

**Visitor Satisfaction at a Local Festival: An Importance-Performance Analysis of
Oktoberfest**

by

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Author's Declaration

I hereby declare that I am the sole author of this thesis. This is a true copy of the thesis, including any required final revisions, as accepted by my examiners.

I understand that my thesis may be made electronically available to the public.

Abstract

The aim of this research was to provide a practical method for assessing visitor satisfaction at a local festival. It is crucial for festival management to monitor and evaluate visitor satisfaction in order to understand and identify the needs and perceptions of attendees, which in turn allows organizers to design and tailor the festival elements towards them, leading to higher visitor satisfaction, positive word-of-mouth advertising, and increased likelihood of repeat attendance (Lee, Lee and Choi, 2011; Lee & Beeler, 2009). The research objectives were to evaluate current levels of satisfaction of festival attendees, to determine what attributes are importance in determining satisfaction, and to analyze whether importance and performance of those attributes differs based on demographics and visit characteristics, with the aim of recommending policies to assist the festival in increasing overall visitor satisfaction.

A questionnaire was distributed over four days, and three event locations resulting in the collection of 389 completed questionnaires. Respondents were asked to complete demographic and visit information as well as rate the importance and performance of eighteen festival attributes. ANOVA and independent t-tests were used in order to determine whether the importance and satisfaction of these attributes differed based on the demographics and visit characteristics. An Importance-performance analysis (IPA) was then used to assist event organizers in resource allocation while identifying critical performance attributes in order to improve visitor satisfaction.

Findings reveal attributes associated with program content, convenience and food and beverage ranked higher in determining visitor satisfaction than the attributes

associated with souvenir, transportation and information availability. Results also indicate statistically significant differences of the mean importance and mean performance scores of attributes based on gender, age, resident status, site and whether it was the respondents' first time at the event. It was found that females place a higher importance on convenience attributes such as the cleanliness of restrooms, helpfulness of staff and feeling of safety, as compared to males. As well, repeat visitors placed a higher importance on program content attributes such as live entertainment, dance space and authentic culture, and also have a higher perception of performance for these attributes than first-time visitors. These findings result in direction for management in where to place future resources, as well as implications for promotional and advertising strategies.

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Chapter One: Introduction

1.1 Festivals and Tourism

Ranging from mega-events such as world's fairs, to community run events, festivals are an exciting leisure and tourism related phenomena (Getz, 1991). Their special appeal stems from the innate uniqueness of each event, the general celebratory ambience filled with revelry, merrymaking and good times, and the ability to be unique tourist attractions and destination image makers (Getz, 1991). Local festivals provide the opportunity for leisure, social, and cultural experiences (Getz, 1997) for tourists and locals alike. Along with the opportunity to provide entertainment and social experiences to residents, many festivals rely on volunteers in order to plan and run the event. For example, the K-W Oktoberfest would not be possible without the dedication and support from 450 year-round volunteers and 1,300 community and service club volunteers (Oktoberfest, n.d.). Additionally, hosting a festival has the potential for local economic development benefits for the host community. Festivals can extend the tourism season, increase local support, pride and cohesion, and play a key role in promoting or developing a unique sense of place and tourism destination image (Lee, Lee and Choi, 2011). In South Western Ontario, several communities are synonymous for the festivals they stage such as the Elmira Maple Syrup Festival, the Wellesley Apple Butter Festival, and the Kitchener-Waterloo Oktoberfest.

1.2 Visitor Satisfaction

In order to increase the likelihood of repeat attendance, it is crucial for festival management to monitor and evaluate visitor satisfaction from the experience provided to festivalgoers. Understanding and identifying the needs of the attendees allows organizers

to design and tailor the festival elements towards them, and volunteers to execute the vision, in turn increasing satisfaction (Lee et al., 2011). Higher visitor satisfaction can also lead to positive word-of-mouth advertisement and increased purchases of tourism-related products during the festival (Lee & Beeler, 2009).

Currently few studies have examined a multi-dimensional approach in measuring visitor satisfaction by including both the emotional and functional dimension associated with satisfaction. Due to the difficulty operationalizing the emotional elements, many past studies have only examined the functional elements of a festival including amenities like washrooms and parking. Functional elements are important because if festival organizers do not meet participants' basic physical needs such as clean and comfortable places to sit, the experience will be evaluated negatively with participants unsatisfied (Morgan, 2008). However the emotional elements cannot be underestimated and are especially critical to festivals where the majority of the motivations for attendance are linked to an emotional need such as escape, entertainment and novelty (Crompton & McKay 1997; Nicholson & Pearce, 2001).

1.3 Rationale and Purpose

The rationale for this research lies in adding to the existing body of knowledge concerning the measurement of visitor satisfaction at a local festival and in helping to try to fill a few of the gaps in the literature that were discussed above. In particular, the study will add to the small but growing body of knowledge on the specific festival of Oktoberfest by focusing on visitor satisfaction. Currently there are only two other studies looking at Oktoberfest in the Kitchener-Waterloo area. Xiao and Smith (2004) examine residents' perceptions of the

event, and Wall and Hutchinson (1978) provides an examination of the anatomy of Oktoberfest. As Oktoberfest is now a global phenomenon, several studies have examined Oktoberfest in other locations such as the Profile of St. Paul Oktoberfest Attendees by Hinds, Salk and Schneider (2006), and the cross-cultural perspective of Chinese visitors attending the original Oktoberfest in Munich (Yang, Reeh & Kreisel, 2011). The purpose of this thesis is to add to the body of literature and relate the importance and performance of festival attributes to measure visitor satisfaction using an importance-performance analysis at three K-W Oktoberfest festhalls.

The Kitchener-Waterloo Oktoberfest is the second largest Oktoberfest in the world, and the largest outside of Bavaria. Thousands of visitors from outside the region travel to attend the festival, which results in a large economic and sociocultural significance to the local community (Oktoberfest, n.d.). With over 49 family and cultural events, and 18 festhalls, there is something for everyone. A festhalle is a distinctive Oktoberfest tradition, as described below from the official K-W Oktoberfest website.

Walk through the doors of a festhalle and be transported to a world of good times, and good cheer. Where there are no strangers and the food and beverages are served up by friendly staff wearing traditional German tracht. Link arms and join your newly found festhalle friends in the signing of Ein Prosit, or hit the dance floor and polka the night away! (Oktoberfest, n.d.)

1.4 Research Questions and Hypotheses

The organizers have the sense however, that Oktoberfest is becoming less popular in the community and research should be done in determining why popularity and enthusiasm

has declined (Xiao & Smith, 2004). The following general questions was used as a framework to guide the research:

1. What festival attributes did attendees consider to be the most important in determining satisfaction?
2. Is there a difference in what is important to attendees in determining satisfaction based on demographic and visit characteristic differences?
3. What are the attendee's perceptions of the performance on the festival attributes?
4. Is there a difference in how respondents rate the performance of festival attributes based on demographic and visit characteristic differences?
5. How satisfied are attendees overall?
6. Is there a difference in how satisfied participants are based on demographic and visit characteristic differences?
7. What are the perceptions of importance versus performance for each festival attribute?

In addition to adding to the existing body of knowledge on the measurement of visitor satisfaction at a local festival, the research has the following objectives:

1. To evaluate current levels of satisfaction of festhalle participants.
2. To analyze what factors are important in determining satisfaction.
3. To analyze whether satisfaction and importance differs based on demographics and visit characteristics.
4. To recommend policies to assist in increasing overall visitor satisfaction.

In order to successfully accomplish the research goal to evaluate visitor satisfaction at a local festival, the methods utilized include a semi-structured interview with Oktoberfest management, analysis of questionnaires collected at the festhalles through an importance-performance analysis, and field observation.

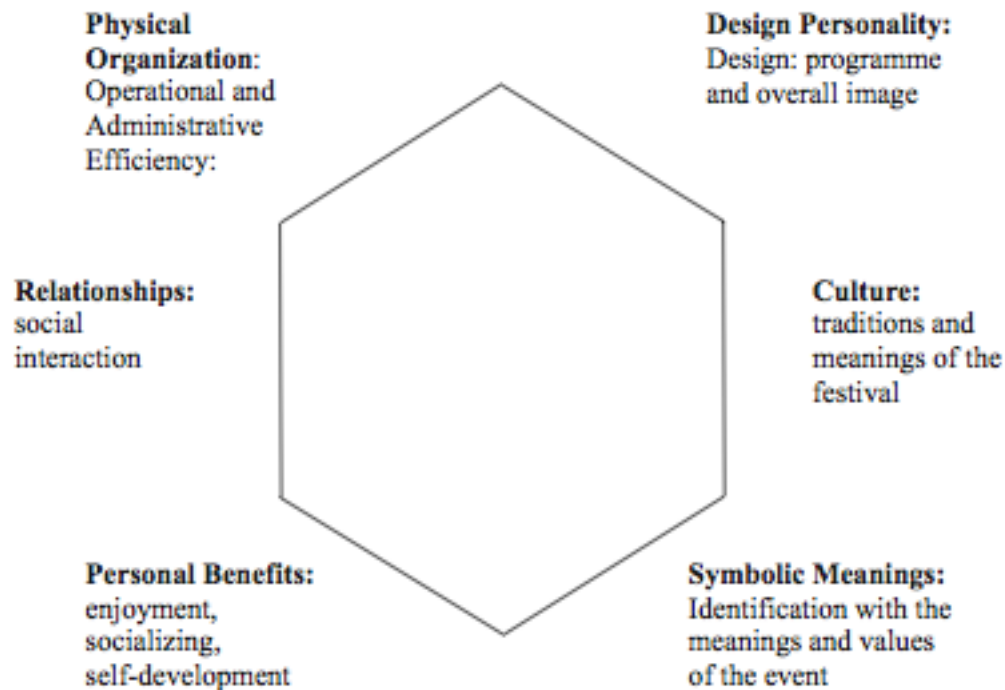
Chapter Two: Literature Review

The literature on festival and event management can be categorized into four main themes: sponsorship evaluations, economic impact assessments, resident perceptions, and guest satisfaction research (Lee & Turco, 1996). The following literature review will focus on the emerging research on guest satisfaction, including definitions, theoretical backgrounds, and an examination of why researching visitor satisfaction is important in the management and academic setting. This chapter will first review previous research related to festivals and tourism and their role in local economic development. Next visitor motivation and visitor satisfaction will be discussed individually, and then combined in order to see the relationship between satisfaction, motivation, and future behaviour. Finally, there will be an overview of alcohol tourism. Additionally, throughout each of the sections listed above, results have been reviewed and summarized from previous festival studies.

2.1 Festivals and Tourism

Getz (1997) states “festivals are unique opportunities for leisure, social and cultural experiences” (p. 323). While festivals can vary significantly in the theme and activities offered when they provide that unique opportunity, they often share many similarities in the festival experience such as the overall elements, what they create the opportunity for, and the experience provided to attendees. Morgan (2008) developed a prism, as seen below in Figure 1 outlining the festival experience. Festivals consist of both physical and design elements, which creates the opportunity for shared cultural meanings and social interactions, and allows attendees to experiences personal benefits and symbolic meanings.

Figure 1: The Prism of Event Experience (Morgan, 2008, p.85)



A festival consists of both design and physical elements (Morgan, 2008). Design elements, such as the program, are what create the personality of the event, while physical elements, like ticketing and parking, are the practical attributes of the event. The design and physical attributes create the opportunity for a communication of shared cultural meanings, as well as social interactions between visitors and staff of the event. An example of cultural meanings shared through a festival would be of a certain type of art from a particular ethnic group or culture from a community, place or region. Finally, as a result of attendance, the participants can experience personal benefits such as enjoyment, self-development, or relaxation and can also experience symbolic meanings. Symbolic meanings are “a sense of integration and identification with the external meanings and

values of the event” (Morgan, 2008, p. 86), and can include looking at authentic versus commercialized, the survival of a tradition and outreach to the next generation (Morgan, 2008).

2.1.1 Definition of “Festivalscapes”

Lee et al. coined the term “festivalscape” in order to capture festival quality. Festivalscape can be described as the physical environment, which includes tangible features as well as the atmosphere created (Mason & Paggiaro, 2012). Festivalscape encompasses six dimensions of festival quality and includes program content, staff service, food, souvenirs, convenience, and information availability (Lee et al., 2008), and is the way that participants perceive the festival both in functional and affective terms (Mason & Paggiaro, 2012). Similar to the concept of “servicescape” as defined by Bitner (1992), it is believed that the physical surroundings can and will influence the behaviour of consumers. Although the concept independently defines each dimension, the participant perceives quality in a more holistic manner (Mason & Paggiaro, 2012). Lee et al. (2008) examined the structural relationship between festivalscape, satisfaction and loyalty and found in particular three dimensions; the program content, food, and facilities indirectly enhance loyalty through satisfaction.

2.1.2 Service vs. Experience at a Festival

Festivals can be characterized by three elements provided to the participant, a product, a service and an experience (Nicholson and Pearce, 2000; Getz et al., 2001). Pine and Gilmore (1999) was the first to argue that a service is different from an experience. While an experience does share many characteristics of a service, such as perishability,

intangibility, and inseparability (Lee et al., 2008), the differences lie in that services are external to the consumer while experiences are personal and memorable. Experiences are outcomes of services, and thus in a festival context the organizer hopes to facilitate the creation of memorable experiences through staging the service (Cole & Chancellor, 2008).

2.1.3 Benefits of Festivals and Local Economic Development

Festivals have expanded rapidly in number, popularity and diversity due to the many benefits and contributions toward local economic development. A local festival can be an important tool in tourism promotion for a town, city or region. Lee and Beeler (2009) states, “it increases local tourism demand, it creates the identity of a local place and improves the image of a location, and the strategic placement of diverse local festivals can help extend the tourism season” (p. 17) as reasons a local festival can be an important resource in the development and promotion of tourism.

Lee and Turco (1996) define the economic impact of festivals as “the net change in the economy as a result of spending attributed to a festival or special event” (p. 1). Direct and indirect benefits may arise due to the increased number of visitors who spend locally when attracted to an area both at the event, and in the surrounding region respectively (Wood & Thomas, 2008). In addition to the direct spending at the event, tourists are likely to spend money on transportation, accommodation and restaurants in the host region. This expenditure can have a considerable impact as it circulates in the local economy (Allen, O’Toole, McDonnell & Harris, 2005). The direct impacts include expenditures made by visitors, while direct costs are ones that are incurred as a direct result of the development of the event, such as supplies or material purchases, and labour cost to build

facilities (Smith, 1995). The Ministry of Tourism, Culture and Sport (2011) in Ontario defines direct impacts as, “the impact that the tourism expenditures generates on tourism front-line businesses” (p. 1). Festivals can also boost local economies through indirect impacts resulting from the expansion of demand from the tourism-related sectors (Ministry of Tourism, Culture and Sport, 2011). Induced impacts include the resulting increase in residents’ income, which can be re-spent in the community after providing employment opportunities (Lee & Turco, 1996), and is defined by the Ministry of Tourism, Culture, and Sport (2011) as “the impact associated with the re-spending of labour income and/or profits earned in the industries that serve travelers directly and indirectly” (p.1). It is beneficial to examine the direct, indirect and induced economic impacts in order to demonstrate the contribution that festivals make towards the local community, as local businesses may be more inclined to support the event in the future once this benefit is demonstrated (Lee & Turco, 1996).

In addition to economic benefits, festivals can help strengthen a destination’s image, and provide recreational or cultural opportunities to residents (Lee et al., 2011). Festivals can also enhance local pride, which has the additional benefit of potentially increasing community and social cohesion (Lee et al., 2011). By creating local pride, festivals have the potential to tap into repeat visitation or even volunteers from the local community (Cole & Chancellor, 2008).

Furthermore, there are several reasons that explain the importance of conducting festival research for the event organizer. Organizers can benefit from understanding which factors of the festival have the most impact on festivalgoer’s’ satisfaction, loyalty and on-

site behaviour (Cole & Chancellor, 2008). Understanding which factors are important to participants allow the organizers to better serve them in the future by tailoring programming to their needs and wants, and improving facilities and amenities based on feedback. Focusing on improving the satisfaction of the participants will help provide a positive impact on the experience, which could in turn increase the likelihood of returning again in the future. Increasing the re-visit percentage benefits the local tourism demand.

Creating a positive experience for participants can result in the additional benefit of participants providing word-of-mouth advertising to family and friends, which can result in new visitors and increased tourism revenue to the community (Cole & Chancellor, 2008). Lee et al., (2011) expressed that, “support has been presented for a direct relationship between value and behavioural intentions” (p. 688). In order to capitalize on the intended behavioural intentions of re-visiting and positive word of mouth, it is necessary for organizers to provide a high level of value, and ultimately having highly satisfied attendees.

2.2 Visitor Motivation

To provide a high level of value that results in highly satisfied attendees, organizers must first study the motivations of attendees. The following section will first outline the reasons to study motivations, followed by a theoretical background to motivation theories in the literature, and will finish with results from festival studies conducted.

2.2.1 Why Study Motivations?

Crompton and McKay (1997) outline three reasons why it is important to understand the motives of festival visitors. First, in order to meet the needs of the visitors,

it is imperative to first understand and identify their needs and this can be done through investigating their motivations (Crompton & McKay, 1997). Once their needs are identified the festival elements can be tailored and designed to meet them. Secondly, Crompton and McKay (1997) describe the relationship between motives and understanding the decision behaviour of attendees, and the potential for creative effective marketing activities and promotion to appeal to the needs of the target market (Crompton & McKay, 1997). The final reason outlined by Crompton and McKay (1997) is the close relationship between motivation and satisfaction, and how studying event motivation can be used as a way to monitor event satisfaction. Dann (1981) stated that, “[i]t makes little sense to study satisfaction in isolation from motivation” (p. 203). Crompton and McKay (1997) outline that motives occur before the experience, and satisfaction occurs after, and that “if needs are fulfilled, then satisfaction will result. Therefore, in order to monitor satisfaction, there should be knowledge of the needs which festival visitors are seeking to satisfy” (p. 426).

2.2.2 Theoretical Background

Iso-Ahola (1980), defines a motive as, “an internal factor that arouses, directs and integrates a person’s behavior” (p.230). In the festival context, a decision to visit a festival is triggered by a desire to meet a certain need (Crompton & McKay, 1997), and motivation is an important factor in understanding attendees’ behaviours (Chang & Yuan, 2011).

