

# **Key success factors in managing the visitor experience at the Cape Town International Jazz Festival**

Dissertation submitted for the degree Magister Commercii in Tourism  
Management at the Potchefstroom Campus of the North West University

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**December 2011**

## ACKNOWLEDGEMENTS

I would like to thank the following people who have assisted in the completion of this study:

- My heavenly Father who has given me the insight, patience and strength to complete this study.
- My study leader, Prof. Melville Saayman, for his patience, insight and guidance throughout this study.
- Dr. Martinette Kruger for always assisting when I needed guidance and encouragement.
- The staff at the Institute for Tourism and Leisure Studies for all the guidance and encouragement.
- All the fieldworkers who assisted with the survey at the Cape Town International Jazz Festival.
- Dr. Suria Ellis for assisting with the statistical calculations.
- All my friends and family who have been encouraging me throughout this study.
- Mr. Rod Taylor for the language editing.

## SUMMARY

The event tourism industry is one of the fastest growing tourism industries worldwide. One type of event that is growing immensely is festivals, especially music festivals such as the Cape Town International Jazz Festival. As a result of the fast growing pace of festivals, it has become crucial for a festival to sustain itself in the market place to stay competitive.

The Cape Town International Jazz Festival (the Jazz Festival) is a fast growing music festival and hosts numerous well-known local and international jazz artists, as well as young up-and-coming artists. For this exciting Jazz Festival to keep growing, it needs to be sustainable. To achieve this, the organisers and managers of the Jazz Festival need to know what is important to the visitors of the Jazz Festival, so they can fulfil their needs. This in turn leads to satisfied visitors that will return to the Jazz Festival and keep the festival sustainable. Generally speaking, music festivals have a more professional management approach than other tourism events and thus are more likely to be more successful.

Key Success Factors (KSFs) are a precondition for the success of any event and will influence the competitiveness of the event in the market place. It is imperative for organisers to identify the KSFs that are important to the visitors so as to provide them with a satisfactory experience. This will also assist in measuring the achievement of the event's goals and objectives.

The main purpose of this study was to determine the KSFs in managing the visitor experience at the Cape Town International Jazz Festival. To reach this goal, the study is divided into two articles. Research for both articles was conducted at the Cape Town International Jazz Festival through distributing 400 questionnaires randomly throughout the two days of the festival, which was held on 3 and 4 April 2010.

Article 1 is titled: "**Key aspects for efficient and effective management of the Cape Town International Jazz Festival: a visitor's perspective**". The main purpose of this article was to identify the Key Success Factors in managing the Cape Town International Jazz Festival, to determine what visitors deemed as important when attending the Jazz Festival. A factor analysis was done to achieve this goal. Results indicated that Hospitality Factors, Quality Venues, Information Dissemination, Marketing and Sales, and Value and Quality are the KSFs that are of importance when managing the Jazz Festival. The results of this article provided festival managers with valuable information when organising an event such as the Cape Town International Jazz Festival.

Article 2 is titled: “**The importance of different Key Success Factors to different target markets of the Cape Town International Jazz Festival based on travel motives**”. The main purpose of this article was to determine whether different target markets that are visiting the Jazz Festival, deemed different KSFs as important, depending on their travel motives. An analysis of variance (ANOVA) was done to determine if there were statistically significant differences between the three clusters and the KSFs that they deemed important. Results showed that the three clusters, namely, Escapists, Culture Seekers and Jazz Lovers, deemed different KSFs as important when they are visiting the Jazz Festival. The results of this article gave festival organisers and marketing managers insight as to which markets to focus scarce marketing resources on and which markets to keep growing, as they will sustain the festival in the long term.

Therefore, this research revealed the KSFs that are of utmost importance when managing the Cape Town International Jazz Festival, and that these aspects differ for certain markets. Organisers therefore need to assess the KSFs to provide products that will satisfy the visitor in order for him/her to return each year and keep the festival competitive and sustainable.

**Key words:** *Cape Town International Jazz Festival, Key success factors, Management, Target markets, Factor analysis, ANOVA analysis.*

## OPSOMMING

Die toerisme industrie is een van die vinnigste groeiende industries wêreldwyd. Feeste is onder andere een van die pilare van toerisme wat uitnemende groei toon, veral musiek feeste soos die Kaapstad Internasionale Jazz Fees. As gevolg van die vinnige groei van feeste, is dit van uiterste belang dat fees organiseerders verseker dat hulle kompetend bly in die mark om 'n volhoubare fees te verseker.

Die Kaapstad Internasionale Jazz Fees (Jazz Fees) toon uitnemende groei elke jaar wat hy aan die gang is, en lewer verskeie beroemde Suid Afrikaanse jazz kunstenaars, sowel as kunstenaars van die buiteland. Ten einde hierdie opwindende Jazz Fees te laat groei tot hoër hoogtes, moet hy op 'n volhoubare wyse bestuur word. Om dit te bereik, moet die bestuur en organiseerders van die Jazz Fees bewus wees van die veranderende behoeftes van die Fees se besoekers en daarin voorsien. 'n Besoeker wat 'n bevredigende ervaring kry by die Fees sal elke jaar terug keur, en dit is hoe die Jazz Fees volhoubaar sal bly.

Sekere sleutel sukses faktore is belangrik vir die besoekers van die Jazz Fees om 'n bevredigende ervaring te hê. Hierdie sleutel sukses faktore is 'n voorvereiste vir die sukses van enige organisasie. Bestuurders en organiseerders wat bewus is van die faktore wat besoekers as belangrik ag, kan produkte op so manier lewer dat dit die besoeker se behoeftes sal bevredig, asook die Fees se doelstellings meet.

Die hoofdoel van hierdie studie was om die sleutel sukses faktore wat belangrik is om die besoeker se ervaring by die Kaapstad Internasionale Jazz Fees te bestuur, te bepaal. Om die voorgenoemde doel te bepaal, is die studie verdeel in twee artikels. Navorsing vir albei artikels was gedoen by die Kaapstad Internasionale Jazz Fees deur 400 vraelyste willekeurig uit te deel by die fees wat die 3 en 4 April 2010 gehou is.

Artikel 1 is getiteld: “**Key aspects for efficient and effective management of the Cape Town International Jazz Festival: a visitor’s perspective**” (Sleutel sukses faktore vir effektiewe en voldoende bestuur van die Kaapstad Internasionale Jazz Fees vanuit die besoeker se oogpunt). Die hoof doel van hierdie artikel was om die sleutel sukses faktore te bepaal wat besoekers as belangrik ag by die Jazz Fees. 'n Faktor analise is uitgevoer om die voorgenoemde doel te bereik. Die resultate het getoon dat aspekte soos Gasvryheidsfaktore, Kwaliteit Sale, Informasie Verspreiding, Bemarking en Verkope en Waarde en kwaliteit die belangrikste aspekte is vir besoekers wanneer hulle die Jazz Fees

besoek. Die resultate van hierdie studie het vir fees bestuurders waardevolle informasie verskaf om in gedagte te hou wanneer 'n fees soos die Kaapstad Internasionale Jazz Fees georganiseer word.

Artikel 2 is getiteld: “**The importance of different Key Success Factors to different target markets of the Cape Town International Jazz Festival based on travel motives**” (Die belangrikheid van verskillende sleutel sukses aspekte van verskillende teiken markte van die Kaapstad Internasionale Jazz Fees gebaseer op reis motiverings). Die hoofdoel van hierdie artikel was om te bepaal of verskillende teiken markte wat die Kaapstad Jazz Fees besoek, verskillende sleutel sukses faktore as belangrik ag, gegewe hul reis motiverings. 'n Analise van variansie (ANOVA) was gedoen om te bepaal of daar statistiese betekenisvolle verskille is tussen die drie groepe besoekers en die sleutel sukses faktore wat hulle as belangrik ag. Resultate het getoon dat die drie groepe, naamlik Ontsnap Reisigers, Kultuur Liefhebbers en Jazz Liefhebbers, verskillende sleutel sukses aspekte as belangrik ag wanneer hulle die Jazz Fees besoek. Die uitkoms van hierdie resultate het fees bestuurders en bemarkers insig gegee ten opsigte van watter markte om skaarse bemarkings hulpbronne op te vestig, en watter markte om te laat groei, omdat hierdie markte die Jazz Fees op die lang termyn volhoubaar sal hou.

Ten slotte, hierdie navorsing het getoon watter sleutel sukses faktore van uiterste belang is vir die bestuur van die Kaapstad Internasionale Jazz Fees, en dat hierdie faktore verkillend is vir verskillende markte. Die fees organiseerders moet die sleutel sukses faktore assesser ten einde produkte te lewer by die Jazz Fees wat besoekers se behoeftes gaan bevredig sodat hy/sy kan terug keur elke jaar, en dit sal verseker dat die fees kompetend en volhoubaar bly.

**Sleutelwoorde:** *Kaapstad Internasionale Jazz Fees, Sleutel sukses faktore, Bestuur, Teiken markte, Faktor analise, ANOVA analise.*

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### 1.1 Introduction

Events play an important role in human society, as they are part of a person's daily life (Shone & Parry, 2004:2). As part of the ever-growing tourism industry, events tourism is a sphere of tourism that is showing considerable growth (Getz, 2008:403; Wiley, 2004:441). The reasons for the growth in events can be ascribed to the rising levels of disposable income, the increase in government awareness of the benefits that events hold for the host community, and an increased awareness of the events industry (Bowdin, Allen, O'Toole, Harris & McDonnell, 2006:441). In addition, Getz (2008:403) states that events have very important roles to play in the community in which it is held, such as community partnership building, cultural development, destination marketing and urban rejuvenation. Furthermore, events can lengthen tourist seasons, they build community pride and spirit, foster job creation, build leadership and coordination, foster development, and improve the quality of the social, health and environmental aspects of the host community (Derret, 2004:33). However, events need to be managed in a proper way to deliver these benefits to host communities. To achieve this, effective and efficient management is paramount.

Event management, in layman's terms, can be described as the design and management of an event, yet it plays a crucial part in the success of an event (Brown & James, 2004:54). In more detail, it encompasses risk management, financial management, marketing, income generation, evaluation and planning, and visitor management, to name but a few. However, if the visitor is not satisfied, he/she will not return, which can lead to an event that is not sustainable. A visitor needs to feel that his/her needs are catered for, because if the visitor engagement is dissatisfying, he/she will tell several other visitors, compared to a satisfied visitor who will not tell as many. Different visitors will want different things from the same event, which makes the management of an event very complex and of the utmost importance (Drummond & Andersen, 2004:80). Defining the needs of the visitor is critical in managing the event in such a way that it satisfies visitor engagement (Wiley, 2004:29).

Management in general can be described as resources that are applied effectively and efficiently, and encompasses tasks such as leading, decision making, organising, coordinating and achieving objectives (Leiper, 2004:167). It is a hands-on task to manage any organisation effectively and efficiently; be it a company or event and management is

critical to the success of any company or event (Saayman, 2009:11). Effective management means reaching goals without wasting scarce resources.

In terms of management, there are three different spheres of management in any organisation, namely top, middle and lower management (Leiper, 2004:168). Top managers are responsible for strategic management, which involves long-term planning and development; middle managers are responsible for implementing these plans and report back to top managers; lower management is responsible for operational planning and development. Why is management important? According to Leiper (2004:170), an organisation of any kind cannot survive without a person in charge of reaching its goals, i.e. the manager. For the client to be satisfied, his/her needs have to be fulfilled. That is the main goal of any service organisation – to satisfy its clients' needs for them to return. The events tourism industry operates in the same manner, but tourism management focuses on people, that is, the visitor or tourist (Mason, 2008:104). It is therefore necessary for a manager to make sure the service organisation's goals are reached to create a satisfied visitor so that he/she will return.

