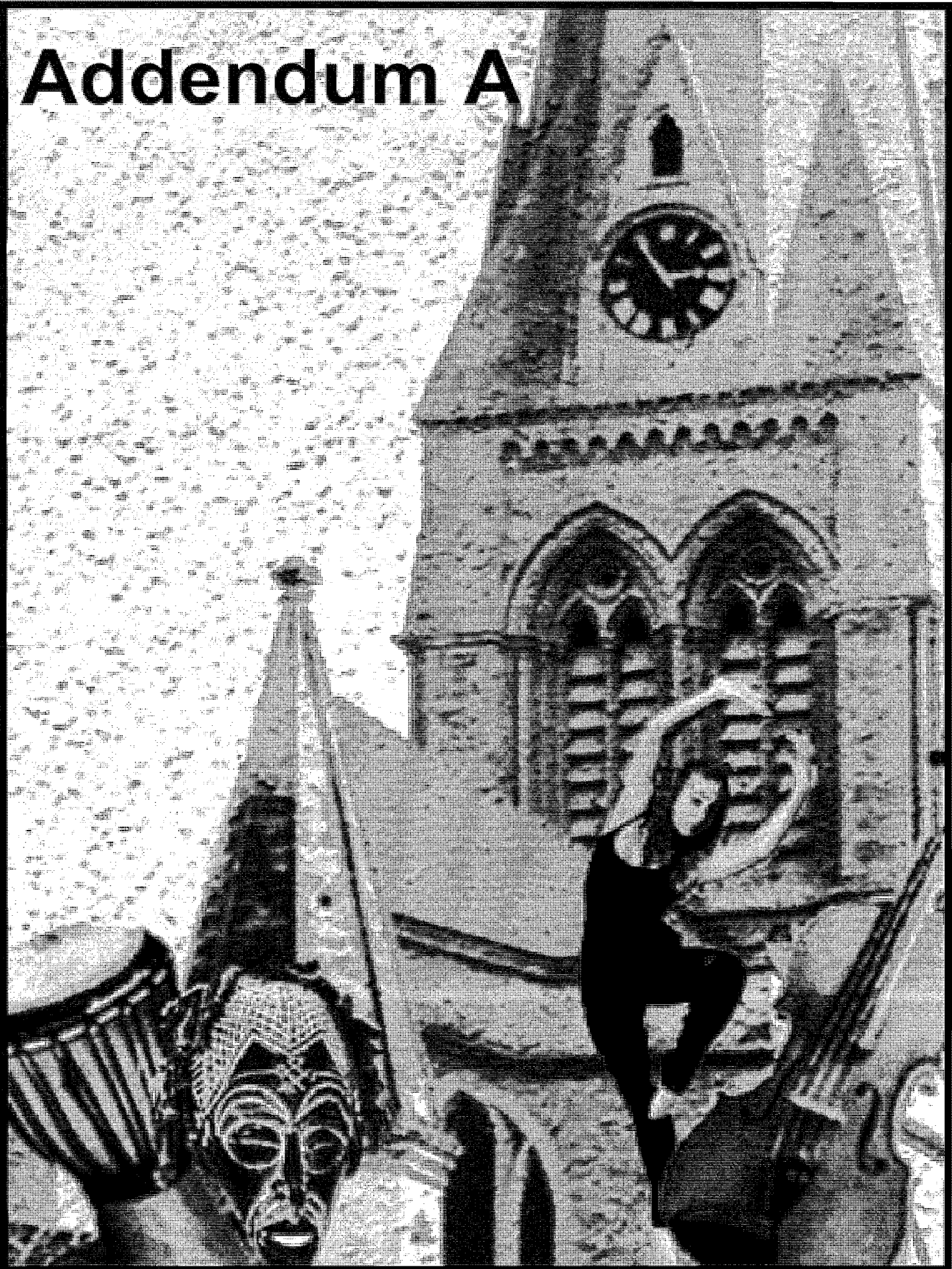
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Addendum A