Foxall, Goldsmith and Brown (1998), note there are two main goals in motivation research: to understand the relationship between motivation and behavior, and to develop a list encompassing all motives influencing behavior.

While there is no universally accepted theory of tourism motivation that can fully explain all of the tourists' behavior (Crompton & McKay, 1997), several have been suggested. Getz (1991) suggests that the basic needs of festival attendees can be classified into three categories: physical, interpersonal/social, and personal. These three categories were heavily influenced from Maslow's classification of human needs of physiological, safety, social, esteem, and self-actualization needs (Crompton & McKay, 1997).

The second theory is Iso-Ahola's (1982) escape-seeking dichotomy, which states that tourism motivation consists of two motivating forces, seeking and escaping. Iso-Ahola (1982) defines escaping as "the desire to leave the everyday environment behind oneself", while seeking is "the desire to obtain psychological (intrinsic) rewards through travel in a contrasting (new or old) environment" (p. 261). This is similar to the push and pull forces proposed by Dann (1981) and Crompton (1979). They relate push forces with escape, and pull forces with seeking. Push forces are described as intrinsic, internal desires of the participants, and pull factors emerge from the attractiveness of the features at the attraction and are connected to external, situational or cognitive aspects of motivation (Yoon & Uysal, 2005).

More recently, Getz and Cheyne (2002) outline a general framework to study festival motivations by creating the three groups of generic leisure/travel motives, event-specific motives, and extrinsic motives. The generic leisure/travel motives include needs satisfaction, seeking, and escape (Chang & Yuan, 2011). Event-specific motives are typically related to the festival's theme and program and include targeted benefits achieved through attendance (Chang & Yuan, 2011). Finally, extrinsic motives reveal factors

affecting the attendance of festivals such as business, obligation and incentives (Chang & Yuan, 2011).

Many researchers agree it is impossible to attribute the motivations of tourists to one single motivation (Crompton 1979; Mansfeld 1992; Pearce 1982; Uysal, Gahan & Martin 1993), and the decision to attend a festival can be as a result of many needs seeking to be filled. Crompton & McKay (1997) provide the example that, “a need to interact with family often inhabited by the independent actions of individual members in the home environment, may be accompanied by a desire for cultural enrichment” (p. 426). This is consistent with Iso-Ahola’s belief as outlined by that “different types of events are likely to be able to satisfy the same need albeit to a different degree, as well as the same event type being able to satisfy different needs” (Crompton & McKay, 1997, p. 436).

2.2.3 Festival Study Results

There are a wide range of motivations that can lead to the decision of attending a festival. Dodd, Yuan, Adams and Kolyesnikova (2006) provide a sample of reasons including, “affiliation, escape, dream fulfillment, identify fulfillment, personal growth, family together, and trying new foods or wines” (p. 25). The resulting question is whether people go to different events because of different motivations? In order to answer this question, researchers have begun to analyze multiple festivals as opposed to just one (Li & Petrick, 2006). Different researchers have reached contradicting conclusions; Scott (1996) and Nicholson and Pearce (2000, 2001) have found that festival motivations can be context specific, while Crompton and McKay (1997) did not (Li & Petrick, 2006).

While agreement has not been reached on whether people go to different events with different motivations, there has been a high level of cohesion in the list of motivations often reported surrounding festivals. Li and Petrick (2006) summarized the results of a selection of 16 studies on the topic of festival and event motivations. Rolston & Crompton completed the earliest study in 1988, and Lee et al conducted the latest study in 2004 used in the summary. The studies looked at a wide range of festivals from around the world, with six in the United States and the remaining 10 in Europe, the Middle East and Asia. No studies reported on a festival in Canada. Similar research design and methods were employed in the studies. First the authors developed a list of motivation items in which the respondents would indicate the importance of each item in their decision making process leading to attending the festival, then the results were factor analyzed into several dimensions and statistical tools such as ANOVA or MCA were used to identify relationships between motivation factors and event or demographic variables (Li & Petrick, 2006). Table 1 below, reports the frequency of the motivation factor determined in the 16 studies.

Table 1: Frequency of Delineated Motivation Factors

Motivation	Frequency of Delineated Factor in the 16 Studies
Family	15
Socialization	13
Escape	13
Excitement	12
Festival specific attribute	7
External socialization	7
Cultural exploration	5
Known-group socialization	4
Entertainment	2
Curiosity	1
Learning & discovery	1
Relaxation	1
Stimulus seeking	1

All but one of the studies indicated spending time with family as a motivation for attending festivals, and was labelled as either “family” or “family togetherness”. A similar motivation outlined was socialization. All of the studies had some sort of socialization factor as a motivation to attend a festival. Several of the studies, broke socialization down further to separate external socialization, such as meeting new people from known-group socialization, such as friends. It can be argued that socialization could be with family members as well. Nicholson and Pearce (2000, 2001) found that socialization was included across all of the events they studied, and the remaining motivations varied based on the type of event (Bowen & Daniels, 2005). Several of the researchers included a festival specific motivation in their factors, for example nature appreciation was a top motivator for a festival whose focus in on the outdoors, and trying new wines was important when examining a wine festival (Dodd et al., 2006).

Escape and excitement were also frequently reported motivation factors, and are similar to Iso-Ahola’s escape and seeking motivating forces. The escape motivation was measured in the Crompton and McKay (1997) study by asking participants to rate whether they felt they were trying to, “avoid getting in a rut; reduce built-up tension; anxieties and frustrations; recover from my usual hectic pace; and relieve boredom” (p. 37). Dunn Ross and Iso-Ahola (1991) felt that even though the escape factor was less central in explaining the motivation, it might have been a necessary condition, as they further explain, “[a] visitor may have felt a need to escape his/her routine environment and only then may the needs have been aroused which characterized the seeking dimension” (Crompton & McKay, 1997, p. 437). A major part of the seeking motivation is the need to seek excitement,

learning and discovery, entertainment, or to fulfill a curiosity. Finally, not included in the review of past studies, Gursoy, Spangenberg and Rutherford (2006) indicate that a driving force behind people attending festivals is to experience unique, funny and exciting moments, which implies that, “the underlying force behind festival visits is to consume emotional experiences” (p. 693).

2.3 Visitor Satisfaction

The following section will first discuss why it is important to study satisfaction, followed by the multiple definitions associated with satisfaction. Next the role of emotion and function in determining satisfaction will be examined, and finally results from past festival studies will be studied.

2.3.1 Why Study Satisfaction?

Studies have shown that higher levels of satisfaction in visitors result in higher intentions to revisit, are more likely to spread positive word-of-mouth communications to others, and purchase tourism-related products at the festival (Lee & Beeler, 2009). Furthermore, understanding how visitors evaluate both the experience and the overall perception of the festival is important for festival organizers in order to design and budget future events (Lee, Lee & Choi, 2011). Finally, participant satisfaction is an important part of assessing overall festival success (Baker & Crompton, 2000).

2.3.2 Definition of Satisfaction

The definition and measurement of satisfaction found in the literature is quite varied, and continues to evolve and refine. Many of the definitions include an aspect of

expectation. Hunt (1977) originally defined customer satisfaction as, “not the pleasurable-ness of the experiences, it is the evaluation rendered that the experience was at least as good as it was supposed to be” (p. 459). This is similar to the model developed by Oh and Parks (1997), which posited that satisfaction is constructed, based on two parts, expectation and perception. Oliver (1980) developed the expectancy disconfirmation model of satisfaction theory, which proposes that participants experience satisfaction when performance exceeds expectations. Comparable to expectation, Lee and Beeler (2009) reported that, “satisfaction is maximized when aspiration (desirability) equals perceptions” (p. 18).

Burr and Scott (2004) reported that performance is compared to expectations based on either past experience or marketing materials, and they measured satisfaction using quantitative surveys that examined enjoyment, value for money, fulfilling expectations and willingness to recommend (Morgan, 2008). A critique of the aforementioned approach was, “such approaches are process oriented, useful in evaluating the attribute-specific operations of the event, but assume that satisfaction is derived from a cognitive evaluation of the process rather than an affective response to the overall outcome” (Morgan, 2008, p. 84). Morgan (2008) believed that satisfaction is not derived from a cognitive evaluation of attributes, but instead from an evaluation of the total experience.

Hunt (1993), arrived at a different definition from the one reported in 1977 and later concluded that researchers should focus on the emotional aspects of participant satisfaction because satisfaction is emotionally driven (Morgan, 2008). Swan, Trawick and Carroll (1980) defined satisfaction combining the two aspects, where first participants will

judge the product on how it performed, followed by examining the affect toward the product, and whether it provided happiness or frustration, or pleasure and displeasure (Lee & Beeler, 2009).

2.3.3 Role of Emotion vs. Function

The debate about whether satisfaction is an emotional or cognitive construct is far from over (Babin & Griffin, 1998; Bagozzi, 1991; Mason & Paggiaro, 2012). Over time, the definition of satisfaction has increasingly been linked to emotion. Despite the acknowledgement of the link between satisfaction and emotion, the instruments designed to measure satisfaction have often omitted to include the emotional aspect, potentially due to the difficulty in operationalizing the measurement (McMullan & O'Neill, 2010).

There have been few studies examining a multidimensional approach, which includes both an emotion and functional dimension of perceived value (Lee et al., 2011). Value is linked to include hedonic/emotional and utilitarian/functional dimensions, and emotional value is critical in enhancing customer satisfaction (Lee et al., 2011). Emotional value is especially critical to festivals where the majority of the motivations discussed such as entertainment, escape, and novelty are important and heavily involved in the decision process to attend (Crompton & McKay 1997; Nicholson & Pearce, 2001). Lee et al., (2011) found through an examination using structural modeling of the Boryeong Mud Festival in Korea, the emotional value had the dominant role in determining visitor satisfaction as opposed to functional value.

While the results may indicate the importance of emotional value in determining satisfaction, it should not be interpreted that festival managers do not have to worry about the functional aspects of festival design (Cole & Chancellor, 2008). There is a significant relationship between functional aspects of a festival and the emotional experience. The quality of functional aspects of a festival can influence the perception of attendees overall experience, as festival participants could have an unpleasant time if the facilities do not have an acceptable level of quality (Cole & Chancellor, 2008; Lee et al., 2011). If festival organizers do not meet participants' basic physical needs such as places to sit, overall cleanliness, and necessary information then participants will be unsatisfied and evaluate the whole experience negatively (Morgan, 2008).

Similar to the requirement outlined by Morgan (2008) of the need for festival organizers to meet the basic physical needs of participants, Herzberg suggested in his 1971 Two-Factor Model that not fulfilling the basic survival needs of the person, which he termed hygiene factors can cause dissatisfaction (Herzberg, 1971; Hersberg, Mausner & Bloch Snyderman, 2005). Herzberg (1971) posits that humans have two sets of needs and different elements of the situation satisfies or dissatisfies these needs. Hygiene factors can cause dissatisfaction when not fulfilled, however when they are fulfilled they do not lead to satisfaction, they only prevent dissatisfaction (Herzberg, 1971; Hersberg, Mausner & Bloch Snyderman, 2005). In a 1993 study of guest satisfaction in a hotel setting that used Herzberg's Two-Factor Model, the hygiene factors included were pricing, and the cleanliness, size and variety of facilities (Balmer & Baum, 1993). The second set of needs suggested by Herzberg (1971) are growth needs, which are intrinsic elements like

recognition of a task completed, achievement and responsibility. In the hotel guest satisfaction context, growth needs included were a sense of belonging, flexibility by hotel and service orientation (Balmer & Baum, 1993).

Festival organizers are not accountable just for the functional or basic hygiene elements of the event. Organizers provide the setting and space for the experience through the design and operational elements, and are thus co-creators of the experience (Morgan, 2008). Festival organizers are successful and effective only if the space created not only fulfills the basic needs of the participants but also stimulates the desired experience in the minds of the attendees (Morgan, 2008).

2.3.4 Festival Study Results

Through analysis of studies on festival satisfaction the following results were summarized. In the Cole and Chancellor (2008) study of a downtown festival, it was found that entertainment quality, program quality, and amenity quality all impacted the visitor experience; however entertainment quality had the strongest influence and was the key for the success of the festival. In a similar result, Lee et al. (2011) reported that information services and products were not significant for both functional and emotional values, and thus did not contribute towards satisfaction. The exception was found in the Ginseng Festival, where much of the value was placed on the food and souvenirs that was associated with the theme of the festival (Lee et al., 2011).

2.4 Differences in Motivations, Satisfaction and Evaluation Based on Demographics

Previous studies have found differences in satisfaction based on varying demographics. The following paragraphs will outline differences found based on gender, age, resident status, and identification as being of German descent. It should be noted that there was not a consensus that motivation and satisfaction varied based on these demographics. Uysal, Gahan and Martin (1993) conclude there are no significant differences based on age, education, marital status and income, with the exception between marital status and family togetherness. Similarly, Bowen and Daniels (2005) did not find differences based on resident status, age or expenditure patterns when examining the motivations for attending a music festival, and only found marginal differences based on gender.

2.4.1 Gender

In regards to gender, several studies revealed significant gender differences on the perceived importance of destination attributes. In an examination of a nature resort destination, Meng & Uysal (2008) reported women placed a higher perceived importance on all destination attributes, motivation factors, and values. Similarly both of the results from Baker & Draper (2013), and Wilkins (2010) confirmed this finding, with females ranking the levels of importance of higher than males. Meng and Uysal (2008) imply this indicates that females had a higher level of expectation than males.

2.4.2 Age

The significance of age as a differentiating factor in tourism-consumer behaviour has been frequently noted by several studies. Waller and Lea (1999) presented significant

differences on tourist perceptions on tourism authenticity, while Beerli and Martin (2004) and Kim and Morrison (2005) found age to be a significant differentiation in relation to destination image. In terms of differences in motivations, statistically significant differences were found in the examination of motivations for attending Grapefest, a wine festival in Texas. Visitors under the age of 35 reported excitement and thrill to be a more important motivation, and rated talking about the festival and being with friends as more important, than older visitors (Dodd et al., 2006). In contrast, the older visitors rated meeting similar people more importantly than younger visitors (Dodd et al., 2006). Axelsen and Swan (2010) found that younger attendees were motivated more from “interaction and socialization, hype and glamour, and the opportunity to learn more about the wines” (p. 446).

Past studies have also found differences in the perceptions of visitors based on age. Dodd and Bigotte (1997) determined price was not as important to older visitors, the older group tended to rate the service, courteousness and helpfulness of the staff higher than the younger group, and placed higher importance on physical environment and the cleanliness of the site. They surmised this may be partly due to the different life-cycle stages of the attendees. Lee & Beeler (2009) noted that interesting results were found concerning the relationship between age and satisfaction. They found that older visitors were more likely to be satisfied with their attendance and festival experience, were more generous in evaluating their overall experience and less likely to be critical about the festival (Lee & Beeler, 2009).

2.4.3 Resident Status

In regards to resident status, differences were also found in motivation and satisfaction. McDowell (2010) determined that residents and non-residents differed based on information sources, motivations, festival evaluation, and overall satisfaction. In terms of festival evaluation, McDowell (2010) found that residents ranked the performance of entertainment, the duration of the festival, the displays and exhibitions, and the ticket price higher than non-residents. In terms of motivations, Formica and Uysal (1996) compared the festival motivations of excitement and thrills, socialization, entertainment, event novelty, and family togetherness between residents and non-residents, and concluded that residents reported higher motivation from socialization, while non-residents reported higher motivation from entertainment. Mohr et al. (1993) also compared motivations between residents and non-residents at a hot air balloon festival, and found similar results with residents indicating a higher motivation for excitement (Li & Petrick, 2006).

2.4.4 First-time Status

The differences between first-time and repeat visitors has received renewed interest among tourism researchers (Li, Cheng, Kim, Petrick, 2008). In examining past studies focusing on festivals, differences were found in motivations, expectation, and satisfaction between those who had previously attended and those attending for the first time. It is important to understand repeat visitors as it is reported they are a more stable source of revenue, and act as an information channel and using word of mouth to inform friends, family and other acquaintances (Li et al., 2008). The importance of first-time visitors however, should not be overlooked as it was concluded that first-time visitors

spend more than repeat travelers and tended to explore the destination extensively (Li et al., 2008).

In terms of motivations, it was found that novelty and new cultural experiences were more important for first-time visitors, while repeat visitors were more interested in relaxation and spending time with friends and family (Gitelson & Crompton, 1984; Hughes & Morrison-Saunders, 2002; Lau & McKercher, 2004). In terms of satisfaction, the results in the literature is inconsistent. Some studies show that repeat visitors are less likely to be satisfied (McKercher & Wong, 2004; Anwar & Sohail, 2004), others report that repeat visitors indicate a higher level of satisfaction than first-time visitors (Mohr, Backman, Gahan, & Backman, 1993; Li et al., 2008). While it has been suggested that expectations can play a role in determining satisfaction, there has not been agreement on which group has higher expectations, and are thus less likely to be satisfied. Several researcher believe that repeat visitors have a lower level of satisfaction because they have a higher level of expectation (McKercher & Wong, 2004; Anwar & Sohail, 2004), however others believe that repeat visitors hold more realistic expectations as they can base those expectations on previous experiences (Fluker & Turner, 2000; Li et al., 2008). Oliver (1980) suggests that first-time visitors can establish unrealistic expectations as they do not have previous experiences with the event and need to rely on external information, and the image created by marketers.

Differences were also found in what factors are important in determining satisfaction between first-time and repeat visitors. Lee et al. (2009) found that only program and convenient facilities were found to be antecedents for repeat visitors, while

more factors were important in determining satisfaction for first-time visitors who reported program, convenient facilities, food, and souvenirs all served as antecedents for satisfaction. The researchers link this result to Herzberg's Theory of Hygiene and suggest that for repeat visitors the program content and facilities serve as the growth or motivating factors, and the quality of food and souvenirs act as a hygiene factors that do not lead to satisfaction but can cause dissatisfaction if not met (Lee, Lee & Yoon, 2009).