The tourism industry also needs to be managed in such a way so as to satisfy the visitor or tourist for him/her to return. One such example is that of a festival. The needs of the visitor have to be determined to provide for them at the festival, which will lead to a satisfied and return visitor.

The well-known Cape Town International Jazz Festival (hereafter referred to as the Jazz Festival) is an annual event and currently ranked as the number four Jazz festival in the world (capetownjazzfest.com). It has grown considerably since it first started in 2000. More than 40 local, as well as international artists are invited to perform at the Jazz Festival held in April each year. Festivals such as the Cape Town International Jazz Festival can be described as an expression of human activity that contributes to social and cultural happenings (Allen, O'Toole, McDonnell & Harris, 2005:14). Drummond and Andersen, (2004:82) add that a festival sells an experience to the visitor, as the production and consumption occur simultaneously. For the Jazz Festival to stay competitive and prestigious, management needs to create an atmosphere that allows for visitor satisfaction, which in turn leads to repeat visits. In many instances, the management of a festival does not take into consideration the aspects that are important to the visitor, as well as their motives for visiting the festival (Lee, Lee & Wicks, 2004:61). Identifying visitors' motives for attending the festival is a precondition for planning and marketing the festival and the way in which these motives

are fulfilled, will influence the tourists' satisfaction level with the festival, as well as the decision to return.

The goal of this Chapter is to state the research problem, describe the main goal and objectives, explain the method of research, defining important concepts related to the research, and to provide a layout of the chapters to follow.

## **1.2 Problem statement**

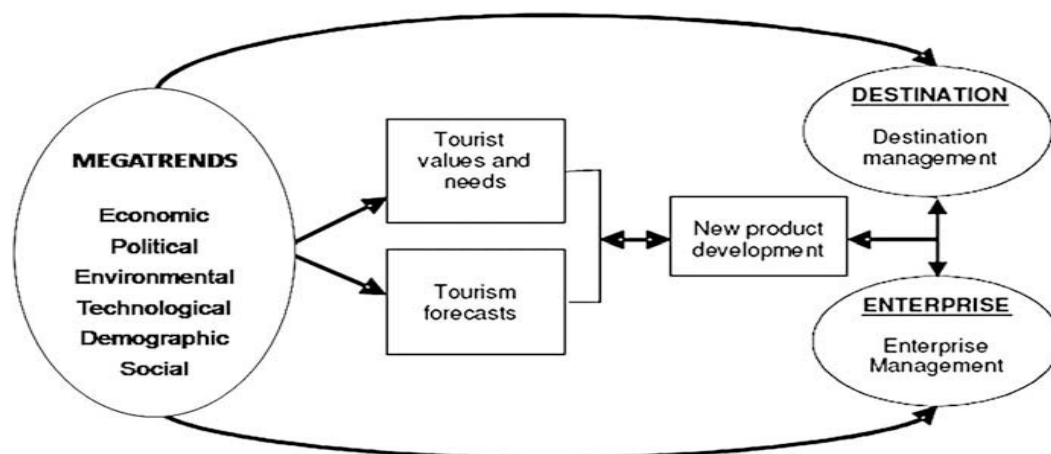
Unrestricted and flexible time consumption has become important for the modern-day tourist, and therefore, the tourism leisure industry is growing at a sizeable rate each day and becoming an economic activity of note (Cracolici & Nijkamp, 2008:336; Derret, 2004:38; Wiley, 2004:440; Allen *et al.*, 2005:5). As disposable income and leisure time increase, recreation and tourism become part of consumers' lifestyles. The tourism industry, being one of the fastest growing industries worldwide (Okech, 2008:1237; George & Frey, 2010:12), has to change according to the change in consumer lifestyles in order to stay competitive (Zhang, Song & Huang, 2009:345). The traditional old-aged mass tourism has shifted to a more tailor-made tourism, where tourists seek experiences that cater to their specific needs and expectations (Cracolici & Nijkamp, 2008:336). Nevertheless, it is confirmed by research that festivals in particular tend to ignore the needs and preferences of the visitor, and follow a product orientation instead (Getz, 2008:412).

According to Enright and Newton (2004:777), the success of any tourism supplier or event is influenced by their competitiveness in the market place (Wiley, 2004:32). Competitiveness refers to attracting and satisfying potential tourists, bearing in mind that there are tourism-specific, as well as supplier-specific factors that influence competitiveness, such as distance to travel, discretionary income and marketing (Enright & Newton, 2004:778). It also refers to the extent to which an individual tourist is satisfied with an event in such a way that it outperforms other key competitors (Cracolici & Nijkamp, 2008:337). Competitiveness is therefore influenced by the services offered to visitors, and whether or not these services are offered to cater to a specific target market (Cracolici & Nijkamp, 2008:336). It is also important to bear in mind that the target market's lifestyle also changes, and the service provider needs to change the products on offer accordingly. To ensure that visitors return, the needs and preferences of the visitors should be met. To do so, the event organiser should have a thorough understanding of the target audience, their needs and preferences, and why they visit a certain area or event (Dwyer, Edwards, Mistilis,

Roman & Scott: 2009:72; Getz, 2008:405; Leask, 2010:160). Therefore, the service provider should always be informed of the ever-changing consumer needs.

According to Porter’s framework (Porter, 1990), it is understood that competitiveness in the tourism industry is determined by the strength of the economy. In other words, the macro-environment of a region, which can be divided into six pillars: Political, Social, Economic, Demographic, Environmental and Technological (Dwyer., *et al.* 2009:64). The latter affects the destination as well as the tourist, and in turn, also affects product development. The macro-environment is a structure with unified parts that affect one another, and is an indicator of the changes that occur within the industry. It is also stipulated by Johnson and Scholes (1997), that tourism service providers that make decisions based on the supply side only, and not taking the external changes into account, will suffer what Johnson and Scholes (1997) call, a “strategic drift”, which causes a tourism service provider to “drift” away from a culture of addressing the target market’s needs and lose focus of the organisation’s strategy. The custom is to address such changes proactively to achieve a competitive advantage.

Figure 1.1 explains the relationship between the macro-environment and the tourism sector, and the importance for tourism event organisers to not only focus on the internal immediate environment, but on the macro-environment as well.



**Figure 1.1:** The influence of the macro-environment on the tourism industry (Dwyer *et al.*, 2009:64).

For tourism event planners to organise a successful event, they need to analyse all the macro- and micro-factors that influence an event. These factors are called Key Success Factors (hereafter referred to as KSFs). According to Aaker (2005:91), KSFs are a basis for

businesses to benchmark themselves against their competitors. However, there are many industries that deliver different services, and therefore the KSFs for each will differ (Marais, 2009).

Tourism event planners should thus consider all the aspects involved in staying competitive in the market place, locally as well as internationally. Competitiveness leads to sustainability, in the way that satisfied visitors will return to find that their needs are being met. Repeat visits are the main goal for service providers, and to achieve this, it is important to implement a strategy with sustainability as the main focus. Sustainability refers to a measure of success by focusing on yield per visitor (the extent to which one visitor returns each time), and not the number of visitors in total (Dwyer *et al.*, 2009:67). It is also argued that a higher success rate will be measured by undertaking the yield per visitor-focus instead of the growth-focus. Higher economic yield per visitor would increase the value per capita on business activities, which in turn decreases resources used and increases economic returns (Dwyer *et al.*, 2009:67). To ensure sustainability, tourism service providers should also adopt a long-term economic strategy, instead of a short-term strategy that delivers only short-term profits and long-term environmental instability (Dwyer *et al.*, 2009:70).

Previous studies regarding KSFs have been conducted within the different spheres of the tourism industry. One such study was conducted by Kruger (2006) regarding the KSFs in managing conference facilities in South Africa. Structured questionnaires were sent to venues that offer conference facilities. The research goal was to identify what managers regard as important aspects for successfully managing conference facilities. The study found that the following aspects were regarded as important: keeping track of competitors, applying a code of ethics, performing financial control, advertising the conference facilities, recruiting the right personnel, proper signage, being aware of special dietary requirements of delegates, and clean restrooms.

Another study was conducted by De Witt (2006) regarding the KSFs for managing special events such as weddings. Research was conducted by sending two different questionnaires to wedding venue owners and wedding planners, respectively. Personal interviews were also held. The following factors were identified as being important management factors: high levels of hygiene, the ability of the manager to uphold a high standard of quality and a positive organisational behaviour, services must meet the needs of guests, secure parking, variety of menus, multi-skilled personnel, advertising the venue, good signage, and offering other unique products.



Van der Westhuizen (2003) conducted a study regarding the KSFs of developing and managing a guesthouse. The research found that the important KSFs for managing a guesthouse were the ability to uphold a good quality standard, being hospitable to guests, giving praise to those who deserve it, keeping promises, being self-efficient and being able to share positive information, to name but a few. Van der Westhuizen (2003), De Witt (2006) and Kruger (2006) conducted research from the supply side of tourism, meaning that management regards these factors as imperative.

Another study that was conducted from the demand side of the tourism industry was done by Marais (2009) regarding the KSFs of the Wacky Wine Festival. The research regards the KSFs as good quality management, adequate staff at wineries, as well as the affordability and variety of wines, effective marketing, good signage, variety of entertainment, and comfortable wine farm facilities.

Based on the results of the afore-mentioned research, it is clear that each industry's KSFs differ. Therefore, it is important to conduct research regarding the KSFs of a Jazz Festival, from the point of view of the visitors to stay competitive. This will provide insights on the festival's capacity to create new tourist supply.

While the most researched and thought-provoking aspect of the management of a tourism event is marketing, Enright and Newton (2004:778) argue that a much wider set of management factors should be considered, such as the services provided to visitors, as well as the management of the key resources to optimise visitor satisfaction (Cracolici & Nijkamp, 2008:337; Getz, 2008:405). The way in which management considers these KSFs will influence the ability to attract and satisfy visitors, which in turn will influence the competitiveness of the event, and will ultimately determine whether or not the event will become sustainable. Nevertheless, even factors beyond the control of management, such as safety, costs and distance to travel, could affect the event's competitiveness (Getz, 2008:413). Not only should management concentrate on the competitive factors of the event, but they should also take into account the perception of visitors (Cracolici & Nijkamp, 2008:337).

With all the above-mentioned aspects considered, what are the KSFs in managing the Cape Town International Jazz Festival?

### **1.3 Goal of the study**

The main goal of the study will now be discussed, as well as the objectives.

#### **1.3.1 Main Goal**

- To determine the KSFs of the visitor experience at the Cape Town International Jazz Festival from the demand side.

#### **1.3.2 Objectives**

- To analyse management aspects pertaining to events by means of a literature review.
- To determine the KSFs that are of importance to the visitors of the Jazz Festival.
- To compare different target markets' views of the Jazz Festival's KSFs based on travel motives.
- To draw conclusions and make recommendations regarding the research conducted.

### **1.4 Method of research**

The method of research is divided into a literature study and an empirical survey.

#### **1.4.1 Literature study**

The literature study consisted of the Internet's search engines that will include journals, books, articles, reports, Government notices and newspaper articles. Databases include EBSCOhost Research Database; specifically Academic Search Premier, Business Source Premier, EconLit and Hospitality and Tourism Index; furthermore Sabinet online, SA ePublications, Juta, Emerald, ScienceDirect and Google Scholar will be used to gather recent information. Keywords used were: tourist, management, competitiveness, sustainability, key success factors, festivals and Cape Town International Jazz Festival. Published material such as books, newspapers and journals will also be used.

## **1.4.2 Empirical survey**

### **1.4.2.1 Research design and method of collecting data**

Quantitative research was conducted at the Cape Town International Jazz Festival, and was based on the collection of data from visitors to the festival. A structured questionnaire was handed out to visitors at the festival by eight fieldworkers. The nature of the research is descriptive. Descriptive research involves the description of something (Malhotra, 2007:82). The type of sampling used will be a non-probability sampling method, convenience sampling. Convenience sampling refers to situations where elements are selected to form part of research because they are conveniently available.