| SECTION E: SPECIFIC SOCIAL IMPACTS | | | | | |
|------------------------------------|---|---------------------|----------------------|--------------|----------------|
| BECAUSE OF THE FESTIVAL | | DECREASED/ WORSE | INCREASED/ BETTER | NO CHANGE | DO NOT KNOW |
| 1 | the appearance of the area has... | 1 | 2 | 3 | 4 |
| 2 | the maintenance of public facilities in the area is.... | 1 | 2 | 3 | 4 |
| 3 | noise levels in the area have.... | 1 | 2 | 3 | 4 |
| 4 | employment opportunities in Grahamstown have..... | 1 | 2 | 3 | 4 |
| 5 | the range of things to do in Grahamstown has..... | 1 | 2 | 3 | 4 |
| 6 | the number of people in the area has..... | 1 | 2 | 3 | 4 |
| 7 | rowdy and delinquent behaviour has..... | 1 | 2 | 3 | 4 |
| 8 | property values in the area have..... | 1 | 2 | 3 | 4 |
| 9 | crime levels have..... | 1 | 2 | 3 | 4 |
| 10 | participation in community activities has..... | 1 | 2 | 3 | 4 |
| 11 | entertainment opportunities have..... | 1 | 2 | 3 | 4 |
| 12 | prices of some goods and services have.... | 1 | 2 | 3 | 4 |
| 13 | the pride that Grahamstown residents have in their town has..... | 1 | 2 | 3 | 4 |
| 14 | the overall cost of living has..... | 1 | 2 | 3 | 4 |
| 15 | litter in the area has..... | 1 | 2 | 3 | 4 |
| 16 | damage to the environment has..... | 1 | 2 | 3 | 4 |
| 17 | the opportunities to meet new people have..... | 1 | 2 | 3 | 4 |
| 18 | opportunities for local business have..... | 1 | 2 | 3 | 4 |
| 19 | the number of tourists visiting at other times of the year has ... | 1 | 2 | 3 | 4 |
| 20 | excessive drinking and/or drug use has..... | 1 | 2 | 3 | 4 |
| 21 | the number of people moving to town permanently or buying holiday homes has | 1 | 2 | 3 | 4 |
| 22 | public funding for community activities has.... | 1 | 2 | 3 | 4 |
| 23 | the rights and civil liberties of local residents have..... | 1 | 2 | 3 | 4 |
| 24 | public transport has..... | 1 | 2 | 3 | 4 |
| 25 | interactions between locals and tourists have..... | 1 | 2 | 3 | 4 |
| 26 | facilities available to local residents have..... | 1 | 2 | 3 | 4 |
| 27 | social and moral values have..... | 1 | 2 | 3 | 4 |
| 28 | the skill base for event management in Grahamstown is | 1 | 2 | 3 | 4 |

| DURING FESTIVAL | | DECREASED/ WORSE | INCREASED/ BETTER | NO CHANGE | DO NOT KNOW |
|-----------------------|---|---------------------|----------------------|--------------|----------------|
| 29 | parking availability in the area has..... | 1 | 2 | 3 | 4 |
| 30 | traffic congestion in the area has..... | 1 | 2 | 3 | 4 |
| 31 | the turnover for local businesses has.... | 1 | 2 | 3 | 4 |

| SOCIAL IMPACT STATEMENTS | | AGREE | DISAGREE | DO NOT KNOW |
|---------------------------|--|------------|-----------|-------------|
| 32 | The theme of the festival fits poorly with the culture of Grahamstown | 1 | 2 | 3 |
| 33 | The festival provides opportunities for people to have fun with their family and friends | 1 | 2 | 3 |
| 34 | The money that tourists spend at the festival helps to stimulate the economy | 1 | 2 | 3 |
| 35 | Media coverage of the festival promotes development in Grahamstown | 1 | 2 | 3 |
| 36 | The public money spent on the festival would be better spent on other things | 1 | 2 | 3 |
| 37 | The festival increases social inequity (provides benefits to the rich, but none to the poor) | 1 | 2 | 3 |
| 38 | The festival provides an opportunity to attend a major event | 1 | 2 | 3 |
| 39 | The festival gives us an opportunity to show other people how special our community is | 1 | 2 | 3 |
| 40 | The festival disrupts the lives of local residents and causes them stress | 1 | 2 | 3 |
| 41 | The festival brings too many people into the community | 1 | 2 | 3 |
| 42 | The festival enhances Eastern Cape's reputation as "The Events Province" | 1 | 2 | 3 |
| 43 | Because of the festival, friends come and visit me | 1 | 2 | 3 |
| 44 | Ordinary residents get no say in the planning and management of the festival | 1 | 2 | 3 |
| 45 | The festival promotes values that are good | 1 | 2 | 3 |
| MARKETING OF THE FESTIVAL | | NOT AT ALL | SOMETIMES | ALWAYS |
| 46 | I tell friends, not living in Grahamstown, about the festival | 1 | 2 | 3 |
| 47 | I tell my family about the festival | 1 | 2 | 3 |
| 48 | I encourage my family to attend the festival | 1 | 2 | 3 |
| 49 | I encourage friends to attend the festival | 1 | 2 | 3 |
| 50 | I obtain the programme of the festival and distribute it to family and friends | 1 | 2 | 3 |
| 51 | I actively market the Grahamstown National Arts Festival in order to grow the festival | 1 | 2 | 3 |
| 52 | The community should be more involved in the marketing of the Festival | 1 | 2 | 3 |
| 53 | I am positive about the festival | 1 | 2 | 3 |