Understanding the differences between these two groups is important in order to develop effective tourism and management strategies (Li et al., 2008). Based on these findings, several implications for marketers were suggested. As repeat visitors are more likely to revisit the same destination than first-time visitors, this results in lower marketing expenditures required for bringing in repeat visitors and effort should be focused on targeting first-time visitors (Lau & McKercher, 2004). Destination marketers might find it useful to provide separate website pages or links for first-time visitors who know less about the destinations (Li et al., 2008). As well, Li et al. (2008) found that first-time visitors start collecting formation much earlier.

It is not suggested however, that festival organizers should not meet the information needs of repeat visitors. Lehto, O'Leary and Morrison (2004) report that while one might assume that since they have already attended and know what to expect, the need for information decreases, however the search efforts of information does not necessarily decrease as their experiences with a specific event or destination increases. Oppermann (1997) further states that previous experiences may lead to a more diversified and in-depth demand for information.

2.4.5 German Descent Status

Unlike the previous demographic groupings, the importance of identifying as German is less of a general grouping and more specific to this individual study. For that reason, limited amount of literature was found specifically on the differences of those who identify as being of German descent compared to those who do not. However, previous studies have looked at the identification with the cultural theme of other festivals. In looking at an Italian cultural festival, Baker & Draper (2013) found that those of Italian descent placed a higher level of importance on the authentication of the Italian culture and products delivered at the event. For that reason the authors suggested that festival organizers could develop unique programming and education about the Italian culture and target this promotion to those who identifying as Italian, while placing less emphasis on the Italian aspects for non-Italian potential visitors (Baker & Draper, 2013).

2.5 Relating Satisfaction to Evaluating the Festival, Future Intention and Motivation

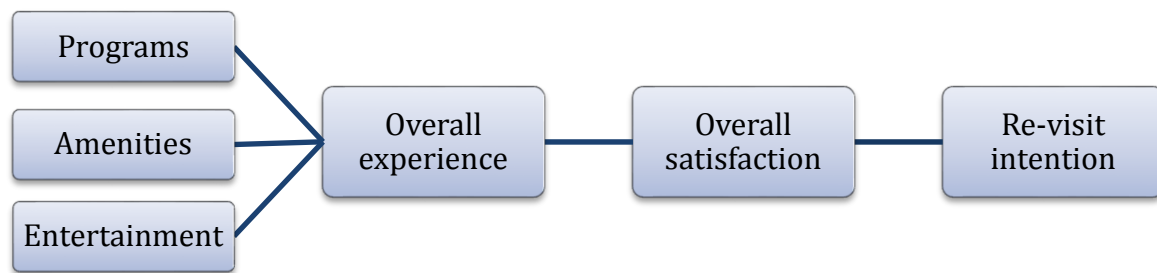
The previous sections of this chapter examined visitor motivation, visitor satisfaction and festival evaluation independently. The remaining section of this literature review will piece together those factors, and illustrate how they operate simultaneously and are connected in the experience of the festival participant.

First, Cole and Chancellor (2008) explained the similar, yet different concepts of visitor experience and visitor satisfaction. The visitor experience is independent from visitor satisfaction, but does contribute to the individuals overall level of satisfaction (Cole & Chancellor, 2008). Cole and Chancellor (2008) provide the following example to illustrate this independence.

For instance, a visitor may indicate high satisfaction level with the festival, although it was not necessarily a memorable experience. Additionally, a visitor may indicate a low satisfaction level with the festival, while rating the experience as very good. This could be due to the visitor having a good experience with friends who also attended the festival and had nothing to do with plans made by event organizers (Cole & Chancellor, 2008, p. 324).

Cole and Chancellor (2008) also developed the framework seen below in Figure 2 on the impacts of festival attribute quality on visitor experience, satisfaction and re-visit intention. Overall festival experience is a function of service quality, and consists of programs, amenities, and entertainment. The overall festival experience directly influences satisfaction, which then influences re-visit intention. The more satisfied a participant is, the more likely they will be to re-visit. Cole and Chancellor (2008) found that entertainment had the largest impact on the overall experience.

Figure 2: Impacts of Festival Attribute Quality on Visitor Experience, Satisfaction, and Re-visit Intention (Cole & Chancellor, 2008, p.325)



Similarly, Baker and Crompton (2000) found that “improved performance quality increased visitors’ level of loyalty and encouraged their willingness-to-pay more at the

event. In addition, perceived festival quality also influenced visitors' behavioural intentions indirectly through satisfaction" (Cole & Chancellor, 2008, p. 324).

Missing from the framework outlined by Cole and Chancellor (2008) and Baker and Crompton (2000), is the role of motivation to visitor satisfaction. As indicated earlier in the motivation section, Crompton and McKay (1997) reported that motives occur before the experience, and satisfaction occurs after, and fulfilling a need or motive is necessary in order for satisfaction to result.

2.6 Implications for Management

One of the main research objectives of this thesis is to recommend policies and practices to festival organizers in order to increase overall visitor satisfaction. For this reason, implications for management have been pulled out from the various studies on visitor satisfaction at festivals for the purpose of providing a starting point for recommendations. Yoon, Lee, and Lee (2010) suggest that festival organizers should design the festival program and space in order to facilitate emotional bonding and exchange. Similarly, Morgan (2008) suggests the creation or permission for the use of fringe events, which provide places to "meet, socialize, and wind-down before and after" (p. 92) the main event. As well as providing the space to meet and socialize, it also allows the surrounding area, residents and businesses to play a part in creating the festival experience, which can potentially result in a higher level of local support (Morgan, 2008). Furthermore, it was found that the festival program itself significantly impacts emotions and satisfaction, thus festival organizers should, "embed unique events, participatory elements, and culturally

interesting performances in a program to provoke favourable emotions from festival-goers” (Lee et al., 2011, p. 693).

2.7 Alcohol Tourism

Due to the selected festival study site of Oktoberfest, alcohol and culinary tourism literature was reviewed and summarized in the following section. Culinary tourism is defined as the “pursuit of unique and memorable eating and drinking experiences” (Green & Dougherty, 2008). Similar to culinary tourism is the idea of gastronomic tourism which refers to trips in which the main motivating factor for travel is the local food and beverages (Bujdoso & Szucs, 2012). Alcohol tourism, and specifically beer tourism has become an integrated part of gastronomic tourism (Bujdoso & Szucs, 2012). The consumption of alcohol is intricately connected to and has long been a prominent aspect of tourism (Bell, 2008). Dodd (1995) succinctly summarized one reason for the close link between the wine industry and tourism, “Wine is a beverage that is associated with relaxation, communing with others, learning new things and hospitality” (p. 6). Similarly MacDonald and Deneault (2001) claim that wine and food tourists fulfill their expectations and motivations when they “immerse themselves in the culture they are visiting through authentic and engaging experiences with people, cuisine, wine and other cultural activities” (p. 13). When listing the associating qualities, it is clear to see that alcohol and wine in particular share many of the same associations with tourism.

The alcohol consumption of tourists has been examined in the literature through the distinct themes of the drinking habits of tourists, choices of alcohol as identity and socialization tools, the authenticity of drinking experiences, and the use of alcohol tourism

to provide the opportunity for the development of facilities and attractions, such as routes, festivals and educational activities (Munar & Ooi, 2012; Quadri-Felitti & Fiore, 2012).

Although wine tourism is more frequently researched in the literature, beer tourism is growing in popularity (Duarte, 2011; Munar & Ooi, 2012). Pechlaner, Raich, and Fischer (2009) studied the growing collaborations between tourism organizations in Bavaria, Germany with the beer industry in the goal of transforming the beer services into attractive aspects of the destination image. Similarly, Duarte (2011) examined the development of beer tourism in Alabama, USA, specifically looking at the opportunities for beer tourism to enhance visitor experiences, increase the taste for craft beer and increase feelings of community and identity. Pettigrew and Charters (2010) focused on the beer gardens in Germany and the pubs in the United Kingdom as public leisure spaces that also organize and develop a beer culture that includes rituals, traditions, social interactions and symbols. Larsen (1997) presents pubs as the space centered on beer where patrons can socialize and connect with one another, escape the pressures of work and home life. Studies have suggested that the venues which afford this social interaction in some cases are more important than the actual alcohol consumption (Pettigrew & Charters, 2010). The importance of the venue in the consumption of alcohol in a tourism setting may indicate a transition in the leisure and tourism service sector from a product driven strategy to one of a customer-driven strategy, where the main value driver is the experience lived by the participant (Mason & Paggiaro, 2012). This transition focusing on the experience may result in a focus on creating an environment conducive for the interaction of a sensorial, affective, cognitive, behavioural and social experience (Mason & Paggiaro, 2012).

Whether the primary motivation of the tourist is the actual consumption of beer, or in visiting a place that may have a connection with beer, there are many distinct forms of beer tourism. Examples include beer routes, beer tastings, beer museums, brewery tours, visiting brasseries, and festivals. Beer festivals are popular annual events that bring overnight and day-trip tourists to a destination (Wilson, 2006), and are often associated with hedonism, celebration and ritual rooted in local community and international cultures (Lyons & Sharples, 2008). While the Munich Oktoberfest is the largest and arguably the most well-known beer festival, attracting more than 6 million people and approximately 1 billion Euro income for the city annually (Bujdoso & Szucs, 2012), there is a large number and variety of beer festivals worldwide. Some beer festivals like Oktoberfest have a focus of drinking, eating, listening to music and other local activities, while other beer festivals are concerned with competition, drinking and judging beers (Lyons & Sharples, 2008). Hinds, Salk & Schneider prepared a profile of the 2006 St. Paul Oktoberfest Attendees, and discussed that most respondents were female, had an average age of 48.9%, have German in their background, approximately half had previously attended the event and a majority (76%) was a local resident of the region.

2.8 Research Questions and Conclusions

In conclusion, this literature review has critically evaluated the literature on such topics as the role of festivals and tourism in the local economic development, festival evaluation, visitor motivation, visitor satisfaction and alcohol tourism. The importance of understanding the needs and motivations of visitors was highlighted as a crucial first step to visitor satisfaction. It was also determined that satisfaction is affected by both the

physical and emotional factors, and thus attention should be equally placed. The findings and results of the literature were presented in order to provide an overview of what has been accomplished thus far on the topic, and provide a solid base in order to design, conduct and present the current study. Analysis of previous studies conducted in the festival context has contributed to the design of the research questions. The following general questions was used as a framework to guide the research:

1. What festival attributes did attendees consider to be the most important in determining satisfaction?
2. Is there a difference in what is important to attendees in determining satisfaction based on demographic and visit characteristic differences?
3. What are the attendee's perceptions of the performance on the festival attributes?
4. Is there a difference in how respondents rate the performance of festival attributes based on demographic and visit characteristic differences?
5. How satisfied are attendees overall?
6. Is there a difference in how satisfied participants are based on demographic and visit characteristic differences?
7. What are the perceptions of importance versus performance for each festival attribute?

In addition to the research questions, several hypotheses have been developed based on findings from the literature. Based on the results from Cole and Chancellor (2008) and Lee et al. (2011) the first hypothesis is that entertainment quality which is encompassed in the attribute of program content will have the strongest influence towards visitor satisfaction, followed by the amenity quality encompassed in the attribute of convenience. Although Lee et al. (2011) reported that information services and products such food and souvenirs did not contribute towards satisfaction, the second hypothesis is

that food and in particular beverages will play greater role in determining satisfaction because the consumption of alcohol is one of the central themes of the festival event.

Next, in regards to the research questions on demographic differences, the following hypotheses will be tested:

- Residents will report higher importance in the festival meeting the needs arising from the motivations of socialization and excitement, while non-residents will report a higher importance in having the opportunity entertainment. (Formica and Uysal. 1996; Mohr et al. 1993).
- Meeting similar people and socialization will be more important for older visitors, in contrast to the younger festivalgoers where more importance will be placed on excitement (Uysal et al. 1991; Backman et al. 1995; Dodd et al. 2006).
- Gender will not result in significant differences (Bowen and Daniels, 2005).

Research methods, including the selected festival location, data collection procedures and analysis for this study and are outlined in the following chapter.

Chapter Three: Methods

As outlined in Chapter One, the purpose of this thesis is to evaluate visitor satisfaction at a local festival through the use of an importance-performance analysis. Analysis was conducted using questionnaires to relate the importance and performance of festival attributes to visitor satisfaction for participants at Oktoberfest festhalls. This section will detail the research methods used by first providing a brief description of the selected festival location, followed by an overview of the data collection methods, and analysis procedures.

3.1 Selected Festival Location and Sample

In order to gain insights into the complex phenomena of festival satisfaction, this study examined the Kitchener-Waterloo Oktoberfest. With a rich history, the Kitchener-Waterloo Oktoberfest has become the largest Bavarian festival in North America since its inception in 1969 (Oktoberfest, n.d.). Thousands of visitors from outside the region attend one of the 18 festhalls or over 40 family and cultural events annually. By remaining a community-owned festival, Oktoberfest has contributed to the region by stimulating the local economy and supporting 70 charities and non-profit organization which assists in maintaining the high quality of life enjoyed in the region (Oktoberfest, n.d.). This year, the event ran from October 11th to 19th, 2013.

Visitor satisfaction was measured at three festhalle locations, and four events. Questionnaires were distributed and collected at one festhalle twice; once during an afternoon event, and once during an evening event. Questionnaires were distributed and collected at the remaining two festhalls only once on separate evenings. The four events

were selected by Oktoberfest management. All of the studied festhalls were hosted by one of the five German clubs in the region and have a focus on traditional German food, music, and dancing. A description of the events is included in the findings section. The sample includes those attending the festhalle locations during the selected dates who agreed to participate.

The Oktoberfest Origin (Oktoberfest.ca, n.d.)

Once upon a time, long long ago in a far away land known as Bavaria, a Crown Prince, who later became King Ludwig I, married the beautiful princess Therese Von Sachsen-Hildenburghausen.

The loyal soldiers in the Prince's National Guard thought that the horse races would be a most fitting way to celebrate the happy event. King Max, proud father of the Prince, gave his consent to the races and so they became the finale of five days of wedding festivities on October 17, 1810. This was the likely beginning of Oktoberfest.

The horse races became an annual event and were combined with the state agricultural fair the following year. It wasn't until 1818 that booths, serving food and drink, were set up at the event. In the late 1800's, the booths had grown into large beer halls or tents, which are still set up each year on the Theresienwiese named in honour of Ludwig's bride.

Today, a large mid-way and fair accompany Oktoberfest in Munich, the largest celebration of its kind in the world. The festival extends over two weeks and ends on the first Sunday of October.

3.2 Meeting with Oktoberfest Management

Data will be collected using three methods: a semi-structured interview with Oktoberfest management, on-site observation at the event, and through a questionnaire. In preparation of the survey instrument, a meeting was conducted with the management of Oktoberfest in order to obtain permission and information about the event, as well as allowing management to add in questions at the end of the questionnaire if interested.

3.3 Observation

During the nights of data collection, I also spent time participating in observation. Attention was placed on distributing my attention widely and evenly through the event, and my observations were recorded in a field journal. In order to mitigate the major disadvantage of observation of bias; I was aware of my own as a researcher, which includes the dislike of crowds. The major advantage of this approach is the directness. Seaton (1997) and Carlsen (2004) both suggest that field observation techniques are an effective tool in documenting event elements such as:

“i) visitor composition and counts; ii) initial impressions of the event; iii) event visual experience; iv) atmosphere and excitement of the event; v) facilities and amenities; vi) food and beverage; vii) the event exit or departure; viii) operational characteristics such as queuing, crowding or congestion” (Taylor, 2006, p. 181).

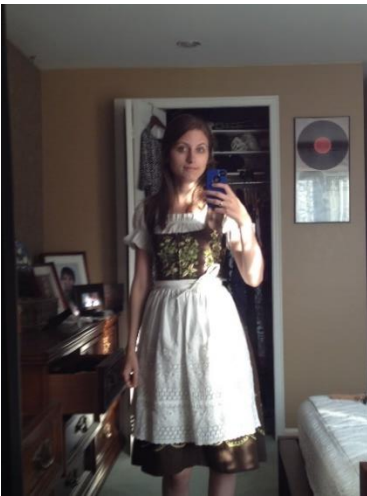
In addition, observation of nonverbal actions and verbal responses such as facial expressions, body positions, early departures, amount of dancing, overheard participant comments of approval or complaints made during or after the event can indicate levels of satisfaction (Seaton, 1997). Field observation was used to supplement and cross-check the data collected through the surveys and semi-structured interviews.

3.4 Questionnaire

An anonymous self-administered questionnaire was selected in order to reach a large sample size at a relatively lower cost, with the additional benefit of better quality responses on evaluation of a long list of items (Smith, 1995). Additionally, by distributing

and collecting the questionnaires in person, it allowed for the ability to personally explain the importance of the survey, answer or clarify any questions the respondent may have and also get a 'feel' of the venue (Smith, 2010). I wore a traditional Bavarian dirndl (Figure 3), which was a request by Oktoberfest management and helped bring credibility to my position as a researcher in this setting.

Figure 3: Oktoberfest Collection Outfit



On the nights of questionnaire collection, I attended with one or several research assistants. We started on one side of the room, and asked each person at a table if they were willing to fill out a questionnaire, and then moved on to the next table. Every person was asked at a table in an effort to prevent bias in the selection of respondents. Attendees of the events were very receptive to the research, and one would estimate the response rate being above 80% when asked. Oktoberfest pins (Figure 4) were used to attract participants, and provide a small token of appreciation for them taking the time to complete the survey.

Figure 4: Oktoberfest Pins



The studies examined in the literature review indicated that at some events it is difficult to obtain adequate response rates. With events that are one-time performances that have a rapid exit rate, it is difficult to obtain participants as people hurried to get home, thus much of the interviewing had to be undertaken before or during the event (Seaton, 1997). In order to acquire the highest number of completed questionnaires, they were collected during the event as opposed to on exit of the facility. However, questionnaires were not be distributed during the first hour, in order to allow for participants time to experience the event before evaluation. The target collection rate was 80-100 at each event.

3.4.1 Questionnaire Design

A copy of the questionnaire has been included in Appendix A and includes the following four sections:

Section I – Importance ratings of attributes

Section II – Performance ratings of attributes

Section III – Overall Satisfaction

Section IV – Demographics

Although section I and II will measure the same list of attributes, the importance and performance ratings of those attributes were separated in order to minimize compounding and order effects. The separation also helped prevent the answer on the importance of one attribute affecting the answer to the performance of it (Martilla & James, 1977).