### **1.4.2.2 Development of the random test plan**

According to Cooper and Emory (1995:207), for any population of 100 000 (N) the recommended sample size is 384. Given that approximately 32 000 visitors attended the International Cape Town Jazz Festival in 2009, 400 questionnaires are more than sufficient.

### **1.4.2.3 Development of the questionnaire**

The structured questionnaire that was used to conduct the survey was developed by the Institute for Tourism and Leisure Studies of the Potchefstroom Campus of the North-West University. In collaboration with the festival organisers, this questionnaire was developed by using the results from the studies mentioned earlier and consists of different sections:

**Section A**, which consists of the demographic information of the visitors, such as gender, age, language, home town, occupation, group size, number of people paid for, length of stay, type of accommodation and spending.

**Section B** consists of festival information, such as festival package, favourite artists, reason for visit, number of visits to the festival, other festivals visited, number of shows attended, where information about the festival was retrieved and whether it is important to receive information regarding the festival.

**Section C** consists of the motivation and evaluation of the festival, and the visitor is asked to complete a Likert scale to rate the reasons for attending the festival, as well as rate the importance of several Key Success Factors of the festival.

#### **1.4.2.4 Data analysis**

Microsoft Excel will be used for the capturing of data received, and the analysis of descriptive data will be done by means of SPSS. In article one, a factor analysis was carried out on the 45 statements that were tested in the questionnaire to establish their importance to the visitors to the Jazz Festival. In article two, an ANOVA was performed on the travel motives versus the KSFs.

### **1.5 Defining concepts**

The following concepts are of importance for the study to be conducted:

#### **1.5.1 Management**

Management can be described as the implementation of strategic plans and objectives as set by the stakeholders to stay competitive and minimise losses (Leask, 2010:155).

#### **1.5.2 Key Success Factors**

Key Success Factors can be described as a basis for businesses to benchmark themselves against their competitors (Aaker, 2005:91).

Key Success Factors can also be described as a precondition for a business's success (Thompson & Strickland, 1999:96).

#### **1.5.3 Event**

An event can be described as a ceremony that is celebrated at a particular time to satisfy a specific need (Goldblatt, 1997, as cited by Yeoman, Robertson, Ali-Knight, Drummond & McMahan-Beattie (2004)).

An event can also be described as a specific, planned celebration that marks a special occasion (McDonnell *et al.*, 1999, as cited by Yeoman *et al.*, (2004)).

#### **1.5.4 Jazz festival**

Jazz is defined as one of many largely defined styles of music under the flag of ethnic or world music, and jazz festivals are also appealing as an educational resource (Oakes, 2003:165).

## **1.6 Chapter classification**

**Chapter 1:** An introduction and problem statement are given regarding the research, as well as the main goal and objectives, method of research, and definitions of the concepts of importance.

**Chapter 2:** Article 1, which will focus on determining the management aspects that are considered to be important to the visitors of the Jazz Festival.

**Chapter 3:** Article 2, which will focus on the way that the different target markets experience the different KSFs of the Jazz Festival, and what will ensure that each target market returns to the festival.

**Chapter 4:** Meaningful conclusions and recommendations will be given regarding the research conducted at the Jazz Festival, as well as recommendations for future research.

## CHAPTER 2

### Key aspects for efficient and effective management of the Cape Town International Jazz Festival: a visitor's perspective

**Abstract:** *Events such as the Cape Town International Jazz Festival are of the utmost importance for the growing events tourism industry. Events attract visitors to a certain area, which contributes to the economic growth of that area. If visitors are satisfied with the event, they will return to the festival again, which leads to a sustainable event. Therefore, it is essential to determine what visitors want from the event in order to provide it. However, management of an event regards certain festival elements as crucial, but they may not be parallel with what visitors want. Therefore, this article sets out to determine the Key Success Factors that are of importance from the visitor's point of view. This was done by conducting a survey at the Cape Town International Jazz Festival by means of field workers handing out 400 questionnaires to visitors. A factor analysis was done on 45 Key Success Factors. Interestingly, the study found that the most important factors rated by visitors were Value and Quality, which included affordable day- and weekend passes, effective token service, adequate ablution facilities and personnel that are trained to handle inquiries.*

**Keywords:** Key Success Factors, Events Management, Factor Analysis, music festival, Events tourism

## 2.1 Introduction

The tourism industry has shown immense growth over the years and is considered to be an important factor in the growth and development of national and international economies (Okech, 2008:1237; Walpole & Goodwin, 2000:559). Contributing to this is the many forms of tourism, such as events tourism that is proven to be one of the fastest growing types of tourism (Getz, 2008:403; Wiley, 2004:441; Thrane, 2002:281; Crompton & McKay, 1997:429). Events hold several advantages for the communities in which they are hosted, such as income generation and foreign investments (Green, 2001:1), building community pride and a positive image, cultural development, job creation, lengthening tourist seasons and also marketing of the community (Saayman & Saayman, 2006:570; Getz, 2008:403; Derret, 2004:33; Radojevic, 2005:34).

One such event is the well-known Cape Town International Jazz Festival (hereafter referred to as the Jazz festival). It is an annual event and currently ranked as the number four Jazz festival in the world (capetownjazzfest.com). The event started in 2000 and has grown significantly ever since, as attendance grew from 14 000 to approximately 32 000 visitors (Saayman, Saayman, Rossouw & Kruger, 2010:1). More than 40 local, as well as international up-and-coming jazz artists are invited to perform over a period of two days on five stages at the festival held in April each year at the Cape Town International Convention Centre. Festivals such as the Cape Town International Jazz Festival can be described as an expression of human activity that contributes to social and cultural happenings (Allen, O'Toole, McDonnell & Harris, 2005:14). The drive to visit a festival such as the Jazz Festival is prompted by an aspiration to meet a specific need (Crompton & McKay, 1997:425; Dann, 1981:190). It is however true that not all visitors have the same needs (Crompton & McKay, 1997:426). Therefore, it is of the utmost importance that event managers understand tourist needs (Radojevic, 2005:34).

With this in mind, Crompton and McKay (1997:426) argue that although visitors may attend the same festival, the experience derived from it, will differ from one visitor to another. The experience derived by each visitor, will ultimately depend on the initial need the visitor wanted to satisfy by attending the festival. Certain aspects of the festival will either satisfy or dissatisfy the visitor. For management to provide a satisfactory experience to the visitor which will lead to his/her return, an analysis of the factors important to the visitor is necessary (Miller, Kahn & Luce, 2008:635; Lemmetyinen & Go, 2009:33). These factors are called Key Success Factors (hereafter referred to as KSFs) and are described by Rockart (1979:84) as areas that management need to focus on and make sure everything is

satisfactory, to ensure successful competitiveness. Once managers have identified the KSFs, they can concentrate valuable resources on the specific areas so as to ensure success in the market place (Li, Wong & Luk, 2006:85). Adding to the problem that event organisers are facing is the fact that the number of festivals is increasing and therefore competition is on the increase (Getz, 2008:403; Wiley, 2004:441; Lemmetyinen & Go, 2009:39). For these reasons event managers need to be aware of and understand the needs and motives of visitors to the festival so as to provide them with an experience that will satisfy them. Mason (2008:104) concluded that a satisfied visitor will most likely return, which contributes to the sustainability of an event, and ultimately gains a competitive advantage.

Based on this, the aim of this chapter is to identify the KSFs in managing the Cape Town International Jazz Festival from the visitors' perspective, so that practical tools can be made available for local organisers to develop more effective tourism strategies based on this event. To achieve this, the article is structured in the following manner: a literature review is followed by a description of the survey and a discussion of the results and, finally, the implications and the conclusions.

## **2.2 Literature Review**

Brown & James (2004:54) describe event management as the design and management of an event, yet it plays a crucial part in the success of an event. An experience needs to be managed effectively to be valuable to the visitor, as a result of the growing events tourism industry and increased competition (Gursoy, Kim & Usyal, 2004:171). In this context, KSFs are of the utmost importance (Boardman & Vining, 1996:44). Rockart (1979:84) defined KSFs as a method for strategic planning that identifies the key information needs of management, allowing management to focus on areas that must run smoothly. Once these KSFs are identified, action can be taken by management to improve the organisation's proficiency in the identified areas to ensure a competitive advantage in the market place. Another definition is offered by Brotherton and Shaw (1996:114), who stated that the KSF approach is a means of concentrating resources and endeavours on factors that are able to provide a competitive advantage in the market place. However, it is also important to analyse the internal environment, such as services offered, processes, structures and employees, as this will reflect KSFs that are critical in gaining and maintaining a competitive advantage. Slabbert and Saayman (2003:8) add that KSFs are particular strategic elements, resources, competitive capabilities, product attributes, competencies, and business



outcomes that spell out the difference between profit and loss. In summary, it implies the factors or aspects that are core to the success of an event. Based on this, management needs to determine the KSFs and be aware of and understand the needs and motives of visitors to the festival in order to provide them with an experience that will satisfy them.

Brotherton and Shaw (1996:114) also emphasize an important characteristic of KSFs, which is the importance of achievement. Therefore, KSFs are action-oriented and are a means to an end and not an end in themselves. KSFs are not organisational goals and objectives, but rather activities and processes that assist in the achievement of organisational goals and objectives. To an extent, KSFs are controllable by management, which also leads to KSFs being measurable by management. Li, Wong and Luk (2006:86), have suggested that the apparent importance of each KSF will influence the commitment to investment therein. Li, Wong and Luk (2006:86), argue that the best way to increase a tourism organisation's competitive advantage is to firstly define a set of KSFs, and thereafter set the relative significance of each factor.

With this in mind, Crompton and McKay (1997:426), discuss the importance of identifying and understanding the KSFs important specifically to festival visitors. Firstly, this is the key to product development. Visitors to a festival do not buy a product or service. They buy an experience, which is influenced by a wide range of managerial aspects and the design of the festival should be done in such a way that it can meet different needs. Therefore, it is a precondition to identify these needs so that the festival programme can be customised to meet them.

Crompton and McKay (1997:426) argue that understanding visitor needs is important as a result of its close relationship with satisfaction. Needs arise before the visit and satisfaction after the visit. The sustainability of events rests upon repeat visitors, which will only occur if the visitor was satisfied with the previous experience (Taks, Chalip, Green, Kesenne & Martyn 2009:123). If visitor needs are fulfilled, the visitor will be satisfied and repeat visits will result, which also leads to the event's sustainability (Murphy, Mascardo, Benckendorff, 2007:526). Therefore, to monitor satisfaction, the needs that visitors need to satisfy must be clearly understood. Another factor that could influence visitor satisfaction and return visits is word of mouth (Bieger & Laesser, 2004:369). Dissatisfied visitors will tell friends and family of the experience, more so than for satisfied visitors. Finally, prioritising visitors' needs is crucial, as a target market will become apparent based on benefits sought. Marketing as well as programme design can be themed around this target market (Chalip & McGuiry,

2004:272), resulting in the focus of scarce resources on a specific group. Managers and organisers in the tourism industry focus on specific factors such as Marketing, Effective Personnel and Information Dissemination (Li, Wong & Luk, 2006:88; Kruger, 2006; De Witt, 2006), but are these factors really important to visitors?

Many studies regarding KSFs have been conducted and these studies are illustrated in Table 2.1 below.

**Table 2.1:** Previous research conducted regarding KSFs

Study conducted by:	Reason	Findings
Van der Westhuizen (2003)	Research was conducted from the supply side of tourism regarding KSFs imperative for developing and managing a guesthouse, from the owner-manager's point of view	<ul style="list-style-type: none"> <li>• high levels of hygiene,</li> <li>• showing courtesy to guests,</li> <li>• showing guests to their rooms,</li> <li>• welcoming guests in a personal manner upon arrival,</li> <li>• services provided meet the guests' needs,</li> <li>• the guesthouse is located in the right surroundings,</li> <li>• determining whether guests' needs are provided for by rendered services</li> <li>• determining whether the facilities meet the needs of the target market</li> </ul>
Kruger (2006)	Research was conducted from the supply side of tourism regarding what managers of conference facilities regard as important KSFs for managing conference facilities in South Africa.	<ul style="list-style-type: none"> <li>• applying a code of ethics,</li> <li>• performing financial control,</li> <li>• advertising the conference facility,</li> <li>• recruiting the right person for the right job,</li> <li>• providing sufficient lighting in conference rooms,</li> <li>• providing catering services at the conference centre,</li> <li>• neat and tidy restrooms,</li> <li>• generating feedback of a conference</li> </ul>
De Witt (2006)	Research was conducted from the supply side of tourism regarding the	<ul style="list-style-type: none"> <li>• ensuring high levels of hygiene,</li> </ul>

	KSFs for managing special events such as weddings	<ul style="list-style-type: none"> <li>• being able to create a positive organisational behaviour,</li> <li>• owning a liquor licence, providing services that meet guests' needs,</li> <li>• availability of secure parking,</li> <li>• availability of a variety of menus,</li> <li>• multi-skilled employees,</li> <li>• availability of clear signage,</li> <li>• marketing of the venue</li> <li>• offering unique products</li> </ul>
Marais (2009)	Research was conducted from the demand side of tourism regarding the KSFs for visitors to the Wacky Wine Festival	<ul style="list-style-type: none"> <li>• good quality management,</li> <li>• effective marketing,</li> <li>• good signage,</li> <li>• adequate staff at wineries,</li> <li>• the affordability and variety of wines,</li> <li>• variety of entertainment</li> <li>• comfortable wine farm facilities</li> </ul>
Getz and Brown (2006)	KSFs for developing and marketing of wine tourism regions	<ul style="list-style-type: none"> <li>• prefer wine destinations that offer wide variety of cultural and outdoor attractions</li> </ul>

From an analysis of the studies reflected above it is clear that most of these studies were done from a supply side point of view. Common KSFs included above were effective marketing, proper signage, high levels of hygiene and venue attributes. These studies also showed that results from a supply side differ from those from a demand side. The literature review also highlighted the complexity of managing an event. Reason being that there are many aspects that need to be integrated that influence a visitor's experience for example marketing, staff, signage, information dissemination, value for money, accommodation, the venue, the programme, parking, decent food, decent ablution facilities to name but a few. To date, no such study has been conducted at a music festival. The results of such a study can assist festival organisers and managers in customising the festival programme to suit the needs of the visitor and providing a better experience, resulting in a sustainable event.

## **2.3 Method of Research**

Quantitative research was conducted at the Jazz Festival amongst the visitors to the festival by means of questionnaire. This methodology is divided into the following sections: development of the questionnaire, sampling method and survey, and data capturing.

### **2.3.1 Development of the questionnaire**

The questionnaire used in the research to the Jazz Festival, was developed by means of the literature review using the studies by Van der Westhuizen (2003), Kruger (2006), De Witt (2006) and Marais (2009) in collaboration with the festival organisers. The questionnaire consists of different sections:

**Section A**, which consists of the demographic information of the visitors, such as gender, age, language, home town, occupation, group size, number of people paid for, length of stay, type of accommodation and spending.

**Section B** consists of festival information, such as festival package, favourite artists, reason for visit, number of visits to the festival, other festivals visited, number of shows attended, where information about the festival was retrieved and whether it is important to receive information regarding the festival.

**Section C** consists of the evaluation of 45 key success statements using a 5-point Likert scale to rate the reasons for attending the festival, as well as rate the importance of several KSFs of the festival where 1 was not important at all to 5 being very important.

### **2.3.2 Sampling method and survey**

A total of 400 structured questionnaires were distributed by field-workers between the five stages and the food courts at the Jazz Festival held over a period of two days at the Cape Town International Convention Centre. According to Singel (2000), for any population of 50 000 (N) the recommended sample size is 381. Given that approximately 32 000 visitors attended the Cape Town International Jazz Festival in 2009, 400 questionnaires are more than sufficient. Respondents were selected by using a single random sampling method based on a quota (number) of questionnaires per day. Two hundred were distributed per day at several locations at the event site to minimize bias.

### **2.3.3 Statistical analysis (Data Capturing)**

Microsoft® Excel® was used for data capturing and basic data analysis. SPSS (SPSS Inc, 2007) was used for further analysis of data and, in this study, it comprised two stages. Firstly, a general profile of the visitors to the Jazz Festival was compiled. Secondly, a principal component factor analysis, using an Oblimin rotation with Kaiser Normalisation was performed on the 45 KSFs, to explain the variance-covariance structure of the set of variables through a few linear combinations of these variables. The Kaiser-Meyer-Olkin measure of sampling adequacy as well as Bartlett's Test of Sphericity was used to determine whether the covariance matrix is suitable for factor analysis. Kaiser's criteria for the extraction of all factors with eigenvalues larger than 1 were used. All items with a factor loading above 0.3 were considered as contributing to a factor, whereas all items with factor loadings lower than 0.3 were considered as not correlating significantly with this factor (Steyn, 2000). Any item that cross-loaded on two factors with factor loadings greater than 0.3 was categorised in the factor where interpretability was best. A reliability coefficient (Cronbach's alpha) was computed for each factor to estimate the internal consistency of each factor. All factors with a reliability coefficient above 0.6 were considered in this study to have acceptable internal consistency. The average inter-item correlations were also computed as another measure of reliability. According to Clark and Watson (1995), the average inter-item correlation should lie between 0.15 and 0.55.

## **2.4 Results**

The results will be discussed in two sections. Firstly, an overview of the profile of visitors to the Jazz Festival will be presented followed by the results of the factor analysis.

### **2.4.1 Profile of visitors to the Cape Town International Jazz Festival**

As shown in Table 2.2, visitors to the Jazz Festival are mainly females (52%) between the ages of 35 and 49 years, English speaking (66%), and originate from the Western Cape (68%) or Gauteng (13%). Visitors' occupation mainly includes careers in the Professional (24%) and Management (15%) fields. Visitors travel in groups of 4 persons on average and spend an average of R 3577.81 at the festival which they have attended 3 times.

**Table 2.2:** Profile of visitors to the Cape Town International Jazz Festival

Category	Profile of visitors
Gender	Female (52%), Male (48%)
Age	Between 35 and 49 years
Language	English (66%)
Occupation	Professional (24%), Management (15%)
Province of origin	Western Cape (68%), Gauteng (13%)
City of residence	Cape Town (52%)
Travel group	Average of 4 persons
Number people paid for	Average of 2 persons
Average spending per group	R3577.81
Number of times attended festival	Average of 3 times

#### 2.4.2 Results of the factor analysis

The pattern matrix of the principal component factor analysis using Oblimin rotation with the Kaiser Normalisation identified 5 factors that were labelled according to similar characteristics (Table 2.3). The 5 factors accounted for 63.5% of the total variance. All factors had relatively high reliability coefficients ranging from 0.90 (the lowest) to 0.94 (the highest). The average inter-item correlation coefficients with values between 0.49 and 0.61 also imply internal consistency for all factors. Moreover, all items loaded on a factor with a loading greater than 0.3 and relatively high factor loadings indicate a reasonably high correlation between the delineated factors and their individual items. The Kaiser-Meyer-Olkin measure of sampling adequacy of 0.94 also indicated that patterns of correlation are relatively compact and yield distinct and reliable factors (Field, 2005:640). Bartlett's Test of Sphericity also reached statistical significance ( $p < 0.000$ ), supporting the factorability of the correlation matrix (Pallant, 2007:197).

**Table 2.3:** Factor analysis results

Variables	Factor 1 loading	Mean Value	Reliability coefficient	Average inter-item correlation
<b>Factor 1: Hospitality Factors</b>		<b>4.28</b>	<b>0.94</b>	<b>0.60</b>
Adequate seating in food court	0.685			
Adequate safety measures	0.649			
Visible emergency personnel	0.649			
Good quality food	0.649			
Festival programme for all ages	0.600			
Affordable food	0.588			

Good quality viewing on big screen	0.573			
Visible security	0.551			
Friendly personnel	0.396			
Adequate ATM's	0.370			
Adequate rubbish bins	0.331			
<b>Factor 2: Quality Venues</b>		<b>4.32</b>	<b>0.91</b>	<b>0.49</b>
Good quality sound	0.753			
Big enough concert halls	0.709			
Comfortable venues	0.696			
Air conditioning	0.693			
Visibility of stage	0.670			
Variety of national and international artists	0.630			
Accessibility of festival entry points	0.591			
Good service at concert halls	0.590			
Enough seats	0.384			
Punctuality	0.352			
Effective technical aspects	0.333			
<b>Factor 3: Information Dissemination</b>		<b>4.27</b>	<b>0.90</b>	<b>0.56</b>
Effective signage on festival terrain	0.787			
Adequate security at parking	0.742			
Effective signage and directions in Cape Town	0.700			
Adequate information centres	0.684			
Adequate parking	0.610			
Good layout of festival terrain	0.439			
Accessibility for disabled	0.300			
<b>Factor 4: Marketing and Sales</b>		<b>4.15</b>	<b>0.90</b>	<b>0.54</b>
Adequate information on festival website	0.860			
User friendly and accessible website	0.779			
Effective ticket sales at Rosies	0.678			
Effective marketing prior to festival	0.642			
Adequate information regarding the festival	0.624			
Effective ticket sales prior to festival via internet	0.598			
Festival personnel noticeable	0.440			
Affordable souvenirs	0.285			
<b>Factor 5: Value and Quality</b>		<b>4.35</b>	<b>0.91</b>	<b>0.61</b>
Good quality shows	0.671			
Affordable weekend passes	0.529			

Affordable day passes	0.517			
Clean ablution facilities	0.433			
Effective token service	0.383			
Personnel that are trained to handle inquiries	0.361			
Adequate ablution facilities	0.312			

As shown in Table 2.3, the KSFs were identified as Value and Quality, Quality Venues, Hospitality Factors, Information Dissemination and Marketing and Sales.

- **Factor 1: Hospitality Factors**

The mean value of Factor 1 is 4.28, which is the third highest and include aspects such as adequate seating, quality and affordable food, safety and security and.- the visibility of emergency personnel. Lepp and Gibson (2003:619) corroborate this factor by emphasizing the importance of safety and security. Security aspects also affect the marketing of a destination, because if the destination has a negative image in terms of security and safety, visitors/tourists might not visit that specific destination (Lepp & Gibson, 2003:619).

- **Factor 2: Quality Venues**

The mean value of Factor 2 is 4.32, which is the second highest mean value and indicates the importance of quality. Aspects such as good quality sound, big enough and comfortable concert halls, and good technical aspects are some of the experiences offered at this festival. The Quality of the venues is of the utmost importance, as this is where the visitors spend most of their time while at the festival. This is corroborated by factor 5 that scored the highest, Value and Quality, as these factors also coincide with aspects of the Venue itself. This is supported by Kruger (2006) and Van der Westhuizen (2003).

- **Factor 3: Information Dissemination**

The mean value of Factor 3 is 4.27, and includes aspects such as effective signage on the festival terrain and in Cape Town, adequate information centres, good layout of festival terrain, adequate security at parking and accessibility for the disabled, all form part of Information Dissemination. Maser and Weiermair (1998:107) also argue that in tourism, information can be seen as the most important factor concerning consumer behaviour. The importance of KSFs such as effective signage and secure parking are also emphasised as important in the studies of De Witt (2006) regarding KSFs for special events, and Marais (2009) regarding KSFs for the Wacky Wine Festival, as described in Table 2.1.