Determining what attributes to measure was critical in the success of the analysis, for if important evaluative factors are overlooked the usefulness of the data collected is limited (Martilla & James, 1977). There is a fine balance between including all necessary factors, and overwhelming the respondent, resulting in low response rates (Martilla & James, 1977). The meeting with Oktoberfest management, as well as festival studies previously conducted and outlined in the literature review, provided guidance for the screening of the attribute list. The functional dimension measured the factors from the “festivalscape” concept coined by Lee et al. in order to capture festival quality and will include program content, staff service, food, souvenirs, convenience and information availability. Sample items can be seen below in Table 2.

Table 2: Sample Items

Festivalscape	Sample Items
Program Content	<ul style="list-style-type: none"> • Music • Dancing • Live entertainment • Authentic Bavarian culture
Staff Service	<ul style="list-style-type: none"> • Helpfulness of staff • Feeling of safety
Food	<ul style="list-style-type: none"> • Food quality • Beverage quality
Souvenirs	<ul style="list-style-type: none"> • Souvenir quality
Convenience	<ul style="list-style-type: none"> • Cleanliness of restrooms • Accessibility of washrooms

	<ul style="list-style-type: none"> • Availability of seats • Availability of public transportation • Cleanliness of festival site • Ticket price
Information Availability	<ul style="list-style-type: none"> • Online information • Time of scheduled events • Signposting

The emotional dimension measured the importance of nine motivational items in determining satisfaction. The nine motivational items came from the motivation factors and items used in the Lee et al., (2004) study. These were also included as several of the most frequent motivations reported in the Li and Petrick (2006) summary of 16 festival studies.

3.4.2 Operationalization of Variables

Importance

The importance of the 18 items/attributes was measured using a four-point unidirectional scale, with responses ranging from 1 (not at all important) to 4 (very important). A uni-directional scale was chosen because using a bi-directionally worded scale is more likely to cause a stronger negative skewness than a unidirectional scale (Oh, 2001). Oh (2001) argued for the unidirectional scale, “provided that the concept of importance reflects the ‘level’ or strength rather than evaluations of goodness or badness of the attribute characteristic, the unidirectional scale seems to make more sense” (p. 623).

This previously developed scale has frequently been used in festival specific studies such as the 2013 study by Baker and Draper of the Importance-Performance Analysis of the Attributes of a Cultural Festival. The items were modified in order to relate to the specific

context of the selected study site. The question was presented as follows: *When attending a festival, different things are important to different people in determining satisfaction with the event. Please indicate how important each actually is to you by checking the appropriate box (as in the following example). Please be sure to indicate the importance for every item. We have left room for you to add up to two more attributes that you feel are very important to you.*

Performance

The performance of the 18 items/attributes was measured using a four-point scale, with responses ranging from 1 (very dissatisfied) to 4 (very satisfied), and has been frequently used in festival specific studies (Deng, 2007; Ziegler, Dearden & Rollins, 2012; Wade & Eagles, 2003) . The question was presented as follows: *The following is the same list of attributes that you ranked in Section II. If you added any other attributes to section II, please add them to the bottom of this list. The purpose of this section is to find out how well you believe the festival performs the following attributes.*

Overall Satisfaction

Overall satisfaction was measured by asking whether the respondent would recommend the event to others, and would attend again in the future. As well, a mean overall satisfaction score was calculated by using the weighted average of the importance and performance scores of the attributes, with the importance scores as the weight. By asking respondents to not only give an overall evaluation of their satisfaction with the event, but by also asking them to evaluate the key components, it has been shown that

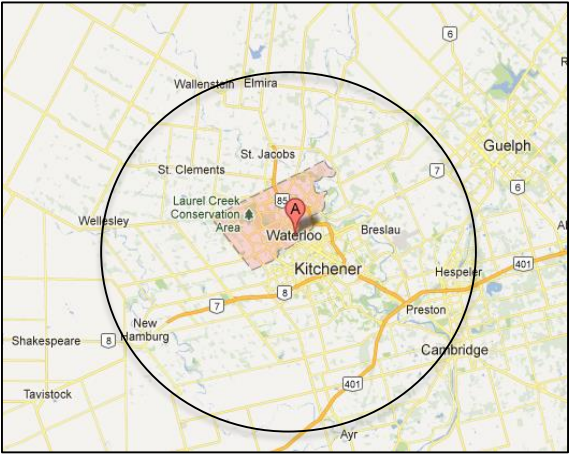
these multi-item measures to be more reliable compared to single-item measures (Danaher and Haddrell, 1996; Oliver, 1980).

Demographic Characteristics

In order to answer the research questions and determine if importance, performance, and satisfaction differed on demographics, section IV of the questionnaire included questions to collect demographic information. Age, gender, resident status, German descent, and whether the participant has attended previously were the demographic and visit variables included. In regards to gender, respondents selected male or female, and this was recoded into male (0), female (1). Respondents selected their age from categories given, ranging from 19 to 95+. Whether the participants have attended a festhalle previously was asked in a yes (1) or no (0) question.

Respondents provided their place of residence in an open-ended question format. A code of “resident” was assigned to any respondent who indicated they reside in a town that has a festhalle or are contained within the region below. Figure 5 below, illustrates the zone in which the label “resident” was assigned to a respondent. If they do not live in the area outlined below, a code of “non-resident” was assigned to the respondent. Resident was coded as (1) and non-resident as (0).

Figure 5: Resident Status Area



3.5 Data Analysis

Data collected from the questionnaires was analyzed through an importance-performance analysis (IPA). The IPA framework, developed by Martilla and James (1977) has gained popularity in the fields of “service quality, travel and tourism, leisure and recreation, healthcare, and marketing” (Oh, 2001, p. 617). Empirical research has demonstrated that satisfaction is, “a function of both expectations related to certain important attributes and judgments of attribute performance (Martilla & James, 1977, p. 77). IPA combines and plots the attribute measures in terms of importance and performance on a two-dimensional grid, as outlined below in Figure 6.

Figure 6: Traditional Importance-Performance Grid (Oh, 2000, p.618)

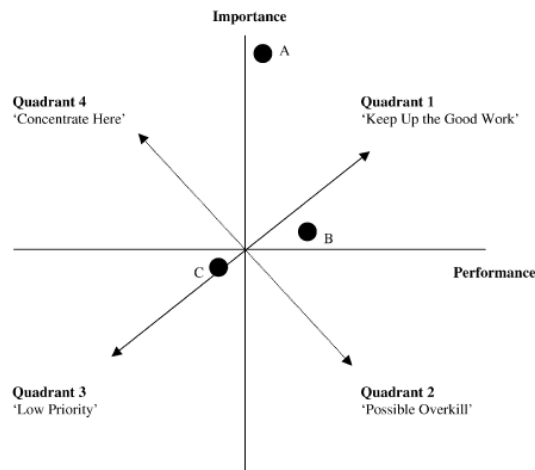


Fig. 1. Traditional importance-performance grid.

Quadrant 1, titled 'Keep up the Good Work' suggests that current management practices are meeting the expectations of participants in important attributes and the recommendation is the status quo. Quadrant 2, 'Possible Overkill' indicates that the resources may be over allocated to these attributes as the importance of the factor is low with high performance. However in the hospitality and tourism industry, it may be desirable for performance to exceed importance due to the competitive nature of the industry, and higher performance may lead to satisfaction without requiring additional resources (Oh, 2001). Quadrant 3, 'Low Priority' suggests that management should not focus on increasing the performance as participants place little importance on the attribute. Instead, recommendations focus on attributes in Quadrant 4, 'Concentrate Here' as they are important to participants, and low performance.

Martilla and James (1977) indicate that analysis is conducted by systematically considering each attribute in order of its relative importance, moving from the top of the grid to the bottom and suggest that the disparity between importance and performance can

be used as an indicator of customer dissatisfaction. Particular attention was given to the extreme observations that have the largest disparity between importance and performance as they may be key factors leading to the level of satisfaction. The major strengths of the IPA are the ease of application and the appealing method of presenting data and strategic suggestions (Oh, 2001). By providing a snapshot of how well the festival meets the attributes that festivalgoers deems important, management is able to determine future resource allocation decisions (Oh, 2001).

There are several weaknesses of IPA noted in the literature. An observed weakness of IPA stems from attributes typically falling in the positive quadrants. Azzopardi and Nash (2013) in evaluation of past studies note that most of the tourism attributes (67%) and business-related factors (70%) fell in quadrant 1 and 2; keep up the good work and possible overkill. This is due to several reasons. First the traditional approach of directing respondents to consider one attribute of a time, is likely to inflate the importance ratings of most attributes, which restricts the variation in scores (Oh, 2001). Another survey design factor that contributes to this 'ceiling effects' is that researchers tend to use a selected set of key measures, which make them 'important' already in their own right (Oh, 2001). Finally, fatigue bias stemming from a series of repetitive questions may contribute to a lack of respondent's engagement in questionnaires (Bacon, 2003).

Another weakness of the IPA framework is not distinguishing attributes falling within the same quadrant. An attribute could fall firmly in a quadrant, while others could fall very close or on the quadrant boundary, and have the same interpretation of management recommendations. Thus, interpretation becomes key.

The computer program IBM SPSS Statistics version 21 was used to conduct statistical tests on the data collected. In order to answer the research questions of whether differences in demographics and festhalle events affects satisfaction levels in participants, two-way ANOVAs and independent t-tests, frequency tabulations, medians, and modes were used.

Chapter Four: Findings

Chapter Four provides the findings of this study. First the chapter will describe the questionnaire collection rate, followed by descriptive statistics of the sample and determining if the 18 festival attributes can be clustered in to distinct factors. The remainder of the chapter is focused on answering the research questions, starting off with what factors are important in determining satisfaction, and if the importance differs based on demographic and visit characteristics. Then the findings will report on the perception of festival attribute performance, and whether that perception differs based on demographic and visit characteristics. Finally, this section will report on the overall satisfaction, and the perceptions of importance versus performance for each festival attribute.

4.1 Questionnaire Collection Results

The questionnaires were collected during the week of October 11 – 19, 2013. The total number of questionnaires collected was 389. This was divided fairly equally by event (Table 3). Event C collected less surveys (n=82, 21.1%) due to a dance competition happening during the evening which limited the ability for myself and the research assistants to walk around the event, as the attendees were focused on watching a performance. The goal of collection of 80-100 at each event was successfully accomplished.

Table 3: Frequency of Questionnaire Collection by Site

EVENT	FREQUENCY	PERCENTAGE OF SAMPLE
Event A	99	25.4
Event B	99	25.4
Event C	82	21.1
Event D	109	28.0
Total	389	100.0

A description and inventory of the festhalle sites can be found in Table 4 and includes information on the capacity, ticket price, and distinguishing characteristics. All four events were hosted by one of the five German clubs. Three out of four of the events had a theme or focus of the night. Data was collected at Event B during the afternoon of Family Day. Data was collected at Event C during a German dance competition, and at Event D during Corporate Night. Event B and Event D is held in the same venue. The capacity ranged from 400 up to 3950. The ticket price ranged from \$10 to \$17.

Table 4: Description of Capacity, Ticket Price and Distinguishing Characteristics of Festhalle Sites

Event	Capacity	Ticket Price*	Distinguishing Characteristics
Event A	450	\$17	Located outside of a city centre (not on bus route) One of the five German Clubs
Event B	3950	\$10	Family Day Data collected during the afternoon Same location as event D One of the five German Clubs
Event C	400	\$13	Dance Competition One of the five German Clubs
Event D	3950	\$15	Corporate Night Same location as event B One of the five German Clubs

* Ticket price also includes a service charge of \$3.25 and a \$2.50 print at home service fee if applicable.

4.1.1 Descriptive Statistics

The following section reports the descriptive statistics for the demographics of the respondents, and the visit characteristics. The demographics examined were gender, age, resident status and if the respondent identified as being of German descent. The event characteristic examined was whether this is the first time visiting a festhalle.

4.1.2 Demographic and Visit Characteristics

Table 5 below shows the descriptive statistics for the demographics of the sample. Of the respondents, 37.8% were male and 58.1% were female. The most frequent age group among the respondents from the festhalls was 25-34 years old (n=130, 33.4%), followed by 35-44 years old (n=71, 18.3%), 45-54 years old (n=65, 16.7%), and the 19-24 cohort (n=63, 16.2%). The remaining age groups all occupy less than 10% of the sample, with only one person included in the 85+ age group. Due to the low frequency of the later age groups, adults over 65 were grouped in to one category. In regards to resident status, slightly more locals were represented in the sample (n=212, 54.5%) versus non-locals (n=164, 42.2%). The percentage of the sample that did not answer the demographics ranged from 2.6 – 4.1%. In terms of ancestry, more respondents did not identify as being of German descent (n=240, 61.7%).

Table 5: Demographic Descriptive Statistics

Variable	FREQUENCY	PERCENTAGE OF SAMPLE
Gender		
Male	147	37.8
Female	226	58.1
No answer	16	4.1
Total	389	
Age		
19-24	63	16.2
25-34	130	33.4
35-44	71	18.3
45-54	65	16.7
55-64	26	6.7
65-74	16	4.1
75-84	4	1.0
85+	1	0.3
No answer	13	3.3
Total	389	
Resident status		
Local	212	54.5

Non-local	164	42.2
No Answer	13	3.3
Total	389	
German descent		
Yes	139	35.7
No	240	61.7
No answer	10	2.6
Total	389	

4.1.3 Visit Characteristics

Table 6 below shows the descriptive statistics of the visit characteristics for the sample. The majority of the sample indicated that they had attended a festhalle previously (n=263, 67.6).

Table 6: Visit Characteristics Descriptive Statistics

Variable	FREQUENCY	PERCENTAGE OF SAMPLE
First-time at a festhalle		
Yes	116	29.8
No	263	67.6
No answer	10	2.6
Total	389	

4.1.4 Most Important Visit Motivation Factors

The respondents ranked how important each of the nine motivational items were when deciding to attend the event. A ranked ordinal scale was used ranging from 1 (not at all important) to 4 (very important). A factor analysis was conducted using the principal component analysis with orthogonal VARIMAX rotation. The results of the factor analysis suggested a three factor solution, explaining nearly 69% of the variation. The results confirmed the three factors outlined in the Lee, Lee & Wicks (2004) study of escape, event attractions and socialization.

Cronbach's Alpha was conducted to test the reliability and internal consistency of each factor. The results showed the range of Cronbach's Alpha values were from 0.67 to 0.81. Table 7 shows the results of the factor analysis.

Table 7: Results of Factor Analysis of Motivational Factors

Motivation Factors and Items	Factor Loading	Eigen-Value	Variance Explained (%)	Reliability Coefficient
Factor 1: Escape		3.764	41.817	0.810
To escape from routine life	0.835			
For a change of pace from everyday life	0.819			
To relieve boredom	0.796			
Factor 2: Event attractions		1.388	15.423	0.723
To enjoy special events	0.807			
To see new and different things	0.740			
To enjoy the festhalle atmosphere	0.738			
Factor 3: Socialization		1.050	11.663	0.670
To see the event with a group together	0.848			
To be with people who are enjoying themselves	0.723			
To be with people who enjoy the same things	0.514			
Total variance explained			68.903	

Escape (Factor 1) contained three items, and explained 41.8% of the variance in the data, with an eigenvalue of 3.76, and a reliability of 81%. The items associated with this factor include *to escape from routine life, for a change of pace form everyday life and to relieve boredom.*

Event Attractions (Factor 2) contained three items, and explained 15.4% of the variance in the data, with an eigenvalue of 1.38, and a reliability of 72%. The items associated with this factor include *to enjoy special events, to see new and different things, and to enjoy the festhalle atmosphere.*

Socialization (Factor 3) contained three items, and explained 11.7% of the variance in the data, with an eigenvalue of 1.05, and reliability of 67%. The items associated with this factor include *to see the event with a group together, to be with people who are enjoying themselves, and to be with people who enjoy the same things.*

Table 8 displays the mean score and standard deviation for the nine motivations. The respondents ranked *to enjoy the festhalle atmosphere* (M=3.48, SD=0.74) as the most important motive for attendance of the event, followed by *to be with people who are enjoying themselves* (M=3.40, SD=0.79), and *to be with people who enjoy the same things* (M=3.39, SD=0.80). The three motivations items encompassing the escape factor ranked as the least important motivations. The top motivation items belong to the event attractions and socialization factors.

Table 8: Important Motivation Factors by Mean and Factor

Rank	Motivation Items	Factor	Mean	SD
1	To enjoy the festhalle atmosphere	Event attractions	3.48	0.74
2	To be with people who are enjoying themselves	Socialization	3.40	0.79
3	To be with people who enjoy the same things	Socialization	3.39	0.80
4	To enjoy special events	Event attractions	3.36	0.78
5	To see the event with a group together	Socialization	3.26	0.91
6	To see new and different things	Event attractions	3.04	0.95
7	For a change of pace from everyday life	Escape	2.71	1.05
8	To escape from routine life	Escape	2.63	1.11
9	To relieve boredom	Escape	2.30	1.11

4.1.5 Creation of Festival Factors

In order to gain a better understanding of the structure of the data, the perception of importance of the 18 festival attributes was factor-analyzed in order to identify distinct festival factors. Using the principal component analysis with orthogonal VARIMAX rotation, the results suggest a five-factor solution, explaining 61% of the variation. The

five derived factors were named Convenience (Factor 1), Program Content (Factor 2), Information Availability (Factor 3), Transportation and Souvenir (Factor 4), Food and Beverage (Factor 5). The five factors were similar to the factors developed out of the festivalscape concept coined by Lee et al., with the exception of the items *ticket price*, *helpfulness of staff*, *souvenir quality*, and *availability of public transportation*. *Ticket price* was expected to fall within the program content, but was instead included in convenience. *Souvenirs* and *staff service* each encompassed its own factor in festivalscape, however in an effort to avoid respondent fatigue only one item was included for each factor in the questionnaire. *Helpfulness of staff* was relegated to convenience. *Availability of public transportation* was expected to have fallen in to the convenience factor, but was instead clustered with souvenir quality in their own factor.

Cronbach's Alpha was conducted to test the reliability and internal consistency of each factor. The results showed the range of the five factors Cronbach's Alpha values were from 0.5 to 0.81. Table 9 shows the results of the factor analysis.

Table 9: Factor Analysis Results of Festival Attributes

Festival Factors and Attributes	Factor Loading	Eigen-Value	Variance Explained (%)	Reliability Coefficient
F1: Convenience		5.814	32.298	0.812
Cleanliness of restrooms	0.812			
Accessibility of restrooms	0.766			
Available number of Seats	0.766			
Cleanliness of festival site	0.674			
Helpfulness of staff	0.519			
Ticket price	0.513			
Feeling of safety	0.459			
F2: Program Content		1.673	9.294	0.76
Music	0.818			
Live entertainment	0.769			

Dance space	0.704			
Authentic Bavarian culture	0.613			
F3: Information Availability		1.332	7.401	0.61
Signposting	0.748			
Online information	0.693			
Time of scheduled events	0.584			
F4: Transportation and Souvenir		1.077	5.984	0.52
Availability of public transportation	0.783			
Souvenir quality	0.698			
F5: Food and Beverage		1.037	5.762	0.50
Food quality	0.817			
Beverage quality	0.701			
Total variance explained			60.738	

Convenience (Factor 1) contained seven attributes, and explained 32.3% of the variance in the data, with an eigenvalue of 5.81, and a reliability of 81%. The attributes associated with this factor referred to the facilities of the festival, and include: *cleanliness of restrooms, accessibility of restrooms, available number of seats, cleanliness of festival site, helpfulness of staff, ticket price, and feeling of safety.*

Program Content (Factor 2) contained four attributes, and explained 9.3% of the variance in the data, with an eigenvalue of 1.673, and a reliability of 76%. The attributes associated with this factor referred to what makes the festival experience, and include: *music, live entertainment, dance space, and authentic Bavarian culture.*

Information Availability (Factor 3) contained three attributes, and explained 7.4% of the variance in the data, with an eigenvalue of 1.332, and a reliability of 61%. The attributes associated with this factor referred to the dissemination of information, and include: *signposting, online information, and time of scheduled events.*

Transportation and Souvenir (Factor 4) contained two attributes, explained 6.0% of the variance in the data, with an eigenvalue of 1.077, and a reliability of 52%. The attributes associated with this factor include *availability of public transportation and souvenir quality*.

Food and Beverage (Factor 5) contained two attributes, explained 5.7% of the variance in the data, with an eigenvalue of 1.037, and a reliability of 0.50%. The attributes associated with this factor include *food quality and beverage quality*.

4.2 Research Question 1

What festival attributes did patrons who attended a festhalle consider to be the most important in determining satisfaction?

In order to determine what patrons perceived as being the most important festival attribute in determining satisfaction, the respondents indicated how important each of the 18 attributes were on a ranked ordinal scale ranging from 1 (not at all important), to 4 (very important). Table 10 displays the mean score and standard deviation for all 18 festival attributes, as well as the associated rank. Of the 18 attributes, 13 of them had an average importance rating over 3.0, which indicates the respondents perceived these items as being moderately or very important. Five of the 18 attributes had an average importance rating of less than 3.0 indicating that the respondents perceived these items as not at all important or slightly important.

Table 10: Important Festival Attributes by Mean and Factor

Rank	Attribute	Factor	Mean Importance Rating	SD
1	Cleanliness of restrooms	Convenience	3.57	0.70
2	Helpfulness of staff	Convenience	3.54	0.76
3	Beverage quality	Food and Beverage	3.50	0.72
4	Live entertainment	Program Content	3.50	0.73
5	Music	Program Content	3.49	0.74
6	Food quality	Food and Beverage	3.48	0.74
7	Available number of seats	Convenience	3.47	0.69
8	Accessibility of restrooms	Convenience	3.46	0.80
9	Cleanliness of festival site	Convenience	3.44	0.72
10	Authentic Bavarian culture	Program Content	3.39	0.87
11	Feeling of safety	Convenience	3.32	0.87
12	Ticket price	Convenience	3.18	0.78
13	Dance space	Program Content	3.07	0.92
14	Online information	Information Availability	2.97	1.03
15	Signposting	Information Availability	2.93	0.99
16	Time of scheduled events	Information Availability	2.92	0.89
17	Availability of public transportation	Souvenir and Transportation	2.89	1.11
18	Souvenir quality	Souvenir and Transportation	2.42	1.01

The highest mean scores were *cleanliness of restrooms* ($M=3.57, SD=0.70$), *helpfulness of staff* ($M=3.54, SD=0.76$), *beverage quality* ($M=3.50, SD=0.72$), *live entertainment* ($M=3.50, SD=0.73$) and *music* ($M=3.49, SD=0.74$). The items included in the information availability and souvenir and transportation factors fell to the bottom of importance ranking.

4.3 Research Question 2

Is there a difference in what is important to participants in determining satisfaction based on demographic and visit characteristic differences?

In order to test if demographic profile and visit characteristics influenced festhalle patrons' perception of importance on the festival attributes and factors, univariate analysis of variance, and t-tests were used. The following section will display the results organized by the five factors of festival attributes.

4.3.1 Differences in Importance of Festival Attributes – Factor 1: Convenience

The results of the ANOVA indicate that the perception of importance for several convenience attributes including *available number of seats, helpfulness of staff, ticket price, feeling of safety, cleanliness of festival site, accessibility to restrooms, and cleanliness of restrooms* significantly differed on both demographic and specific event characteristics (Table 11).

The importance of the *available number of seats* differed significantly based on gender ($t=4.30$, $p<0.001$), age ($F=2.93$, $p=0.013$) and place of residence ($t=-2.09$, $p=0.037$). When looking at gender, females had a higher mean score (3.59), than males (3.28). When comparing age, the youngest group (19-24) had the lowest mean score (3.25), with 55-64 year olds having the highest mean score (3.69). Non-locals had a higher mean score for the importance of available number of seats (3.55), compared to local (3.40).

The importance of the *helpfulness of staff* only differed significantly based on the event visited ($F=4.91$, $p=0.002$). Event B had the highest mean score (3.54), and Event D had the lowest mean score (3.23). What makes this finding interesting, is Event B and D was at the same facility. Event B was during the day and targeted towards family, while Event D was during the evening and targeted towards a corporate market.

The importance of *ticket price* also differed based on event ($F=4.91$, $p=0.002$), as well as gender ($t=4.88$, $p<0.001$). Respondents from the Corporate Night event (Event D), ranked this attribute the lowest (2.99), with the respondents from the Family Day event with the highest mean score (3.38). This could be due to the fact that businesses will buy

the tickets for their employees, thus the price is unimportant for each individual respondent, while when bringing the whole family during Family Day, the price is important as it can add up quickly with larger families. When dealing with gender, females had a higher mean score (3.30), than males (2.98).

Feeling of safety ($t=4.88, p<0.001$), *cleanliness of festival site* ($t=4.71, p<0.001$), and *cleanliness of restrooms* ($t=4.11, p<0.001$) each differed based on gender. In each of the attributes, females ranked the importance higher than males. In regards to *feeling of safety*, women had the higher mean score (3.49), when compared to males (3.05). In regards to *cleanliness of festival site*, females had a mean score of 3.57, compared to the mean score of 3.22. Finally, females had a mean score of 3.70, while males had a mean score of 3.37 for *cleanliness of restrooms*.

While *accessibility to restrooms* also differed significantly based on gender ($t=4.51, p<0.001$), it significantly differed based on event ($F=4.25, p=0.006$) as well. In a similar pattern as previously outlined, women had a higher mean score (3.59), than males (3.21). Event B (Family Day) had the highest mean score for *accessibility to restrooms* (3.69), followed by Event D (3.44), Event A (3.37), and then least important at Event C (3.30). Respondents at Event B might have scored the importance of *accessibility to restrooms* as more important due to having children at the event.

Table 11: Differences in Importance of Festival Attribute – Convenience

Demographic or Visit Characteristic	IMPORTANCE				
	n	Mean	SD	t/F	p
Available number of seats					
Females	219	3.59	0.60	4.30	<.001
Males	144	3.28	0.76		
Available number of seats					
19-24	60	3.25 ^a	0.77	2.93	0.013
25-34	127	3.41 ^a	0.69		
35-44	71	3.61 ^a	0.62		
45-54	64	3.47 ^a	0.73		
55-64	26	3.69 ^a	0.55		
65+	19	3.68 ^a	0.48		
Available number of seats					
Local	205	3.40	0.73	-2.09	0.037
Non-Local	160	3.55	0.64		
Helpfulness of staff					
Event A	96	3.50 ^{ab}	0.72	3.65	0.013
Event B	98	3.54 ^b	0.69		
Event C	80	3.49 ^{ab}	0.71		
Event D	108	3.23 ^a	0.86		
Ticket price					
Event A	94	3.27 ^{ab}	0.79	4.91	0.002
Event B	98	3.38 ^b	0.74		
Event C	81	3.11 ^{ab}	0.76		
Event D	108	2.99 ^a	0.79		
Ticket price					
Females	220	3.30	0.70	3.75	<.001
Males	145	2.98	0.88		
Feeling of safety					
Females	219	3.49	0.77	4.88	<.001
Males	145	3.05	0.94		
Cleanliness of festival site					
Females	222	3.57	0.62	4.71	<.001
Males	146	3.22	0.82		
Cleanliness of restrooms					
Females	220	3.70	0.56	4.11	<.001
Males	147	3.37	0.83		
Accessibility to restrooms					
Females	220	3.59	0.66	4.51	<.001
Males	146	3.21	0.95		
Accessibility to restrooms					
Event A	97	3.37 ^{ab}	0.85	4.24	0.006
Event B	99	3.69 ^b	0.57		
Event C	77	3.30 ^a	0.86		
Event D	108	3.44 ^{ab}	0.86		

* measured on a 4-point scale where higher scores reflect higher importance.

Note: Superscripts indicate contexts significantly different from each other (p<.05)

4.3.2 Differences in Importance of Festival Attributes – Factor 2: Program Content

Each of the four program content attributes differed significantly based on demographics and visit characteristics (Table 12). *Dance space* differed based on gender, event, and first-time status. *Live entertainment* differed based on event, and first-time status, while *authentic Bavarian culture* differed based on age and event. Finally, *music* differed based on age, event and first-time status.

Dance space differed based on gender ($t=2.72$, $p=0.007$), event ($F=8.83$, $p<0.001$), and whether it was their first time at a festhalle ($t=-2.33$, $p=0.021$). The mean importance score for females (3.16), was higher than the males (2.89). Event A had the highest mean importance score (3.30), followed by Event C (3.26), Event B (3.07), and Event D (Corporate Night) had the lowest mean importance score (2.72). It was expected that Event B would have had the highest importance score, as the focus of the night was a dance competition.

Live entertainment differed significantly based on event ($F=7.63$, $p<0.001$), and first-time visit status ($F=-1.97$, $p=0.049$). Event C (dance competition) had the highest mean score of 3.67, followed closely by Event A with 3.65. Event B (family day) had the next highest mean score (3.47), and Event D (corporate night) had the lowest mean importance score (3.24). The respondents who had attended a festhalle before indicated live entertainment as more important (3.54), than those who were attending for the first time (3.38).

The importance of *authentic Bavarian culture* differed significantly based on age ($F=5.07, p<0.001$) and event ($F=4.34, p=0.005$). The age group of 45-54 had the highest mean importance score (3.75), followed by 55-64 (3.64), 65+ (3.55), and 35-44 (3.42). The youngest two age groups had the lowest mean importance score with 25-34 (3.24) and 19-24 (3.11). Event C (dance competition) had the highest mean importance score in regards to authentic Bavarian culture (3.58), followed by Event A (3.50). These two sites were the smallest, each having a capacity of a several hundred, compared to Event B and D, which holds several thousand. This result could indicate that more authenticity is expected at the smaller venues.

The ANOVA results indicated that the importance of *music* differed significantly based on age ($F=2.90, p=0.014$), event ($F=4.99, p=0.002$), and first-time status ($t=-2.30, p=0.022$). The oldest age groups scored music as being the more important with the 55-64 group having the highest mean importance score (3.81), followed closely by 65+ (3.80). The youngest age group 19-24 had the lowest importance score (3.33). Event D (corporate night) had the least important mean score with 3.27, while Event C (dance competition) had the highest with 3.64. Event A and B followed closely behind with 3.59 and 3.51 respectively. Those who had previously attended a festhalle had a higher mean importance score (3.55), than those who did not (3.36).

Table 12: Differences in Importance of Festival Attribute – Program Content

Attribute	ATTRIBUTE IMPORTANCE				
	n	Mean	SD	t/F	p
Dance space					
Females	221	3.16	0.88	2.72	0.007
Males	146	2.89	0.95		
Dance space					
Event A	97	3.30 ^b	0.83	8.83	<.001

Event B	98	3.07 ^{ab}	0.91		
Event C	80	3.26 ^b	0.84		
Event D	108	2.72 ^a	0.97		
Dance space					
First-time	114	2.89	0.98		
Repeat	259	3.14	0.88	-2.33	0.021
Live entertainment					
Event A	97	3.65 ^b	0.65		
Event B	99	3.47 ^{ab}	0.72	7.63	<.001
Event C	79	3.67 ^b	0.65		
Event D	108	3.24 ^a	0.82		
Live entertainment					
First-time	114	3.38	0.76		
Repeat	259	3.54	0.73	-1.97	0.049
Authentic Bavarian culture					
19-24	61	3.11 ^a	0.86		
25-34	130	3.24 ^{ab}	1.00		
35-44	71	3.42 ^{ab}	0.84	5.07	<.001
45-54	64	3.75 ^b	0.53		
55-64	25	3.64 ^{ab}	0.70		
65+	20	3.55 ^{ab}	0.60		
Authentic Bavarian culture					
Event A	96	3.50 ^{ab}	0.83		
Event B	98	3.37 ^{ab}	0.90	4.34	0.005
Event C	81	3.58 ^b	0.76		
Event D	108	3.17 ^a	0.91		
Music					
19-24	61	3.33 ^a	0.81		
25-34	130	3.45 ^a	0.76		
35-44	71	3.41 ^a	0.79	2.90	0.014
45-54	63	3.60 ^a	0.66		
55-64	26	3.81 ^a	0.40		
65+	20	3.80 ^a	0.52		
Music					
Event A	97	3.59 ^b	0.76		
Event B	98	3.51 ^{ab}	0.69	4.99	0.002
Event C	81	3.64 ^b	0.58		
Event D	107	3.27 ^a	0.83		
Music					
First-time	114	3.36	0.77		
Repeat	259	3.55	0.72	-2.30	0.022

* measured on a 4-point scale where higher scores reflect higher importance.

Note: Superscripts indicate contexts significantly different from each other (p<.05)

4.3.3 Differences in Importance of Festival Attributes – Factor 3: Information Availability

Of the three information availability attributes, two significantly differed based on demographic and visit characteristics (Table 13). *Time of scheduled events* differed based on gender ($t=2.12$, $p=0.035$) and event ($F=3.99$, $p=0.008$). Females had a higher mean importance score (2.98), compared to males (2.78). Event C (dance competition) had the highest mean importance score for timing of scheduled events with 3.13. This could be due to the fact that the focus of the evening was on the dance competition instead of just enjoying the festhalle atmosphere like the other sites. Event D (Corporate Night) had the lowest mean importance score with 2.71. *Signposting* differed significantly based on gender ($t=2.60$, $p=0.01$) with females having a higher mean importance score (3.02), than males (2.75).

Table 13: Differences in Importance of Festival Attribute - Information Availability

Attribute Demographic or Visit Characteristic	ATTRIBUTE IMPORTANCE				
	n	Mean	SD	t/F	p
Time of scheduled events					
Females	219	2.98	0.86	2.12	0.035
Males	144	2.78	0.90		
Timing of scheduled events					
Event A	97	3.02 ^{ab}	0.84	3.99	0.008
Event B	94	2.88 ^{ab}	0.96		
Event C	79	3.13 ^b	0.65		
Event D	107	2.71 ^a	0.97		
Signposting					
Females	219	3.02	0.97	2.60	0.01
Males	145	2.75	0.99		

* measured on a 4-point scale where higher scores reflect higher importance.

Note: Superscripts indicate contexts significantly different from each other ($p<.05$)

4.3.4 Differences in Importance of Festival Attributes – Factor 4: Transportation and Souvenir

Both *availability of public transportation* and *souvenir quality* differed based on demographic and visit characteristics (Table 14). *Availability of public transportation*

differed based on age ($F=2.47$, $p=0.032$), resident status ($t=3.28$, $p=0.001$), and event ($F=5.58$, $p=0.001$). In regards to age, the youngest group 19-24 had the highest mean importance score (3.21). With the exception of a dip in importance for the age of 55-64, the importance for this attribute declines as age increases. Local residents had the higher mean importance score (3.04), than non-locals (2.66). Event D had the highest mean importance score for *availability of public transportation* (3.12), followed by Event A (2.99), Event B (2.86) and then Event C (2.49). *Souvenir quality* only significantly differed based on site, with Event B (2.70) having the highest mean importance score, followed by Event A (2.59), Event C (2.29), and then lastly Event D (2.09).

Table 14: Differences in Importance of Festival Attributes - Transportation and Souvenir

Attribute Demographic or Visit Characteristic	ATTRIBUTE IMPORTANCE				
	n	Mean	SD	t/F	p
Availability of public transportation					
19-24	62	3.21 ^b	0.94		
25-34	128	2.91 ^{ab}	1.08		
35-44	71	2.86 ^{ab}	1.11		
45-54	64	2.81 ^{ab}	1.14	2.47	0.032
55-64	26	2.35 ^a	1.23		
65+	19	2.79 ^{ab}	1.13		
Availability of public transportation					
Local	209	3.04	1.04		
Non-Local	160	2.66	1.15	3.28	0.001
Availability of public transportation					
Event A	97	2.99 ^b	1.09		
Event B	97	2.86 ^{ab}	1.21		
Event C	80	2.49 ^a	1.09	5.58	0.001
Event D	106	3.12 ^b	0.95		
Souvenir quality					
Event A	96	2.59 ^{bc}	1.00		
Event B	97	2.70 ^c	1.06		
Event C	79	2.29 ^{ab}	0.92	7.98	<.001
Event D	107	2.09 ^a	0.95		

* measured on a 4-point scale where higher scores reflect higher importance.