- **Factor 4: Marketing and Sales**

The mean value of Factor 4 is 4.15, and received the lowest score. The reason for this rating could be that visitors know the festival and it is seen as less important than Value and Quality factors. However, in the studies of Kruger (2006) and De Witt (2006) which were conducted from the supply side, as described in Table 2.1, Marketing was deemed to be a very important aspect for visitor satisfaction.

- **Factor 5: Value and Quality**

The mean value of Factor 5 is 4.35 which is the most important factor seen by visitors to the festival and includes good quality shows, affordable day and weekend passes, clean and adequate ablution, effective token service and personnel that are trained to handle inquiries. As seen from the afore mentioned studies by Kruger (2006), De Witt (2006) and Van der Westhuizen (2003) in Table 2.1, clean and neat ablution facilities as well as effective personnel are paramount factors in the tourism industry, although these studies were conducted from the supply side of tourism. It is clear that Value and Quality are important factors in the tourism industry according to event managers and visitors alike (Du Plessis, 2010).

## **2.5 Findings and Implications**

The results identified five KSFs that influence visitors' experience at the festival and are therefore important. These factors are as follows in order of importance: Value and Quality, followed by Quality Venues, Hospitality Factors, Information Dissemination and lastly Marketing and Sales.

The first finding is that results from this study differ from those done in other areas of tourism see Kruger (2006), De Witt (2006) and Van der Westhuizen (2003) for example. It therefore highlights the uniqueness of each event. Added to this is the fact that supply side analyses also differ significantly from the demand side and this implies not only that each festival is important and unique but management has to know what visitors require and what their expectations are. This implies some form of research. The second finding is that Value and Quality speaks to the core of a Jazz Festival and implies good musicians at an affordable price. Therefore the music (artists and performances) remains paramount. The implication of the above is therefore not only to attract and market quality and top artists, but also to offer these shows at an affordable price hence value for money. In simple terms it means

that event organisers should stick to the very basics when it comes to organising successful events. This is especially important from a competitiveness point of view because music festivals including arts festivals are on the increase in South Africa. In this regard Du Plessis (2010) corroborates the importance of quality in tourism and event management which is echoed by the results of this study.

The third finding is the importance of the venue in terms of stages, quality sound, air conditioned halls, proper seating arrangements to name a few. This implies that this type of festival cannot be hosted anywhere since event organisers need to ensure that the quality factors, especially the venue, are adhered to. This makes a music festival or event of this nature more complex compared to other events that can be hosted in big halls or on large open spaces. Several stages in soundproof halls are important requirements.

The fourth implication is that since a high percentage of visitors to the Jazz Festival are return visitors (see Table 2.2) marketing plays a less important role.

Information Dissemination at the venue however is seen as important and this is true from both a demand and supply side for visitors to find their way around the festival site (see Marais; 2009 and De Witt; 2006). The implication is that visitors would not be satisfied if they were late for a show as a result of poor information and lack of signage in and around the festival terrain. Festival organisers need to be aware of the importance of information and the signage needs of visitors.

Lastly Hospitality Factors are also important to visitors, as food plays an important role at a festival of this nature. This confirms the tourism management theory which recognises these factors as critical in the events industry (Saayman, 2008; Getz & Brown, 2006). Visitors want good quality food, and still need to be able to watch the shows comfortably from where they are eating. Personnel that are approached by visitors, be it emergency personnel or personnel at the food court, should be friendly and sufficiently trained to handle every enquiry. Interestingly, other factors such as parking, and signage in Cape Town, factors that do not have a direct impact on the festival, were seen as less important to visitors, than the quality of the venues and shows where visitors spent most of their time.

## 2.6 Conclusions and Recommendations

The aim of this article was to identify the most important KSFs for visitors attending the Cape Town International Jazz Festival. A survey was conducted by means of fieldworkers handing out 400 questionnaires to visitors of the Jazz Festival. The results of the survey showed that the most important KSFs were Value and Quality and Quality Venues. Interestingly Marketing was rated as the least important factor of all and this is in contrast to what the literature on events management suggests. Other important factors were identified as Hospitality Factors and Information Dissemination. The results are extremely helpful in organising an event of this nature.

No such study has been conducted in the field of music festivals or music events in South Africa. Therefore it is difficult to compare these results with similar studies done in other areas of tourism. Results confirm that organising an event is a complex activity. The study also shows that visitors and organisers do not always rate all activities of an event the same. It is important to note that the event is organised for visitors and therefore the visitors play an important role. A clear understanding of the aspects that contribute to their experience is essential.

It is clear that each visitor to the Jazz Festival approaches the festival with certain expectations. If the experience matches the expectation or even exceeds it, the visitor will be satisfied and will most probably return. If the experience is negative and does not match the expectations, the visitor will be dissatisfied and most probably will not return.

The contribution that this research makes include:

- it contributes to the literature on events management
- it helps in getting a greater understanding of the aspects that play an important role in visitors' experience at music festivals
- it shows the lack of research done in this regard even though there are several music festivals taking place in South Africa
- it provides a check list of important aspects to manage

More of this type of research is important to grow and sustain events of this nature.

## CHAPTER 3

### **The importance of different Key Success Factors to different target markets of the Cape Town International Jazz Festival based on travel motives**

**Abstract:** *The events tourism industry in South Africa is growing at a rapid rate, and events such as the Cape Town International Jazz Festival are contributing to this fast growing industry. More and more tourists visit festivals such as the Jazz Festival and contribute to the economic growth of the host city. Many destinations now also compete to gain their share of the tourist market. Therefore, it is imperative to keep attracting visitors and to create return visitors to an event. However, visitors have different needs and wants, as well as different motivations to travel to an event. This article sets out to determine whether different target market segments have different opinions and perceptions as to which managerial aspects will keep them satisfied and returning to the festival. This was done by conducting a survey at the Cape Town International Jazz Festival by means of field workers handing out 400 questionnaires to visitors. A Factor Analysis and ANOVA were done on the data collected from the Cape Town International Jazz Festival to determine the visitors' travel motivations, and it was found that different target markets deem different KSFs as important. Motivations such as Socialisation, Exploration, Escape, Quest for excitement and Jazz enjoyment were identified in the study as the main motives for visitors travelling to the Jazz Festival. Marketers can make use of these results to focus marketing resources more effectively to position the Cape Town International Jazz Festival in the market place.*

**Keywords:** Key Success Factors, Target Markets, Travel Motivation

### **3.1 Introduction**

Do target markets deem different Key Success Factors (hereafter referred to as KSFs) to be important? The answer to this can aid the festival organisers in determining the most viable target market on which to focus scarce marketing resources so as to encourage them to return to the festival. This will also lead to better products and services which in turn leads to more spending by the visitor and a greater economic impact. Shifflet and Bhatia (1999:26), Chang (2006:1224) and Getz (2008:403) state that the events tourism industry is a promising and fast growing industry and festivals such as the Jazz Festival are the reason for this rapid growth. The Jazz Festival is an annual event that is held at the Cape Town International Convention Centre and has become the most prestigious event on the African Continent (Saayman, Saayman, Rossouw & Kruger, 2010:1). The Jazz Festival hosts over 40 International as well as local Jazz artists that perform on five stages over two days. It comes as no surprise that this festival has grown immensely from its initial 14 000 visitors since 2000, to a remarkable 32 000 visitors over the past eleven years (Saayman *et al.*, 2010:1; Saayman & Rossouw, 2010:255). The Jazz Festival provides the visitor with an exceptional jazz experience, but at the same time also contributes to the local community and economy, by generating income through visitor spending, as well as job creation (Saayman *et al.*, 2010:1; Saayman & Rossouw, 2010:255). Getz (2008:403) also emphasize that events such as the Jazz Festival build community pride, foster cultural development, create National identity and economic growth (Vassiliadis, 2008:440). It is apparent that this festival is an important event on the tourism events calendar, therefore the festival needs to sustain its market share. To achieve this, the festival organisers need to ensure that they provide the visitor with a satisfactory experience so that they can return the following year, as Saayman and Rossouw (2010:269) emphasize that repeat visits contribute to the sustainability of the event. The purpose of this chapter was to determine whether different target markets have different motives to visit the Cape Town International Jazz Festival (hereafter referred to as the Jazz Festival).

### **3.2 Literature Review**

As a result of the rapid growth of the events tourism industry, marketing of events such as the Jazz Festival has become extremely competitive. Successful marketing requires event organisers to meticulously plan and evaluate the visitors' experience, so as to create an event that will satisfy visitor needs (Bloom, 2005:93) and provide them with a memorable experience so as to return. The aim of the marketing campaign should be to attract and

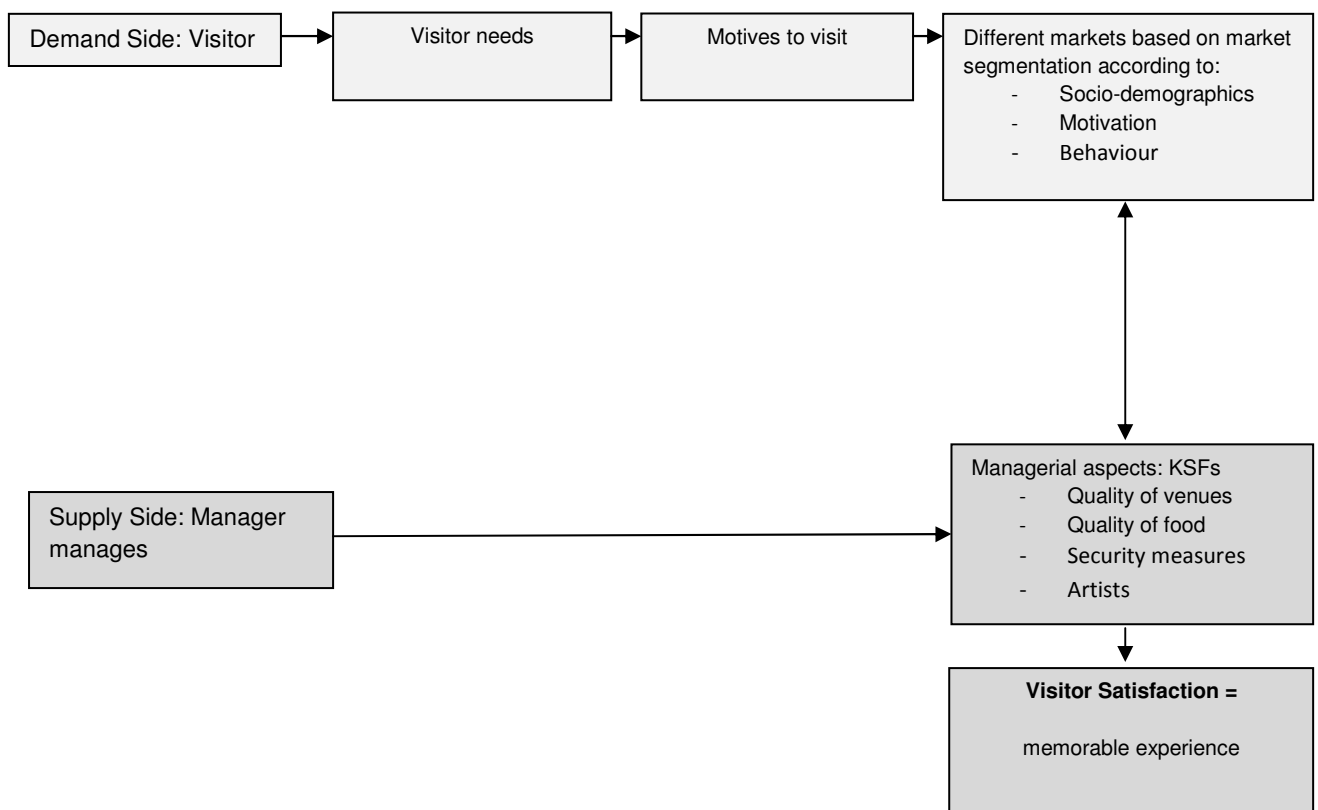
maintain those visitors that are the most important to sustain the event, that is, the jazz lover that attends performances and spends at the festival as these visitors will generate high revenues and in turn assure that the festival is economically sustainable (Laesser & Crouch, 2006:397; Bieger & Laesser, 2002:68). It is imperative that financial resources be used effectively and efficiently in terms of marketing, and the way to go about this is to concentrate on the right group of visitors (market) and their ever changing needs (Laesser & Crouch, 2006:397). Additionally it is important to understand what motivates visitors to attend the festival, and to investigate the characteristics of homogeneous groups of visitors that will be viable to focus marketing strategies on (Bloom, 2005:93; Jang, Morrison & O'Leary, 2002:367; Saayman, 2006:21). Market segmentation is used to achieve this since it is unrealistic to market to every individual visitor, as opposed to targeting a specific segment that will generate return visits and in turn sustain the event and its income (So & Morrison, 2004; Jang, Morrison & O'Leary, 2004:19; Slabbert, 2006:83; Tkaczynski, Rundle-Thiele & Beaumont, 2009:169).