Note: Superscripts indicate contexts significantly different from each other ($p<.05$)

4.3.5 Differences in Importance of Festival Attributes – Factor 5: Food and Beverage

Both the importance of *food quality* and *beverage quality* differed significantly by event (Table 15). In terms of *food quality*, Event A had the highest mean importance score (3.66), followed by Event C (3.60), then Event B (3.47) and Event D (3.24) had the lowest mean importance score. Event A also had the highest mean importance score for *beverage quality* with 3.63), followed by Event B (3.59), Event D (3.49). Event C, the dance competition had the lowest mean importance score with 3.24. This could be due to the motivations of attending the event was to enjoy the entertainment and other attributes of the festhalle such as the quality of food, and not the emphasis on drinking.

Table 15: Differences in Importance of Festival Attribute - Food and Beverage

Attribute Demographic or Visit Characteristic	ATTRIBUTE IMPORTANCE				
	n	Mean	SD	t/F	p
Food quality					
Event A	98	3.66 ^b	0.56	6.67	<.001
Event B	99	3.47 ^{ab}	0.84		
Event C	81	3.60 ^b	0.61		
Event D	107	3.24 ^a	0.83		
Beverage quality					
Event A	98	3.63 ^b	0.65	5.44	0.001
Event B	98	3.59 ^b	0.66		
Event C	80	3.24 ^a	0.77		
Event D	108	3.49 ^{ab}	0.74		

* measured on a 4-point scale where higher scores reflect higher importance.

Note: Superscripts indicate contexts significantly different from each other (p<.05)

4.4 Research Question 3

What are the attendee's perceptions of the performance on the festival attributes?

In order to measure the performance of the festival attributes, the questionnaire respondents scored how satisfied they were on each of the 18 festival attributes on a 4-point scale ranging from 1 (very dissatisfied) to 4 (very satisfied). Table 16 displays the mean score and standard deviation for all 18 attributes, as well as the associated rank. All

18 attributes had an average performance rating over 3.0, which indicates the respondents have indicated they perceive the performance on all attributes as satisfied and very satisfied.

Table 16: Performance of Festival Attributes by Mean and Factor

Rank	Attribute	Factor	Mean Performance Rating	SD
1	Live entertainment	Program Content	3.55	0.58
2	Feeling of safety	Convenience	3.52	0.59
3	Music	Program Content	3.48	0.64
4	Cleanliness of festival site	Convenience	3.46	0.53
5	Cleanliness of restrooms	Convenience	3.38	0.56
6	Authentic Bavarian culture	Program Content	3.38	0.71
7	Accessibility of restrooms	Convenience	3.38	0.59
8	Dance space	Program Content	3.37	0.62
9	Food quality	Food and Beverage	3.36	0.59
10	Helpfulness of staff	Convenience	3.35	0.63
11	Time of scheduled events	Information Availability	3.29	0.60
12	Ticket price	Convenience	3.25	0.67
13	Beverage quality	Food and Beverage	3.24	0.74
14	Available number of seats	Convenience	3.18	0.75
15	Signposting	Information Availability	3.17	0.61
16	Souvenir quality	Souvenir and Transportation	3.15	0.66
17	Availability of public transportation	Souvenir and Transportation	3.14	0.71
18	Online information	Information Availability	3.14	0.63

The highest mean performance scores were earned by *live entertainment* ($M=3.55$, $SD=0.58$), *feeling of safety* ($M=3.52$, $SD=0.59$), *music* ($M=3.48$, $SD=0.64$), *cleanliness of festival site* ($M=3.46$, $SD=0.53$) and *cleanliness of restrooms* ($M=3.389$, $SD=0.56$). The items included in the information availability and souvenir and transportation factors fall to the bottom of performance ranking.

4.5 Research Question 4

Is there a difference in how respondents rate the performance of festival attributes based on demographic and visit characteristic differences?

4.5.1 Differences in Performance of Festival Attributes – Factor 1: Convenience

Four of the seven attributes included in the convenience factor have significantly differences based on demographic and visit characteristics (Table 17). The performance of the attribute *cleanliness of restrooms* differed based on identifying as German ($t=2.59$, $p=0.010$), and event ($F=2.86$, $p=0.037$). Those who identified as German had a higher mean performance score (3.48), compared to those who do not (3.32). This was also the case for *cleanliness of festival site*. Those who identify as German had a higher mean performance score (3.55), than those who did not (3.40).

The *accessibility to restrooms* ($F=3.39$, $p=0.018$), and *available number of seats* ($F=6.59$, $p<0.001$) differed based on sites. In regards to accessibility to restrooms, Event B had the highest mean performance score (3.51), followed by Event A (3.40), Event C (3.37) and the lowest mean performance score was Event D (3.23). Event B (3.45) also had the highest performance score for *available number of seats*, followed by Event D (3.15). These events were held in a large tent with the ability to fit several thousand people, thus ample table and seat space. Event C had the lowest mean performance score (2.97). During this event, some of the seats were reserved ahead of time, and not all of the seats were able to watch the dance performance.

Table 17: Differences in Performance of Festival Attribute - Convenience

Attribute	ATTRIBUTE PERFORMANCE					
	Demographic or Visit Characteristic	n	Mean	SD	t/F	p
Cleanliness of restrooms						
German	124	3.48	0.58	2.59	0.010	
Not German	215	3.32	0.54			
Cleanliness of restrooms						
Event A	88	3.43 ^a	0.58	2.86	0.037	
Event B	93	3.48 ^a	0.54			
Event C	66	3.26 ^a	0.57			

Event D	95	2.39 ^a	0.53		
Cleanliness of festival site					
German	129	3.55	0.53	2.61	0.009
Not German	225	3.40	0.53		
Accessibility to restrooms					
Event A	91	3.40 ^{ab}	0.58		
Event B	93	3.51 ^b	0.56	3.39	0.018
Event C	65	3.37 ^{ab}	0.65		
Event D	96	3.23 ^a	0.58		
Available number of seats					
Event A	91	3.09 ^a	0.83		
Event B	94	3.45 ^b	0.63	6.59	<.001
Event C	71	2.97 ^a	0.81		
Event D	100	3.15 ^{ab}	0.68		

4.5.2 Differences in Performance of Festival Attributes – Factor 2: Program Content

Three of the program content attributes displayed significant differences in the mean performance based on demographic and visit characteristics (Table 18). The performance of the attribute *live entertainment* differed based on event ($F=2.98, p=0.031$), and first-time status ($F=2.67, p=0.008$). Event C (3.66) and A (3.65), were the smaller venues and had the highest mean performance score. Those who had attended a festhalle prior to the night of data collection had the higher mean performance score (3.61), when compared to those who were attending for their first time (3.43).

The ANOVA results indicated that the performance of authentic Bavarian culture differed significantly based on first-time status ($t=-2.49, p=0.013$), resident status ($t=2.28, p=0.023$) and event ($F=4.13, p=0.007$). Those who had visited a festhalle previously had the higher mean performance score (3.45), when compared to first-time visitors (3.24). When comparing the mean performance score based on resident status, locals had the higher mean performance score (3.46) versus non-locals (3.28). Event C (3.53) and Event A (3.49) had the higher mean performance score, than Event B (3.36) Event D (3.20).

The final program content attribute *dance space*, differed based on event ($F=3.90$, $p=0.009$) and indicated that Event C had the highest mean performance score (3.56). This could be due to the fact that the focus of the event is the dance competition.

Table 18: Differences in Performance of Festival Attribute – Program Content

Attribute	ATTRIBUTE PERFORMANCE					
	Demographic	n	Mean	SD	t/F	p
Live entertainment						
Event A	88	3.65 ^a	0.53			
Event B	94	3.49 ^a	0.62			
Event C	76	3.66 ^a	0.58	2.98	0.03	1
Event D	101	3.46 ^a	0.57			
Live entertainment						
First-time	111	3.43	0.60			
Repeat	245	3.61	0.57	-2.67	0.00	8
Authentic Bavarian culture						
First-time	111	3.24	0.70			
Repeat	245	3.45	0.71	-2.49	0.01	3
Authentic Bavarian culture						
Local	204	3.46	0.64			
Non-Local	152	3.28	0.79	2.28	0.02	3
Authentic Bavarian culture						
Event A	90	3.49 ^{ab}	0.69			
Event B	94	3.36 ^{ab}	0.77			
Event C	75	3.53 ^b	0.58	4.13	0.00	7
Event D	100	3.20 ^a	0.72			
Dance space						
Event A	91	3.38 ^{ab}	0.65			
Event B	96	3.31 ^{ab}	0.72			
Event C	73	3.56 ^b	0.53	3.90	0.00	9
Event D	100	3.26 ^a	0.51			

* measured on a 4-point scale where higher scores reflect higher performance.

Note: Superscripts indicate contexts significantly different from each other ($p<.05$)

4.5.3 Differences in Performance of Festival Attributes – Factor 3: Information Availability

Only the attribute *time of scheduled events* differed based on demographic and visit characteristics (Table 19), and displayed significant differences based on resident status ($t=2.91$, $p=0.004$), and first-time status ($t=-3.02$, $p=0.003$). Local residents had the higher mean performance score (3.37), when compared to non-locals (3.18). Those who had

previously attended a festhalle scored the performance of the time of scheduled events higher (3.34), than those who were attending for the first time (3.15).

Table 19: Differences in Performance of Festival Attribute - Information Availability

Attribute	ATTRIBUTE PERFORMANCE				
	n	Mean	SD	F/t	p
Demographic					
Time of scheduled events					
Local	206	3.37	0.59	2.91	0.00
Non-Local	154	3.18	0.61		4
Time of scheduled events					
First-time	110	3.15	0.53	-3.02	0.00
Repeat	250	3.34	0.62		3

* measured on a 4-point scale where higher scores reflect higher performance.

Note: Superscripts indicate contexts significantly different from each other (p<.05)

4.5.4 Differences in Performance of Festival Attributes – Factor 4: Transportation and Souvenir

There were no differences on the perception in performance *for availability of public transportation and souvenir quality*.

4.5.5 Differences in Performance of Festival Attributes – Factor 5: Food and Beverage

Both *food quality* and *beverage quality* differed significantly based on demographics and visit characteristics (Table 20). *Food quality* differed based on age (F=2.33, p=0.042), event (F=10.64, p<0.001) and first-time status (t=-3.83, p<0.001). The youngest age group had the lowest mean score (3.19) for *food quality*, followed by 25-34 (3.37). Those in the age group 55-64 had the highest mean score (3.63). The respondents from Event D had the lowest mean score (3.10), and differs significantly from the next lowest site, Event B (3.40), even though they use the same facilities and offered the same food. Event A had the highest

mean score for *food quality* (3.56). Those who had previously attended a festhalle had the higher mean score (3.44), compared to first-time visitors (3.19).

Beverage quality differed based on gender ($t=2.61, p=0.009$), first-time status ($t=-2.42, p=0.016$), and event ($F=10.76, p<0.001$). Females had a higher mean score (3.32), when compared to males (3.11). Repeat visitors had a higher mean score (3.30), when compared to first-time visitors (3.10). Finally, Event A had the highest mean score (3.53) for *beverage quality*, followed by Event B (3.29), Event C (3.24), and Event D (2.95).

Table 20: Differences in Performance of Festival Attribute - Food and Beverage

Attribute Demographic or Visit Characteristic	ATTRIBUTE PERFORMANCE				
	n	Mean	SD	F/t	p
Food quality					
19-24	61	3.19 ^a	0.61		
25-34	125	3.37 ^a	0.58		
35-44	63	3.33 ^a	0.65	2.33	0.04
45-54	64	3.36 ^a	0.57		
55-64	24	3.63 ^a	0.49		
65+	17	3.53 ^a	0.51		
Food quality					
Event A	90	3.56 ^b	0.51		
Event B	93	3.40 ^b	0.63	10.64	<.00
Event C	75	3.41 ^b	0.57		
Event D	101	3.10 ^a	0.56		
Food quality					
First-time	110	3.19	0.55	-3.83	<.00
Repeat	246	3.44	0.59		
Beverage quality					
Females	213	3.32	0.70	2.61	0.00
Males	140	3.11	0.79		
Beverage quality					
First-time	111	3.10	0.81	-2.42	0.01
Repeat	247	3.30	0.70		
Beverage quality					
Event A	90	3.53 ^b	0.62		
Event B	94	3.29 ^b	0.76	10.76	<.00
Event C	75	3.24 ^{ab}	0.65		
Event D	102	2.95 ^a	0.79		

* measured on a 4-point scale where higher scores reflect higher performance.

Note: Superscripts indicate contexts significantly different from each other ($p<.05$)

4.6 Research Question 5

How satisfied are attendees overall?

Of the 389 surveyed, 94.3% of the respondents indicated they would recommend the event to friends and family (Table 21). Of the 389 surveyed, 95.4% of the respondents indicated they would attend again (Table 21). The overall satisfaction score had a mean score of 3.34, which falls between satisfied and very satisfied, and had a standard deviation of 0.40 (Table 22). The mean overall satisfaction score was calculated by using the weighted average of the importance and performance scores of the attributes, with the importance scores as the weight.

Table 21: Frequency of Recommendation and Future Visit

Variable	FREQUENCY	PERCENTAGE OF SAMPLE
Would you recommend?		
Yes	367	94.3
No	14	3.6
No Answer	8	2.1
Total	389	
Would you attend again?		
Yes	371	95.4
No	11	2.8
No Answer	7	1.8
Total	389	

Table 22: Mean and SD of Overall Satisfaction

Variable	Mean	SD
Overall Satisfaction	3.34	0.40

* measured on a 5-point, Likert-type scale where higher scores reflect higher overall satisfaction.

4.7 Research Question 6

Is there a difference in how satisfied participants are based on demographic and visit characteristic differences?

The ANOVA results indicated that the overall satisfaction of participants only differed significantly based on event ($F=4.922$, $p=0.002$). Event A had the highest mean overall

satisfaction (3.41), followed by Event B (3.40). Ranked third for overall mean satisfaction was Event C, and the lowest overall mean satisfaction was for Event D (3.22) (Table 23).

Table 23: Differences in Overall Satisfaction by Site

Event	OVERALL SATISFACTION				F	p
	n	Mean	SD			
Event A	91	3.41 ^b	0.38		4.922	0.002
Event B	96	3.40 ^b	0.42			
Event C	75	3.35 ^b	0.40			
Event D	103	3.22 ^a	0.36			

* measured on a 5-point scale where higher scores reflect higher performance.

Note: Superscripts indicate contexts significantly different from each other (p<.05)

4.8 Research Question 7

What are the perceptions of importance versus performance for each festival attribute?

IPA combines and plots the attribute measures in terms of importance and performance on a two-dimensional grid. By plotting the importance and performance ratings for each attribute on the x and y axes, new data is formed and presented on a four-quadrant grid in order to measure service quality. By providing a snapshot of how well the festival meets the attributes that festivalgoers deems important, management is able to determine future resource allocation decisions.

Table 24 displays the perception of importance and performance for all 18 festival attributes. Of the top eight attributes, only *live entertainment* had a performance rating higher than importance, which indicates that improvement can be made on the performance on festival attributes in order to decrease the dissatisfaction gap. *Beverage quality* and *Available number of seats* had the largest negative difference between performance and importance.

Table 24: Importance-Performance Ratings of the Festival Attributes

Importance Ranking	Performance Ranking	Attribute	Mean Importance Rating	Mean Performance Rating	Diff. (P-I)
1	5	Cleanliness of restrooms	3.57	3.38	-0.19
2	10	Helpfulness of staff	3.54	3.35	-0.19
3	13	Beverage quality	3.50	3.24	-0.26
4	1	Live entertainment	3.50	3.55	0.05
5	3	Music	3.49	3.48	-0.01
6	9	Food quality	3.48	3.36	-0.12
7	14	Available number of seats	3.47	3.18	-0.29
8	7	Accessibility of restrooms	3.46	3.38	-0.08
9	4	Cleanliness of festival site	3.44	3.46	0.02
10	6	Authentic Bavarian culture	3.39	3.38	0.00
11	2	Feeling of safety	3.32	3.52	0.20
12	12	Ticket price	3.18	3.25	0.07
13	8	Dance space	3.07	3.37	0.29
14	18	Online information	2.97	3.14	0.16
15	15	Signposting	2.93	3.17	0.24
16	11	Time of scheduled events	2.92	3.29	0.37
17	17	Availability of public transp.	2.89	3.14	0.26
18	16	Souvenir quality	2.42	3.15	0.73

The following figures display the importance-performance grid results for the 18 festival attributes subdivided by the five factors: convenience, program content, information availability, transportation and souvenir, and food and beverage. The mean importance and performance scores from respondents were used in determining the axis locations on the importance-performance grid. The importance scores were plotted on the vertical axis, the performance scores were plotted on the horizontal axis. According to Martilla and James' (1977) interpretation of the IPA graph, the Y-axis indicated the customers' perceived importance of the selected attributes, and the X-axis showed the performance in relation to these attributes. The data labels used in the matrix represent the importance rank for each attribute.