Market segmentation is defined as a technique to divide a large group of visitors into smaller segments that are homogeneous in nature, to understand their needs and to focus scarce marketing and financial resources on a specific segment that is most valuable to the festival, so as to not waste scarce resources on segments that are not viable (Park & Yoon, 2009:100; Johns & Gyimothy, 2002:316). Such a segment is also known as a niche market (Jayawardena, 2002:90). Park and Yoon (2009:100) further state that segmentation allows the organisers of an event to supply products more efficiently to meet the target market's identified needs, and this in turn leads to a competitive advantage (Kastenholz, Davis & Paul, 1999:354). It is clear why it is stated that market segmentation is one of the most powerful strategic tools in the tourism industry (Dolnicar & Leisch, 2003:289). Accordingly, it is stated by Bieger and Laesser (2002:75) that there are many ways to segment a market, but motive based segmentation proved to be an efficient way. It is essential to develop different marketing tactics based on the differences amongst potential Jazz Festival attendees, so that the market can be effectively covered.

Numerous motivation-based market segmentation studies have been conducted in the tourism industry. Pearce and Lee (2005) revealed the following motives when studying the similarities between travel motives and travel experiences of visitors to Australia's major shopping centres: Escape, Relax, Relationship enhancement and Self development. Park and Yoon (2009) revealed that Relaxation, Socialisation, Learning, Family togetherness, Novelty and Excitement were the most important motivational factors when studying rural tourism in Korea. Chang (2006) conducted market segmentation at a cultural festival and

revealed the following motivational factors: Equilibrium recovery, Festival participation and learning, Novelty, Socialisation and Cultural exploration. Another study by Lee, Lee and Wicks (2004), concluded that Cultural exploration, Family togetherness, Novelty, Escape, Event attractions and Socialisation were the most important motivational factors to visitors travelling to the 2000 World Culture Expo. In all the above mentioned studies, as well as the study by Nyaupane, White and Budruk (2006) at cultural heritage sites in Arizona, segmenting markets according to motives proved to be a valuable means of segmentation.

Figure 3.1 sets out to explain the importance of market segmentation based on travel motives. It also clearly indicates the importance of KSFs in supplying the visitor with a satisfactory experience for him/her to return.



**Figure 3.1:** Conceptual framework integrating motives and KSFs

The decision to travel depends on certain needs and motives of the visitor (Park & Yoon, 2009:100). This leads to groups of visitors travelling to the same event for the same reasons, i.e. creating homogeneous markets. These visitors will all have an experience at the festival and their experience will be influenced by certain aspects such as the quality of venues, the quality of food, security measures and the performances of artists. These aspects need to be managed by the organisers for the visitors to have a memorable and satisfactory experience

(Dewar, Meyer & Li, 2001:524). Visitor satisfaction is dependent on the degree to which these management aspects are dealt with, because the satisfaction of current visitors is vital to the future success of the festival (Kastenholz., *et al.*, 1999:362). These managerial implications, also known as KSFs will now be discussed.

Organisers can make use of identifying KSFs to determine visitors' needs and motives. KSFs can be defined as a strategic planning process that will assist management to focus its efforts on areas that will satisfy the visitor, and in turn will provide the festival with a competitive advantage in the market (Rockart, 1979:84; Brotherton & Shaw, 1996:114). KSFs are core to the success of an event.

Previous studies regarding KSFs have been conducted in South Africa, as well as internationally. This is extremely important, as tourism managers need to know which factors are most important to which visitors, so as to supply them with a satisfactory experience. These studies are illustrated below in Table 3.1.

**Table 3.1:** Previous studies conducted regarding KSFs

Study conducted by:	Reason	Findings
Van der Westhuizen (2003)	Research was conducted from the supply side of tourism regarding KSFs imperative for developing and managing a guesthouse, from the owner-manager's point of view	<ul style="list-style-type: none"> <li>• the guesthouse is located in the right surroundings,</li> <li>• high levels of hygiene,</li> <li>• showing courtesy to guests,</li> <li>• showing guests to their rooms,</li> <li>• welcoming guests in a personal manner upon arrival,</li> <li>• services provided meet the guests' needs,</li> <li>• surroundings,</li> <li>• determining whether guests' needs are provided for by rendered services</li> <li>• determining whether the facilities meet the needs of the target market</li> </ul>
Kruger (2006)	Research was conducted from the supply side of tourism regarding what managers of conference facilities regard as important KSFs for managing conference facilities in South Africa.	<ul style="list-style-type: none"> <li>• applying a code of ethics,</li> <li>• performing financial control,</li> <li>• advertising the conference facility,</li> <li>• recruiting the right person for the right job,</li> <li>• providing sufficient lighting in</li> </ul>



		<ul style="list-style-type: none"> <li>conference rooms,</li> <li>• providing catering services at the conference centre,</li> <li>• neat and tidy restrooms,</li> <li>• generating feedback from a conference</li> </ul>
De Witt (2006)	Research was conducted from the supply side of tourism regarding the KSF for managing special events such as weddings	<ul style="list-style-type: none"> <li>• ensuring high levels of hygiene,</li> <li>• being able to create a positive organisational behaviour,</li> <li>• owning a liquor licence, providing services that meet guests' needs,</li> <li>• availability of secure parking,</li> <li>• availability of a variety of menus,</li> <li>• multi-skilled employees,</li> <li>• availability of clear signage,</li> <li>• marketing of the venue</li> <li>• offering unique products</li> </ul>
Marais (2009)	Research was conducted from the demand side of tourism regarding the KSFs for visitors to the Wacky Wine Festival	<ul style="list-style-type: none"> <li>• good quality management,</li> <li>• effective marketing,</li> <li>• good signage,</li> <li>• adequate staff at wineries,</li> <li>• the affordability and variety of wines,</li> <li>• variety of entertainment</li> <li>• comfortable wine farm facilities</li> </ul>
Getz and Brown (2006)	KSFs for developing and marketing of wine tourism regions	<ul style="list-style-type: none"> <li>• prefer wine destinations that offer wide variety of cultural and outdoor attractions</li> </ul>

The majority of these studies were conducted from the supply side, (management perspective) and found that good signage and marketing were common factors in these studies. However, one study was conducted from the demand side (visitor perspective) and also showed that good signage and marketing were important to the visitor. No such research has yet been conducted at a music festival.

### 3.3 Method of Research

Quantitative research was conducted at the Cape Town International Jazz Festival amongst the visitors to the festival by means of questionnaire. This methodology is divided into the following sections: development of the questionnaire, sampling method and survey, and data capturing.

### **3.3.1 Development of the questionnaire**

The questionnaire used in the research on the Jazz Festival, was developed by means of the literature review using the studies by Van der Westhuizen (2003), Kruger (2006), De Witt (2006) and Marais (2009) in collaboration with the festival organisers. The questionnaire consists of different sections, namely:

**Section A**, which consists of the demographic information of the visitors, such as gender, age, language, home town, occupation, group size, number of people paid for, length of stay, type of accommodation and spending.

**Section B** consists of festival information, such as festival package, favourite artists, reason for visit, number of visits to the festival, other festivals visited, number of shows attended, where information about the festival was retrieved and whether it is important to receive information regarding the festival.

**Section C** consists of the motivation and evaluation of the festival, and the visitor is asked to complete a Likert scale to rate the reasons for attending the festival, as well as rate the importance of several Key Success Factors of the festival.

### **3.3.2 Sampling Method and Survey**

A total of 400 structured questionnaires were distributed by field-workers between the five stages and the food courts at the Jazz Festival held over a period of two days at the Cape Town International Convention Centre. According to Singel (2000), for any population of 50 000 (N) the recommended sample size is 381. Given that approximately 32 000 visitors attended the Jazz Festival in 2009, 400 questionnaires are more than sufficient. Respondents were selected by using a single random sampling method based on a quota (number) of questionnaires per day. Two hundred were distributed per day at several locations at the event site in order to minimize bias.

### **3.3.3 Statistical analysis (Data Capturing)**

Microsoft® Excel® was used for data capturing and basic data analysis. SPSS (SPSS Inc, 2007) was used for further analysis of data and, in this study, it comprised four stages. Firstly, a general profile of the visitors to the Cape Town International Jazz Festival was compiled. Secondly, a principal component factor analysis, using an Oblimin rotation with Kaiser Normalisation was performed on the motivations, to explain the variance-covariance structure of the set of variables through a few linear combinations of these variables. The Kaiser-Meyer-Olkin measure of sampling adequacy as well as Bartlett's Test of Sphericity

was used to determine whether the covariance matrix is suitable for factor analysis. Kaiser's criteria for the extraction of all factors with eigenvalues larger than 1 were used. All items with a factor loading above 0.3 were considered as contributing to a factor, whereas all items with factor loadings lower than 0.3 were considered as not correlating significantly with this factor (Steyn, 2000). Any item that cross-loaded on two factors with factor loadings greater than 0.3 was categorised in the factor where interpretability was best. A reliability coefficient (Cronbach's alpha) was computed for each factor to estimate the internal consistency of each factor. All factors with a reliability coefficient above 0.6 were considered in this study to have acceptable internal consistency. The average inter-item correlations were also computed as another measure of reliability. According to Clark and Watson (1995), the average inter-item correlation should lie between 0.15 and 0.55.

Thirdly, a cluster analysis, using Ward's method with Euclidean distances, was performed on the travel motives' scores. According to Hair, Bush & Ortinau (2000:594) a cluster analysis can be defined as a multivariate interdependence technique whose primary objective is to classify objects into relatively homogeneous groups based on the set of variables considered (Hair *et al.* 2000:594; Jurovski & Reich, 2000:69)

Lastly, multivariate statistics were used to examine the statistically significant differences between the motivational clusters. Two-way frequency tables and Chi-square tests were conducted to profile the clusters demographically, and ANOVA's with Tukey's multiple comparison were conducted to investigate and determine any significant differences between the clusters concerning factor scores. This study used demographic variables (gender, home language, age occupation and province of origin), behavioural variable (length of stay, genres of shows and spending) and KSFs to examine whether statistically significant differences existed among the different groups.

### **3.4 Results**

The results will be discussed in four sections. Firstly, an overview of the KSFs that were of importance to the visitors to the Jazz Festival will be discussed, followed by the results of the factor analysis (travel motivations). Thirdly, the results of the cluster analysis will be discussed and lastly the profiles of the clusters will be presented and discussed.

### **3.4.1 Key Success Factors in managing the visitor experience at the Cape Town International Jazz Festival**

A factor analysis was conducted on 45 items and five factors were identified and comprised a total variance of 58 percent. These five factors are *Jazz enjoyment*, *Quest for excitement*, *Escape*, *Socialisation and Exploration*.

The KSFs that were identified at the Jazz Festival were *Value and Quality (4.35)*, *Quality Venues (4.32)*, *Hospitality Factors (4.28)*, *Information Dissemination (4.27)* and *Marketing and Sales (4.15)*.

*Value and Quality* was rated as the most important KSF and included good quality shows, affordable day and weekend passes, clean and adequate ablution, effective token service and personnel that are trained to handle inquiries. *Quality Venues* was rated the second highest and included aspects such as good quality sound, big enough and comfortable concert halls and good technical aspects. *Hospitality Factors* was rated as the third highest and included aspects such as adequate seating, quality and affordable food, safety and security and the visibility of emergency personnel. *Information Dissemination* was rated fourth most important and included aspects such as effective signage on the festival terrain and in Cape Town, adequate information centres, good layout of festival terrain, adequate security at parking and accessibility for the disabled. *Marketing and Sales* were rated as the least important and included user friendly website, effective ticket sales, effective marketing and ticket sales before the festival and affordable souvenirs.

### **3.4.2 Results from the factor analysis: Visitor Motivation**

Five motivational factors were identified performing the pattern matrix of the principal component factor analysis using an Oblimin rotation with the Kaiser Normalisation. These factors were named according to similar characteristics (Table 3.2). The five factors accounted for 58 percent of the Total Variance. All factors have high reliability coefficients ranging from 0.60 (lowest) to 0.84 (highest). The average inter-item correlations values are between 0.32 and 0.42. All factors loaded on a factor with a loading greater than 0.30, and any items that cross loaded on two factors with loadings greater than 0.3, were categorised in the factors where they could be best interpreted. High factor loadings indicate a reasonably high correlation between the delineated factors and their individual items. The Kaiser-Meyer-Olkin measure of sampling adequacy of 0.89 and Bartlett's Test of Sphericity also reached statistical significance ( $p < 0.05$ ), and indicated that patterns of correlation are

relatively compact and should yield distinct and reliable factors (Field, 2005:640; Pallant, 2007:197).

**Table 3.2:** Factor analysis results of the Cape Town International Jazz Festival visitors' travel motivations

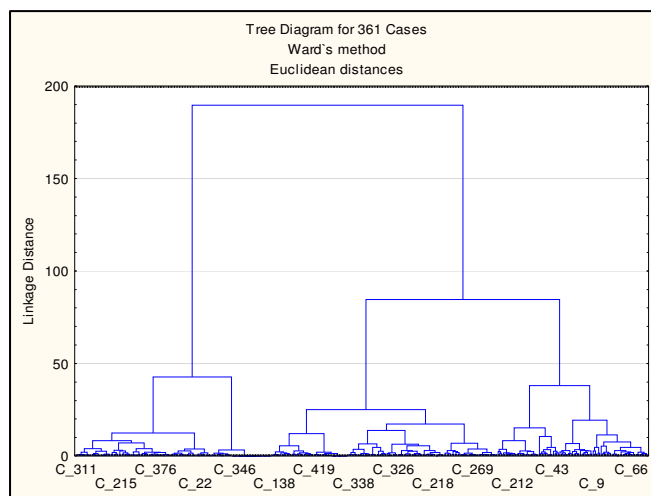
Motivation Factors	Factor Loadings	Mean Value	Reliability Coefficient	Average Inter-Item Correlation
<b>Factor 1: Socialisation</b>		3.78	0.84	0.40
Buy CD's/DVD's	0.73			
Meet people	0.57			
Meet jazz artists	0.56			
Learn	0.51			
Socialise	0.45			
Annual commitment	0.45			
Be part of event	0.33			
Something out of the ordinary	0.29			
<b>Factor 2: Exploration</b>		3.46	0.73	0.40
Visit Cape Town	0.83			
Amateur Musician	0.66			
Explore new destination	0.47			
Value for Money	0.33			
<b>Factor 3: Escape</b>		3.97	0.60	0.32
Relax from daily tension	0.39			
Escape	0.25			
To relax	0.25			
Get refreshed	0.29			
<b>Factor 4: Quest for excitement</b>		3.98	0.61	0.35
Do exciting things	0.633			
Share experiences	0.544			
Learn new things	0.302			
<b>Factor 5: Jazz enjoyment</b>		4.35	0.74	0.42
Have fun	0.83			

Listen to jazz	0.60			
Enjoy jazz	0.59			
Spend time with friends	0.41			
<b>Total Variance Explained</b>	<b>58%</b>			

The factor scores were calculated as the average of all items contributing to a specific factor so that it can be interpreted on the original 5-point Likert scale, 1 being not at all important and 5 being extremely important. The factor that scored the highest was *Jazz enjoyment* (4.35), and included aspects such as having fun, enjoying and listening to jazz and spending time with friends. *Quest for excitement* (3.98) was rated as the second highest factor and included doing exciting things, learning new things and sharing experiences. The lowest factor scored a mean value of 3.46, namely *Exploration* and consisted of items such as visiting Cape Town, exploring a new destination, being an amateur musician and experiencing value for money.

### 3.4.3 Results of the cluster analysis

An exploratory cluster analysis based on all cases in the data was performed on the motivational factors. A hierarchical analysis, using Ward's method of Euclidean distances, was used to determine the clusters' structures based on the motivation factors. A two and a three-cluster solution was examined, and the three cluster solution was selected as the most discriminatory (Figure 3.2). The results of the multivariate statistics were used to identify the three clusters and to indicate that significant differences existed between them ( $p < 0.05$ ).



**Figure 3.2:** Five cluster solution: Ward's method with squared Euclidean distance measures

## A. Identification of segmented clusters

ANOVA's on the five motivational factors indicate statistical significant differences. ANOVA's indicated that all five factors contributed to differentiating between the three motivational clusters. In addition, Tukey's post hoc multiple comparisons were employed to explore these differences between clusters with regard to each factor. Table 3.3 indicates differences in means between the three clusters and reveals the importance of each of the factors for festival travel for the members of each cluster.

**Table 3.3:** ANOVA and Tukey's post hoc multiple comparison results for motivational factors in three clusters of the Jazz Festival visitors

Motivational Factors	Cluster 1: Escapists (N=94)	Cluster 2: Culture Seekers (N=229)	Cluster 3: Jazz Lovers (N=38)	F-Ratio	Sig. Level
Socialisation	2.77 <sup>a</sup>	3.94 <sup>b</sup>	4.96 <sup>c</sup>	238.254	<0.05
Exploration	2.17 <sup>a</sup>	3.69 <sup>b</sup>	4.95 <sup>c</sup>	287.020	<0.05
Escape	3.21 <sup>a</sup>	4.05 <sup>b</sup>	4.95 <sup>c</sup>	65.631	<0.05
Quest for excitement	3.17 <sup>a</sup>	4.09 <sup>b</sup>	4.97 <sup>c</sup>	123.675	<0.05
Jazz enjoyment	3.80 <sup>a</sup>	4.43 <sup>b</sup>	4.97 <sup>c</sup>	72.419	<0.05

Note: respondents were asked indicate how important they considered each item on the scale (1=not at all important, 2=less important, 3=neither important or less important, 4=important, 5=extremely important). Tukey's multiple comparisons indicate that statistically significant differences exist among the clusters with different superscripts. For example, in terms of Socialisation, differences were found between Cluster 1 (superscript a) and all the other clusters. Cluster 2 (superscript b) differed from all the other clusters, and Cluster 3 (superscript c) also differed from all the other clusters.

Cluster 1 contained 94 respondents and had the lowest mean values for all five travel motivations (Socialisation (2.77); Exploration (2.17); Escape (3.21); Quest for excitement (3.17); and Jazz enjoyment (3.80)). Cluster 1 was thus labelled Escapists, as they seem to be accompanying persons to the Jazz Festival. Cluster 2 contained 229 respondents and this cluster was labelled Culture Seekers, as they are interested in new and exciting jazz experiences. Cluster 3 had the highest mean scores for all the factors among the three cluster groups and was labelled Jazz Lovers as they are visiting the festival to get the ultimate jazz experience and all aspects pertaining to the festival are important to this cluster. Jazz Lovers are the visitors that live and breathe jazz.

Table 3.3 also indicates that all three clusters placed higher importance on Escape, Quest for excitement and Jazz enjoyment than on Socialisation and Exploration. The cluster analysis identified the most significant market segment as the Jazz Lovers (cluster 3). The Jazz Lovers are characterised by having the highest mean scores across the five motivational factors. The total respondents were not high in this Cluster, meaning that the Jazz Festival should concentrate on this market so as to keep them returning to the festival and to grow this segment to a bigger portion of the total market. However, it needs to be taken into consideration that it is not economically viable to advertise and concentrate on this market only. Therefore, the Culture Seekers, that were identified as the second most viable cluster to the festival and had the highest total of respondents, should also be focused on to keep them satisfied and returning to the festival. This in turn will lead to the festival's sustainability. Recognising that the Escapists can be seen as accompanying persons, it is clear that if Cluster 2 (Culture Seekers) and Cluster 3 (Jazz Lovers) are focused on to grow to a bigger portion of the market as a whole, this cluster will grow accordingly.

#### **B. Results of ANOVA's and Tukey's post hoc multiple comparisons**

ANOVA's were also conducted to determine the differences in other characteristics and the KSFs of visitors. Table 3.4 shows that there were statistically significant differences between the Escapists, Culture Seekers and Jazz Lovers based on the number of people paying for and the KSFs that each cluster deemed to be important for them at the festival.

**Table 3.4:** ANOVA and Tukey's post hoc multiple comparison results for visitor characteristics and KSFs of the clusters

Characteristics	Cluster 1: Escapists (N=94)	Cluster 2: Culture Seekers (N=229)	Cluster 3: Jazz Lovers (N=38)	F-Ratio	Sig. Level
Age	35 <sup>a</sup>	37 <sup>b</sup>	35 <sup>a</sup>	0.607	0.545
Years attended	3 <sup>a</sup>	3 <sup>a</sup>	4 <sup>b</sup>	1.650	0.194
Length of stay					
Days	2 <sup>a</sup>	2 <sup>a</sup>	2 <sup>a</sup>	0.978	0.377
Nights	15 <sup>a</sup>	4 <sup>b</sup>	3 <sup>c</sup>	2.496	0.086
Group size	4 <sup>a</sup>	4 <sup>a</sup>	5 <sup>b</sup>	0.791	0.454
People paying for	2 <sup>a</sup>	2 <sup>a</sup>	2 <sup>a</sup>	3.249	0.040*



<b>Number of shows</b>	6 <sup>a</sup>	6 <sup>a</sup>	7 <sup>b</sup>	0.474	0.623
<b>Key Success Factors</b>					
Hospitality Factors	3.97 <sup>a</sup>	4.29 <sup>b</sup>	4.85 <sup>c</sup>	19.695	<0.05
Quality Venues	3.95 <sup>a</sup>	4.35 <sup>b</sup>	4.76 <sup>c</sup>	24.113	<0.05
Information Dissemination	3.90 <sup>a</sup>	4.32 <sup>b</sup>	4.77 <sup>c</sup>	19.779	<0.05
Marketing and Sales	3.74 <sup>a</sup>	4.19 <sup>b</sup>	4.81 <sup>c</sup>	33.652	<0.05
Value and Quality	4.03 <sup>a</sup>	4.40 <sup>b</sup>	4.76 <sup>c</sup>	15.444	<0.05

\*Statistically significant difference:  $p \leq 0.05$

Tukey's multiple comparisons indicate that statistically significant differences exist among the clusters with different superscripts. For example, in terms of the KSFs, differences were found between Cluster 1 (superscript a) and all the other clusters. Cluster 2 (superscript b) differed from all other clusters and Cluster 3 (superscript c) differed from all the other clusters.