Figure 7: Importance-Performance Analysis Grid for Convenience Attributes

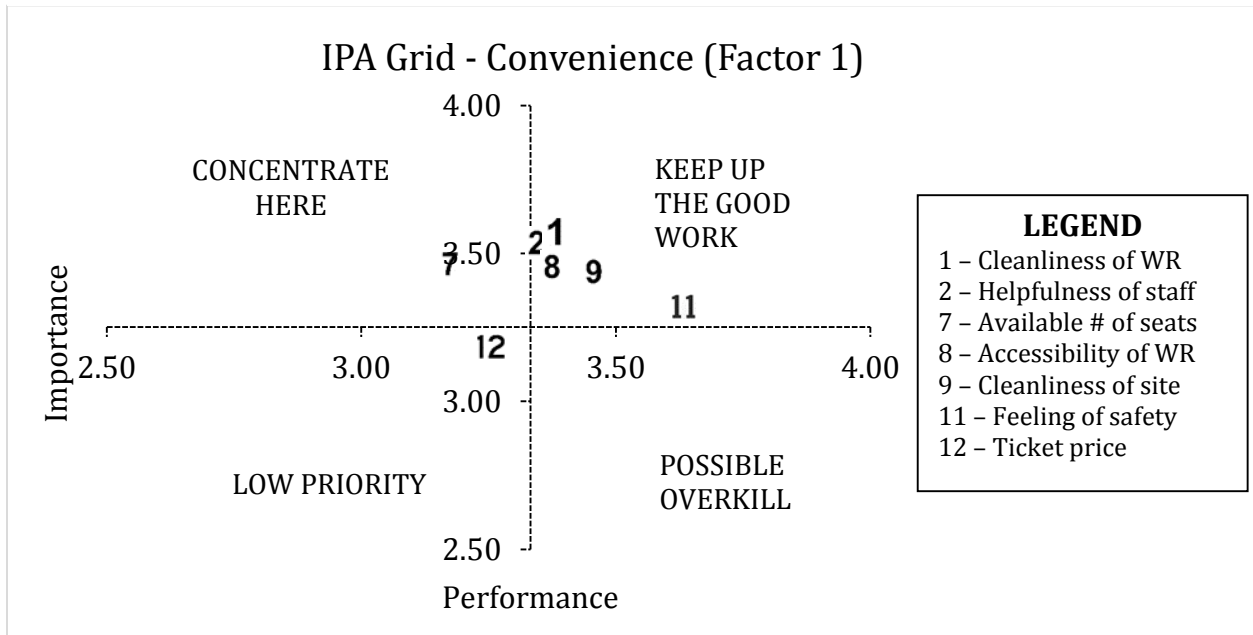


Figure 8: Importance-Performance Analysis Grid for Program Content Attributes

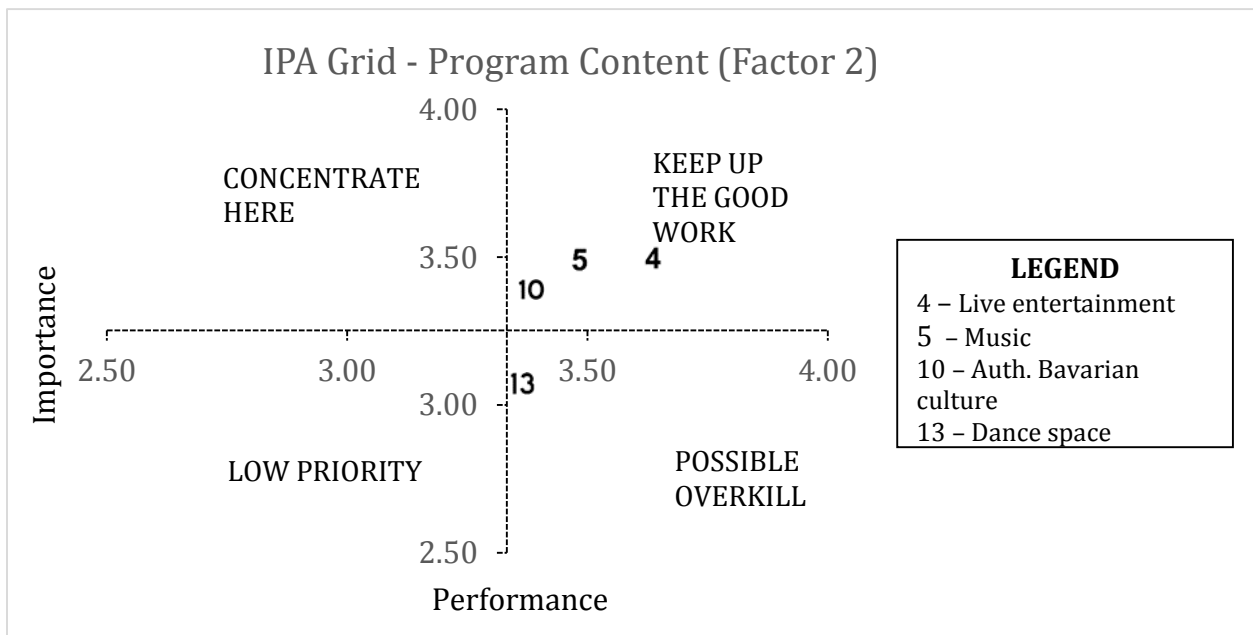


Figure 9: Importance-Performance Analysis Grid for Information Availability Attributes

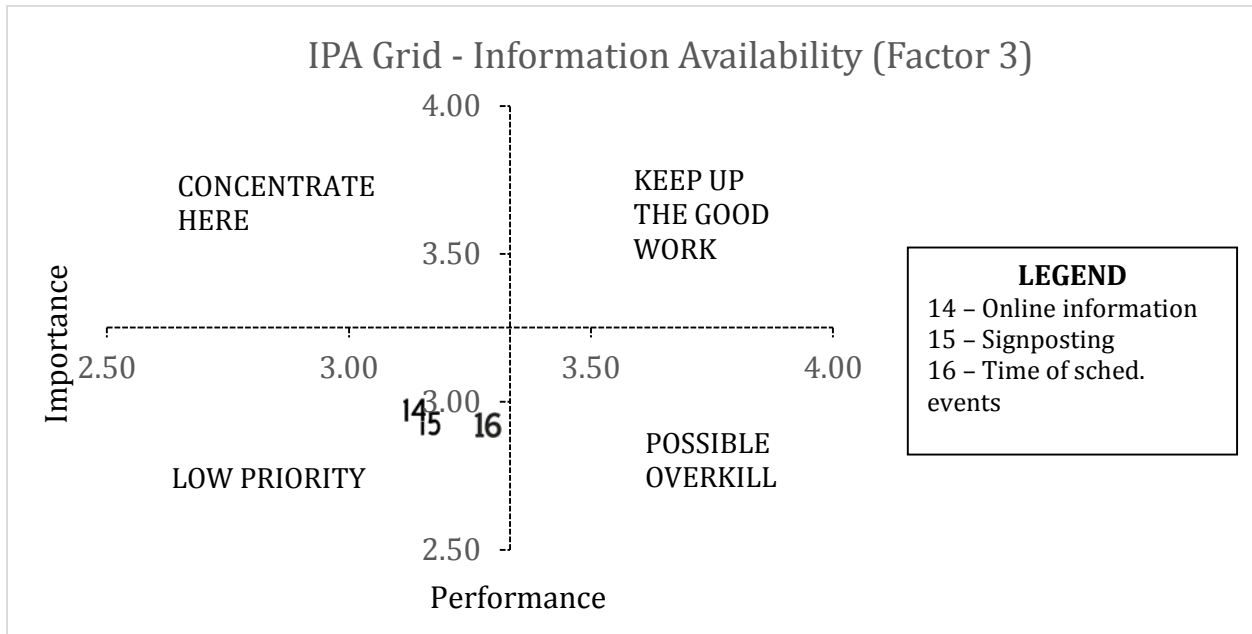


Figure 10: Importance-Performance Analysis Grid for Transportation and Souvenir Attributes

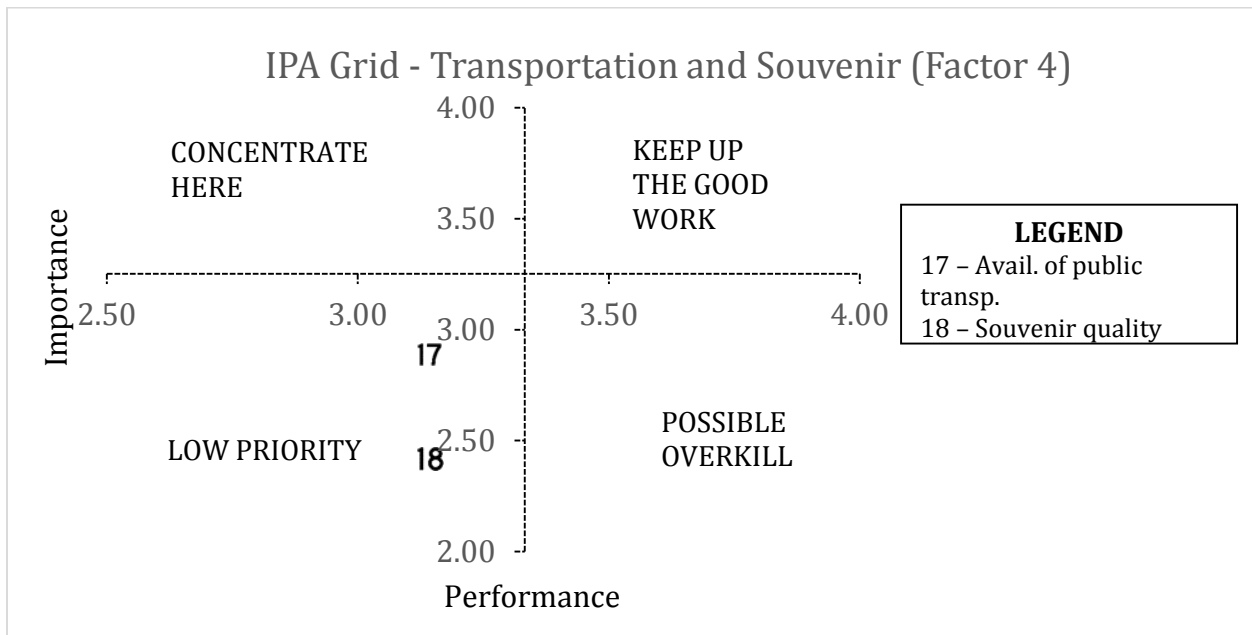


Figure 11: Importance-Performance Analysis Grid for Food and Beverage Attributes

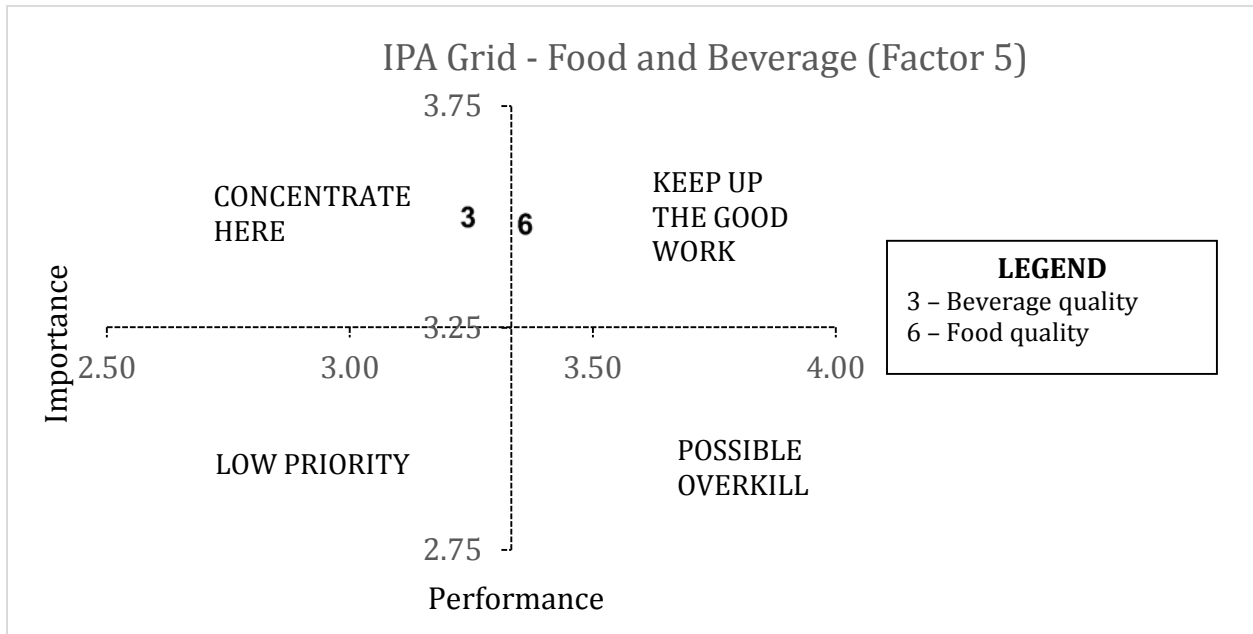


Table 25 displays the 18 variables based on which quadrant they were divided into in Figures 5 through 9. The seven attributes in the low priority quadrant represents the attributes that respondents rated the performance to match the importance, but does not exceed by a great different, and include *time of scheduled events, signposting, online information, ticket price, souvenir quality, and availability of public transportation*. *Dance space* is the one attribute included in the possible overkill quadrant. The nine attributes included in the keep up the good work quadrant indicate the events are performing well in these areas and should strive to maintain this level of performance, and include *food quality, live entertainment, cleanliness of restrooms, accessibility of restrooms, cleanliness of festival site, feeling of safety, music, and authentic Bavarian culture, and helpfulness of staff*. Management should focus on the two attributes included in the concentrate here quadrant; *beverage quality* and *available number of seats*, as the importance exceed the perception of performance.

Table 25: Festival Attributes Divided by IPA Quadrants

Quadrant	Variables
LOW PRIORITY	Time of scheduled events
	Signposting
	Online information
	Ticket price
	Souvenir quality
POSSIBLE OVERKILL	Availability of public transportation
	Dance space
KEEP UP THE GOOD WORK	Food quality
	Live entertainment
	Cleanliness of restrooms
	Accessibility of restrooms
	Cleanliness of festival site
	Feeling of safety
	Music
	Authentic Bavarian culture
CONCENTRATE HERE	Helpfulness of staff
	Beverage quality
	Available number of seats

Chapter Five: Summary and Discussion

The purpose of this thesis is to add to the body of literature and relate the importance and performance of festival attributes to measure visitor satisfaction using an importance-performance analysis at three K-W Oktoberfest festhalls. In particular it was the goal to find out what factors are important to festhalle participants, how respondents rate the performance of the festival on these attributes, and to discover if demographic and visit characteristics are associated with differences in these perceptions. This information can help event organizers to understand their visitors, and make changes in order to improve the festival and increase visitor satisfaction, thus increasing the likelihood of re-visit intention. These results are valuable to Oktoberfest management, as well as the management of other local festivals, both from a theoretical and business perspective. The information in this study included demographic, visit characteristics, motivations for attendance, and performance evaluation of 18 festival attributes among three festhalle locations, and four events. The findings of this study indicate there are differences in the perception of importance and performance of festival attributes based on demographic and visit characteristics.

This chapter summarizes the findings of the research questions asked in an on-site survey of 389 visitors to festhalls, compares the findings to the results from previous festival studies outlined in the literature, and then provides implications and recommendations for management. Section 5.1 is a summary of the demographics, motivations for attendance, and trip characteristics, followed by a summary of the importance-performance analysis results and the differences found of these perceptions based on demographic and visit

differences. Section 5.2 provides the promotional and operational implications for management. Finally, Section 5.3 outlines the issues, limitations and recommendations for future research.

5.1 Summary and Discussion of the Findings

A two-page questionnaire was distributed at four festhalls in October 2013. The questionnaire collected information on four main categories: 1) perception of importance and performance evaluation of 18 festival attributes, 2) perception of importance and performance evaluation of nine motivations to attend, 3) demographic information, and 4) visit characteristic information. A total of 389 questionnaires were collected. The questionnaires were fairly evenly distributed, with between 25-28% of the sample coming from each event, with the exception of Event C, which only had 21.1% of the sample. Event C collected less due to less time available to distribute and collect questionnaires.

5.1.1 Demographic Characteristics, Trip Characteristics, and Motivations

More than half of the respondents were female (58.1%). While this cannot be compared to the overall event population for the K-W Oktoberfest, it is similar to the profile of the 2006 St. Paul Oktoberfest in Minnesota who reported 56.3% of respondents were female (Hinds, Salk & Schneider, 2006). The most frequent age group amongst the respondents of this study was 25-34 years old (33.4%), followed by 35-44 years old (18.3%), 45-54 years old (16.7%), and then 19-24 years old (16.2%). The St. Paul's Oktoberfest profile had an average age of 48.9 years old (Hinds, Salk & Schenider, 2006). The younger age profile of K-W Oktoberfest respondents could be due to the large student population in the area as a result of the presence of two universities and one college in

Kitchener-Waterloo. Only 35.7% of the respondents indicated they were of German descent, while a majority of the St. Paul Oktoberfest was (76.0%). This could speak to the popularity and presence that the K-W Oktoberfest has in the region, whereby participants do not feel like they have to identify as German in order to participate and enjoy the event. The Kitchener-Waterloo Oktoberfest had a higher amount of respondents who had previously attended a festhalle (67.6%), compared to the St. Paul Oktoberfest with 46.2%. This result might also speak to the high profile and history of the event in the region.

As stated in the literature review, many researchers agree it is impossible to attribute the motivations of tourists to a single motivation (Crompton 1979; Mansfeld 1992; Pearce 1982; Uysal, Gahan & Martin 1993); the decision to attend a festival can be the result of many needs seeking to be filled. The results corroborate this finding, as six of the nine motivations given, had an average importance rating of over 3.0 , which indicates the respondents perceive them as moderately to very important. The three motivations that had the average importance rating of less than three, *for a change of pace from everyday life, to escape from routine and to relieve boredom* were all items included in the escape factor. The top six included motivation items were associated with the factors event attractions and socializations. In terms of the escape-seeking dichotomy outlined by Iso-Ahola (1982) and the push-pull theory proposed by Dann (1981) and Crompton (1979) the respondents indicate that the seeking and pull factors are more important when explaining their motivations to attend Oktoberfest. Respondents are motivated by the seeking external and cognitive aspects of the event attractions and socializing with others instead of escaping their everyday environment.

5.1.2 Perception of Importance and Performance of Attributes

Of the 18 festival attributes included in the questionnaire, respondents declared 13 of them as moderately important or important. The following attributes are those that received a mean importance score of above 3.0, and are listed in order of highest importance to lowest:

1. Cleanliness of restrooms
2. Helpfulness of staff
3. Beverage quality
4. Live entertainment
5. Music
6. Food quality
7. Available number of seats
8. Accessibility of restrooms
9. Cleanliness of festival site
10. Authentic Bavarian culture
11. Feeling of safety
12. Ticket price
13. Dance space

While this is a broad list that encompasses many attributes with a variety of foci, they all relate to the factors of convenience, food and beverage, and program content. The five items that had an average mean importance score of less than 3.0 were part of the information availability, and souvenir and transportation factors. The attributes deemed as only slightly important are as follows:

14. Online information
15. Signposting
16. Time of scheduled events
17. Availability of public transportation
18. Souvenir quality

Understanding what is important to festival visitors is important to event management as it can help guide the allocation of resources. Management should focus on improving and/or managing the attributes that visitors deem important. These results confirm the Cole and Chancellor (2008) finding where entertainment quality, program quality and amenity quality were important in determining satisfaction.

Lee et al. (2011) reported that information services were not significant for either functional or emotional values, and thus did not contribute towards satisfaction. This result was also confirmed with the information availability attributes falling to the bottom of the list and being ranked as only slightly important. The Cole and Chancellor (2008) study of a downtown festival did not find products such as food and beverages as important to satisfaction, however like the Lee et al. (2011) study of a Ginseng festival, because food and beverage was linked to the theme of Oktoberfest, respondents viewed them as important.

All 18 of the festival attributes had a mean performance rating over 3.0, indicating respondents were satisfied or very satisfied on all attributes. The ranking of the attributes based on performance from highest to lowest is as follows:

1. Live entertainment
2. Feeling of safety
3. Music
4. Cleanliness of festival site
5. Cleanliness of restrooms
6. Authentic Bavarian culture
7. Accessibility of restrooms
8. Dance space
9. Food quality
10. Helpfulness of staff
11. Time of scheduled events
12. Ticket price
13. Beverage quality
14. Available number of seats
15. Signposting
16. Souvenir quality
17. Availability of public transportation
18. Online information

While it is possible that event management could focus on improving the attributes with the lowest mean performance score, it should be noted that the information availability attributes that were ranked as the least important also fall to the bottom of the performance list. Thus it is not necessarily advised that focus on resources should be

placed on these factors. In other words, both importance and performance scores need to be examined – which is the focus of the next section

5.1.3 The IPA Results

While all 18 factors had a performance ranking indicating that respondents were satisfied or very satisfied, they did not all have a positive importance-performance score, which is the difference from performance minus importance. With the exception of live entertainment, the top eight attributes based on importance had a negative difference when taking the difference of performance minus importance. This indicates that improvements can be made to meet the expectations of attendees in regards to these attributes. The largest difference is associated with *available number of seats* (-0.29) and *beverage quality* (-0.26). As the difference between importance and performance for the attributes ranked nine through 18 in importance are positive, this indicates that although the performance might be ranked lower, the festival management is meeting the needs and expectations of the visitors.

In order to further compare the importance and performance ratings, as perceived by respondents, the factors were displayed in an importance-performance analysis grid (Figures 5-9). The attributes associated with information availability, and souvenir and transportation noted above as falling to the bottom of the importance and performance rankings were placed in the “Low Priority” quadrant, further solidifying the recommendation that management should not focus on increasing the performance as attendees place little importance on the attribute. Another option for management is to reduce the amount of time and resources put towards the performance of these attributes,

however caution should be taken as it is important that the performance does not decline so much so that negative noticeable differences can be observed, and it is important to monitor importance and performance scores in the future in order to make further adjustments and maintain an acceptable level of satisfaction.

Nine of the attributes fell in the “Keep up the Good Work” quadrant, and include *food quality, live entertainment, cleanliness of restrooms, accessibility of restrooms, cleanliness of festival site, feeling of safety, music, and authentic Bavarian culture*. Only one attribute, dance space, falls within the “Possible Overkill” quadrant. Management can decide if they would like to reduce some of the resources towards this attribute, as performance exceeds importance by a considerable amount. However, this should be done on a case by case basis, as often having the performance exceed importance could benefit the reputation of the event, without using considerable resources. In the hospitality and tourism industry, it may be desirable for performance to exceed importance due to the competitive nature of the industry, and higher performance may lead to satisfaction without requiring additional resources (Oh, 2001).

Arguably the most important quadrant for management to consider is the “Concentrate Here” quadrant, which included the attributes *beverage quality* and *available number of seats*. As mentioned earlier, these two factors had the largest negative difference between importance and performance, and management should focus on the improvement of these attributes. Several notes were written by respondents in the margins of the questionnaire surrounding the attribute of *beverage quality*, with respondents indicating they would like to see a larger variety of craft and locally brewed beer options. *The*

available number of seats attribute is difficult to change and improve upon, as the venues are limited by the finite amount of space they have. Event C and Event D provided the ability for some to reserve seats. Management may consider providing this option during other events as well.

5.1.4 Differences based on Demographics and Visit Differences

The results of the ANOVA tests indicated that several of the demographic and visit characteristics have an impact on the respondents' perception of various festival attributes. There were more differences based on demographic and visit characteristics in terms of the respondents' perception on the importance of attributes than the perception on the performance. There were 30 statistically significant results for the importance of attributes compared to 20 for the performance of attributes.

Differences based on Gender

Females rated the importance of nine festival attributes as more significantly important than males. These attributes include *cleanliness of restrooms, accessibility of restrooms, available number of seats, cleanliness of festival site, ticket price, feeling of safety, dance space, signposting and time of scheduled events*. As well, females rated the performance of the *beverage quality* significantly higher than males. This finding confirms the results of Baker & Draper (2013) and Wilkins (2010), who also found females ranked the levels of importance higher than males, which might indicate as Meng and Uysal (2008) implied that females had a higher level of expectation than males. Males did not rate the importance or performance of any festival attribute significantly more than females. The result of females having a higher performance rating on the attribute *beverage quality*

might indicate that females might have a less discernable taste or lower expectations for the beverages served at the event. However it should be noted that females did not rate the importance of beverage quality less than males.

Differences based on Age

The results of the ANOVA tests indicated that age had an effect on the respondents' perception of the importance of four festival attributes; *available number of seats, music, authentic Bavarian culture, and availability of public transportation*. As well, the ANOVA tests indicated that age also had an effect on the respondents' perception of the performance of two festival attributes; *live entertainment, and food quality*. With the exception of the attribute *availability of public transportation*, there was a visible pattern of the older cohorts scoring the importance and performance of these attributes higher. The exception of the younger age groups placing a higher importance to the availability of public than the older age groups, could be explained by the younger age groups using public transportation more in their everyday life. The higher performance scores for the other attributes confirm the Lee & Beeler (2009) finding of older visitors being more likely to be satisfied with their festival experience, more generous in their evaluation, and less critical about the festival. This study did not confirm the Dodd and Bigotte (1997) finding that price was not as important to older visitors as it was to younger visitors, and that older visitors placed higher importance on cleanliness and the helpfulness of staff. Both demographic sectors rated the helpfulness of staff at a similar level, falling between satisfied and very satisfied. However, it should be noted that the two oldest age groups had

the highest mean importance scores for the cleanliness of the washrooms, and the cleanliness of the festival site but the results were not statistically significant.

Differences based on Resident Status

The festival attributes *available number of seats*, and *availability of public transportation* showed statistically significant differences in the mean importance scores based on resident status. The festival attributes *authentic Bavarian culture*, and *time of scheduled events* showed statistically significant differences in the mean performance scores based on resident status. With the exception on the importance of *the available number of seats*, residents had a higher mean importance and performance score for the festival attributes listed above. The higher mean performance score for the *time of scheduled events* confirmed McDowell's (2010) finding who also found that residents had a higher performance score for the timing of events. This may be due to the fact that it is easier for residents to adjust their schedules based on proximity. The remaining attributes that differed by resident status did not confirm the results from McDowell (2010) who found that residents ranked the performance of *entertainment*, and the *ticket price* higher than non-residents. While residents did have a higher mean performance score for *live entertainment*, the results were not statistically significant. In contrast to McDowell's finding, non-residents had a higher mean performance score for *ticket price*; however, again, the difference was not statistically significant.

Differences based on German Descent

The mean performance score of two festival attributes, *cleanliness of restrooms* and *cleanliness of festival site*, differed based on whether respondents identify as being of

German descent. In both attributes, those who identified as being German indicated a higher performance score. Unlike Baker & Draper (2013), those who claimed German heritage did not place a higher level of importance on the *authenticity of the Bavarian culture*, the theme of the festival.

Differences based on First-time Status

The mean importance score of three attributes, *music, live entertainment, and dance space*, all in the program content factor differed based on first-time status. In each of the statistically significant differences listed above, repeat visitors had a higher importance score than first-time visitors. Lee et al. (2009) found that only program and convenient facilities were important in determining satisfaction for repeat visitors, while first-time visitors reported a wider range of attributes as being important. This study found a statistically significant difference in regards to the program content attributes, however first-time visitors did not have a statistically significant higher importance score in the factors not associated with program and convenience, thus not confirming the finding of Lee et al. (2009).

The mean performance score of five attributes, *live entertainment, authentic Bavarian culture, time of scheduled events, food quality, and beverage quality*, differed based on first-time status. In each of the statistically significant differences listed above, repeat visitors had a higher performance score than first-time visitors. This result is consistent with the suggestions of Fluker & Turner (2000) and Li et al., (2008) who hypothesize that repeat visitors hold more realistic expectations, as they are able to build them on previous experiences instead of relying on external information and the image created by marketers.

Differences based on Site

When comparing the four venues, 12 festival attributes differed on the mean importance scores and eight festival attributes differed on the mean performance score. The large amount of statistically significant differences speaks to the distinctiveness of each festhalle. The focus of events at different festhalls differs ranging from a dance competition through a corporate night, to a family day. Each theme or event draws differing groups of people, which reflects the perceptions of importance and performance. Even when the venue is held constant, the perceptions of the importance and performance differs. This is evident by the mean scores comparing Event B and Event D which were located in the same venue, but had different event characteristics. For example, Event B had the highest mean performance score for the attribute *accessibility of restrooms*, while Event D had the lowest mean performance score for the same attribute. The actual accessibility of restrooms was the same between the two events as the facility remained constant, but the perceptions of the respondents were quite different.

5.1.5 Overall Satisfaction

The overwhelming majority (94.3%) of the respondents indicated they would recommend the events to family and friends; similarly, 95.4% indicated they would attend again. The overall mean satisfaction score was 3.34 which falls between satisfied and very satisfied. This shows that while there are attributes that respondents indicated could be improved upon, on a whole when the respondents evaluate the entire experience, it is very positive.

5.2 Implications for Management

One of the main research objectives of this thesis is to recommend policies and practices to festival organizers to increase overall visitor satisfaction. While several recommendations have been previously included in the discussion section in regards to festival attributes and the differences on the importance and performance of these attributes based on demographic and visit characteristics, this section will focus on general promotional and operational strategies as a result of the findings from this study.

The findings of this study will help event organizers segment the attendees and allow management to implement marketing programs using the understanding gained of their perceptions, characteristics, and needs. Segmenting markets can help lower costs and increase the effectiveness of advertising and promotional efforts (Dodd & Bigotte, 1997). There is a fine balance, however, between targeting for a sufficiently large customer base and targeting too narrow of a segment. Marketing messages have the ability to not only attract potential visitors, but dissuade potential visitors if they feel they do not belong to the target market (Frew & Shaw, 1999).

Through determining the differences between the demographic and visit characteristics, numerous advertising implications can be drawn. The respondents who had previously attended a festhalle indicated live entertainment as more important (3.54), than those who were attending for the first time (3.38). This implies that when targeting those who had already attended an event, focus should be placed on promoting live entertainment. Similarly, festhalles that are smaller venues should focus on promoting the

authenticity of the Bavarian culture in their promotion, as it was found that the respondents in the smaller sites placed a higher importance on this attribute.

As the most frequent motivations for attending a festhalle were to enjoy the atmosphere and socialization, it is crucial that management design the physical environment in order to facilitate the sought-after socialization. As Yoon, Lee and Lee (2010) suggest, the design of the space can facilitate socializing and exchange. The available number of seats is an attribute that could be used to facilitate socialization, and attention should be placed on trying to maximize the amount available to attendees. However, the importance of the number of seats is most important for females, older age groups, and non-locals. Management might consider providing potential guests the opportunity to reserve a certain percentage of the seats when purchasing tickets.

While many of the findings can probably be extended to the overall festhalle experience, it is important to note the differences of the experiences at each particular festhalle. Each festhalle has a different set of attributes that are important to guests. Similarly, each festhalle has a distinct set of attributes where they are currently having success with, and a different set of attributes to focus improvement on in the future.

5.3 Limitations and Recommendations for Future Research

Throughout the research process, several limitations were encountered. One of the limitations encountered in the questionnaire design and data collection efforts was that while the questionnaire was only one legal-size paper back and front, the length and amount of time it took to complete the survey was borderline too long, and several

respondents complained. I believe due to the festival environment the allowance of time until questionnaire fatigue occurs will be less than someone completing one at home, as people just want to enjoy the event. Future research should take note in order to ensure questionnaire fatigue does not occur.

In terms of the questionnaire design, there was some confusion about the difference between the questions on the front and back of the questionnaire. Since the list of attributes were the same on both sides, several respondents did not understand the difference between the importance of the attributes, and questions about the performance of the attributes. This led to several respondents filling out only the front, and feeling like the questionnaire was repetitive. As well, an option for respondents to answer “not applicable” when rating attributes should have been included. Respondents felt unable to respond to many attributes, such as availability of public transportation or souvenirs, if they did not experience them. Finally, the timing of data collection was also a limitation. For three out of four venues, data collection occurred near the beginning of the event. Ideally, the data collection would have occurred in the middle of the evening, as it would have allowed the respondents to experience the event and provide a more accurate ability to evaluate the attributes. This was not permitted because permission from the festival organizers was granted only for a set time, and management wanted to ensure high quality data collection. This was seen to depend on administering the survey earlier in the evening, before respondents might have become intoxicated.

Another limitation is that the characteristics of the general festival attendance population is not known. As a result, tests could not be run in order to determine if the respondents of this study is representative of the festival attendees.

Recommendations for future research include conducting in-depth subjective interviews with attendees in order to provide deeper understandings of responses. Structured closed-ended questionnaires do not allow for follow-up or probing. For example, when examining the attribute of available number of seats, women were more satisfied. However, we do not know whether men felt there were not enough seats, or too many seats. In addition to research being conducted to better understand the perception of attributes, the results of the importance-performance analysis reveal practical future research opportunities. After implementing any changes to the festival, organizers or researchers can conduct a longitudinal study, such as yearly comparison of the performance measures in order to assess the success of the changes. Additional importance-performance analysis should be continued in order to determine whether the gap is decreasing for the attributes where importance is higher than performance. Lastly, this study was based only on current Oktoberfest participants and past participants or non-participants would be worth studying. Future research could be conducted to understand which factors were key in leading to dissatisfaction and the decision to not become repeat visitors.

5.4 Conclusion

The main goal of this study was to examine what attributes are important to festhalle participants, how well the festival is meeting those needs, and whether the perception of

the importance and performance of these attributes differ based on demographics and visit characteristics. The importance-performance analysis has provided a graphical representation comparing the importance and performance of 18 attributes, and prescribed recommendations on where to concentrate resources and efforts of improvement in the future. The results of the ANOVA tests indicated that several of the demographic and visit characteristics have an impact on the respondents' perception of various festival attributes. While it is difficult to make generalizations across differing festivals, evident by the mixed confirmation of many findings when comparing to the literature review, it is the hope of this thesis to provide concrete recommendations for this local festival, and provide a template for research at other local festivals. It is crucial for research to be conducted in understanding the needs and perceptions of the visitor experience, in order to maximize visitor satisfaction and capitalize on the increased likelihood of repeat visitation, local pride and support, and the benefits to local economic development.

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APPENDIX A: Visitor Satisfaction at Oktoberfest Questionnaire

Section I: Importance of Festival Attributes

When attending a festival, different things are important to different people in determining satisfaction with the event. Please indicate how important each actually is to you by checking the appropriate box. Please be sure to indicate the importance for every item. We have left room for you to add up to two more attributes that you feel are very important to you.

	Not at all important	Slightly important	Moderately important	Very important
Food quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Beverage quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time of scheduled events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Signposting (directions and information)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Live entertainment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Online information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helpfulness of staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of restrooms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accessibility to public restrooms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Available number of seats	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of festival site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ticket price	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feeling of safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Souvenir quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of public transportation (taxi, bus)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Music	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dance space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Authentic Bavarian culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate how important the following motivations were for you in deciding to attend tonight.

	Not at all important	Slightly important	Moderately important	Very important
To escape from routine life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To enjoy the festhalle atmosphere	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To see new and different things	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To enjoy special events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To be with people who enjoy the same things	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To relieve boredom	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To see the event with a group together	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

For a change of pace from everyday life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To be with people who are enjoying themselves	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section II: Overall Satisfaction

Please indicate how you would rate the overall experience.

	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	
Dissatisfied	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Satisfied
Displeased	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Pleased
Unfavourable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Favourable
Negative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive

1. Would you recommend this event to your friends and family? Yes No
2. Would you visit an Oktoberfest Festhalle again? Yes No

Section III: Performance of Festival Attributes

The following is the same list of attributes that you ranked in Section I. If you added any other attributes to section I, please add them to the bottom of this list. The purpose of this section is to find out how well you believe the festival performs the following attributes.

	Very dissatisfied	Dissatisfied	Satisfied	Very satisfied
Food quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Beverage quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time of scheduled events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Signposting (directions and information)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Live entertainment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Online information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helpfulness of staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of restrooms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accessibility to public restrooms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Available number of seats	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of festival site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ticket price	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feeling of safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Souvenir quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Availability of public transportation (taxi, bus)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Music	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dance space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Authentic Bavarian culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate how well you believe the festival met your motivational needs.

	Very dissatisfied	Dissatisfied	Satisfied	Very satisfied
To escape from routine life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To enjoy the festhalle atmosphere	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To see new and different things	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To enjoy special events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To be with people who enjoy the same things	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To relieve boredom	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To see the event with a group together	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
For a change of pace from everyday life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To be with people who are enjoying themselves	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section IV: Demographic Information

3. Female Male

4. What is your age? 19-24 25-34 35-44 45-54
 55-64 65-74 75-84 85+

5. Place of Residence (City/Town)? _____

6. Is this your first time at a KW Oktoberfest Festhalle? Yes No

7. Who are you attending the KW Oktoberfest Festhalle with?

Alone With family With significant other
 With friend(s) With social club With colleague(s)
 Other _____

8. Are you of German descent? Yes No

Thank you for your participation in this study. Please remember that any data pertaining to you as an individual participant will be kept confidential.