Table 3.4 showed the following results:

- **Age:** Culture Seekers (cluster 2) differ from Escapists (cluster 1) and Jazz Lovers (cluster 3). Culture Seekers are on average 37 years of age, where Escapists and Jazz Lovers are younger.
- **Years attended:** The Escapists (Cluster 1) and Culture Seekers (Cluster 2) have attended the Jazz Festival for three years, where the Jazz Lovers (Cluster 3) have attended for four years.
- **Length of stay:** All three clusters stay an average of two days at the Jazz Festival, which means that they stay for the entire two-day festival.
- **Group Size:** The Escapists (Cluster 1) and Culture Seekers (Cluster 2) travel in groups of 4 on average, whereas the Jazz Lovers (Cluster 3) in groups of five on average.
- **People paying for:** All three clusters pay for an average of 2 people at the Jazz Festival.

- **Number of shows:** Escapists (Cluster 1) and Culture Seekers (Cluster 2) see an average of six shows at the Jazz Festival, whereas the Jazz Lovers (Cluster 3) watch on average seven.
- **Key Success Factors:** Regarding the KSFs, there were statistically significant differences based on the five factors. These differences will now be discussed:
  - *Hospitality Factors* ( $p < 0.05$ ): Jazz Lovers differed from Culture Seekers and Escapists. Hospitality Factors were more important to the Jazz Lovers than to the Escapists and Culture Seekers.
  - *Quality Venues* ( $p < 0.05$ ): Jazz Lovers considered Quality Venues more important than Culture Seekers and Escapists.
  - *Information Dissemination* ( $p < 0.05$ ): The importance of Information regarding the Jazz Festival were thought to be more important to the Jazz Lovers than to the Escapists and Culture Seekers.
  - *Marketing and Sales* ( $p < 0.05$ ): Jazz Lovers considered Marketing and Sales more important, followed by Culture Seekers.
  - *Value and Quality* ( $p < 0.05$ ): Value and Quality are factors that Jazz Lovers consider more important than Culture Seekers and Escapists.

It is clear that all the KSFs are of the utmost importance to the Jazz Lovers, followed by the Culture Seekers. The Escapists deemed the KSFs as the least important compared to the Jazz Lovers and Culture Seekers, which once again confirms that they can be seen as accompanying persons to the Jazz Festival.

### **C. Results of the Two-way frequency tables and Chi-square tests**

Two-way frequency and Chi-square tests were also conducted to provide a complete demographic profile and reflect whether significant demographic differences existed between the three clusters.

**Table 3.5:** Visitors characteristics of clusters

Characteristics	Cluster 1: Escapists (N=94)	Cluster 2: Culture Seekers (N=229)	Cluster 3: Jazz Lovers (N=38)	Chi- square value	df	Sig. Level	Phi-value
<b>Gender</b>				2.597	2	0.273	0.085
Male	55%	46%	45%				
Female	45%	54%	55%				
<b>Home Language</b>				4.781	10	0.905	0.116
English	67%	65%	63%				
Afrikaans	8%	6%	8%				
Other	25%	29%	29%				
<b>Occupation</b>				37.793	22	0.019*	0.328
Professional	21%	29%	19%				
Management	12%	16%	17%				
Self-employed	16%	13%	8%				
Technical	9%	3%	0%				
Sales	3%	2%	11%				
Administrative	5%	8%	14%				
Civil Service	0%	1%	6%				
Education	7%	5%	3%				
Pensioner	2%	2%	6%				
Student	23%	14%	8%				
Artist/DJ	1%	1%	3%				
Other	4%	6%	5%				
<b>Province</b>				20.645	16	0.193	0.241
Western Cape	69%	65%	74%				
Gauteng	9%	15%	13%				
Eastern Cape	4%	7%	3%				
Free State	1%	4%	5%				
Other	17%	9%	5%				
<b>Accommodation</b>							
Local Resident	Yes: 64%	Yes:55%	Yes:47%	3.670	2	0.160	0.101
	No: 36%	No:45%	No:53%				
Family/Friends	Yes:17%	Yes:18%	Yes:13%	0.518	2	0.772	0.038*
	No:83%	No:82%	No:87%				
Guesthouse/B&B	Yes:5%	Yes:10%	Yes:10%	1.764	2	0.414	0.070
	No:95%	No:90%	No:90%				
Hotels	Yes:12%	Yes:11%	Yes:13%	0.178	2	0.915	0.022*
	No:88%	No:89%	No:87%				
Camping	Yes:0%	Yes:2%	Yes:0%	2.332	2	0.312	0.080
	No:100%	No:98%	No:100%				
Rent Full House	Yes:1%	Yes:3%	Yes:3%	0.779	2	0.677	0.046*
	No:99%	No:97%	No:97%				
Hostels	Yes:1%	Yes:1%	Yes:0%	0.513	2	0.774	0.038*
	No:99%	No:99%	No:100%				
Day Visitor	Yes:1%	Yes:4%	Yes:5%	2.038	2	0.361	0.075
	No:99%	No:96%	No:95%				

<b>Package</b>							
Weekend Pass	Yes:45% No:55%	Yes:57% No:43%	Yes:60% No:40%	4.400	2	0.111	0.113
Day Pass	Yes:44% No:56%	Yes:38% No:62%	Yes:31% No:69%	1.862	2	0.394	0.074
Travel Package	Yes:4% No:96%	Yes:3% No:97%	Yes:0% No:100%	1.570	2	0.456	0.068
<b>Main Reason</b>				10.292	6	0.113	1.173
Yes:	17%	29%	22%				
No:	28%	23%	11%				
Local	55%	48%	67%				
<b>Visit Initiated</b>							
Self	Yes:54% No:46%	Yes:43% No:57%	Yes:32% No:68%	6.309	2	0.43	0.132
Friends	Yes:21% No:79%	Yes:30% No:70%	Yes:29% No:71%	2.642	2	0.267	0.086
Media	Yes:3% No:97%	Yes:7% No:93%	Yes:3% No:97%	2.965	2	0.227	0.091
Spouse	Yes:6% No:94%	Yes:6% No:94%	Yes:18% No:82%	7.355	2	0.025*	0.143
Family	Yes:16% No:84%	Yes:14% No:86%	Yes:21% No:79%	1.316	2	0.518	0.060
Work	Yes:7% No:93%	Yes:4% No:96%	Yes:3% No:97%	1.831	2	0.400	0.071
<b>Attend again</b>				44.383	4	0.000*	0.357
Yes:	73%	96%	97%				
No:	3%	0%	0%				
Perhaps:	24%	4%	3%				
<b>Receive Info</b>							
Newspapers	Yes:38% No:62%	Yes:45% No:55%	Yes:37% No:63%	2.308	4	0.679	0.080
Festival Guide	Yes:18% No:82%	Yes:31% No:69%	Yes:29% No:71%	5.412	2	0.067	0.123
Website	Yes:56% No:44%	Yes:46% No:54%	Yes:42% No:58%	3.504	2	0.173	0.099
<b>Hear about</b>							
TV	Yes:25% No:75%	Yes:28% No:72%	Yes:37% No:63%	2.053	2	0.358	0.076
Radio	Yes:32% No:68%	Yes:38% No:62%	Yes:58% No:42%	7.826	2	0.020*	0.147
Festival Website	Yes:22% No:78%	Yes:21% No:79%	Yes:32% No:68%	2.267	2	0.322	0.079
Newspaper	Yes:27% No:73%	Yes:25% No:75%	Yes:26% No:74%	0.102	2	0.950	0.017*
Word of Mouth	Yes:33% No:67%	Yes:41% No:59%	Yes:37% No:63%	1.758	2	0.415	0.070
Billboards/Posters	Yes:27% No:73%	Yes:28% No:72%	Yes:21% No:79%	0.823	2	0.663	0.048*
Email	Yes:15% No:85%	Yes:15% No:85%	Yes:5% No:95%	2.643	2	0.267	0.086

From Table 3.5, it can be seen that there were statistically significant differences between some of the aspects that were measured. These aspects include Accommodation (Family and friends, Hotels, Renting full houses and Hostels) and Types of Marketing (Newspaper and Billboards and posters). It is clear that there are more differences regarding the behavioural aspects than demographic aspects, and motivational aspects as can be seen in Table 3.5 above. According to the study conducted by Chang (2006) at a cultural festival, motivational aspects were deemed more important to marketers than demographic aspects.

### **3.5 Findings and Implications**

Firstly, it was found that the motives for attending the Jazz Festival differ from event to event. Results show that some of these motives confirm, but also contradict previous research. Five motives were identified for attending the Jazz Festival namely Socialisation, Escape, Exploration, Quest for excitement and Jazz enjoyment. Jazz enjoyment was acknowledged as being the most important travel motive which confirms research by Chang (2006) where the visitors to a cultural festival deemed Festival participation to be important. Quest for excitement has not been found in the literature concerning music festivals. Therefore it is the first time that this motive has been identified. The most common motives that were found at the Jazz Festival consist of Escape, Socialisation and Exploration. Similarities were found in the studies by Pearce and Lee (2005), and Lee, Lee and Wicks (2004).

Secondly the research revealed three clusters of Jazz Festival attendees. Furthermore, a cluster analysis identified three clusters according to their motives to travel to the Jazz Festival. Cluster 1 was identified as the Escapists, as they can be seen as accompanying persons, and they had the lowest mean values for the motivational factors. Cluster 2 was named Culture Seekers and they had the second highest mean values for all the motivational factors and had the largest sample of respondents. Cluster 3, the Jazz Lovers, scored the highest mean values for all the motivational factors, but had the smallest sample of respondents. Jazz Lovers (Cluster 3) and Culture Seekers (Cluster 2) are the Jazz Festival's most important and viable markets.

Lastly, the research showed that the different clusters have different KSFs influencing their experience. With these findings the research confirms Marais's (2009) notion that different markets have different KSFs. The research also confirms the conceptual framework as portrayed in Figure 3.1. The Jazz Lovers considered Hospitality Factors (adequate safety,

good quality and affordable food, festival programme for all ages, good quality viewing on big screen, friendly personnel, adequate rubbish bins) to be most important, followed by Marketing and Sales, Information Dissemination, Quality Venues and Value and Quality. Furthermore, Culture Seekers deemed Value and Quality (good quality shows, affordable passes, clean and adequate ablution facilities, effective token service, trained personnel) to be the most important, followed by Quality Venues, Information Dissemination, Hospitality Factors and Marketing and Sales. These results prove that different markets deem different aspects to be important for them to have a satisfactory and unique festival experience. Organisers should concentrate on their different needs and wants to satisfy these markets for them to return the following year. This finding is supported by Table 3.1 which shows that each market segment is different, and their needs ever changing. Compared to the study conducted by Marais (2009) at the Wacky Wine Festival to determine the KSFs important to the visitors, it was concluded that factors such as Entertainment and activities (adequate variety of activities, friendly staff), Route development (complete map, route information available), Wine Farm attributes (adequate staff, adequate number of wine farms, adequate and affordable products, hygiene), Accessibility (clear indications, well managed) and Festival Attractiveness (value for money, good security, family friendly) were most important to the visitors. There are certain similarities between Marais's study at the Wine Festival compared to the Jazz Festival, such as visitors to both festivals wanted affordable products, adequate number and trained staff to handle enquiries, effective security measures and adequate and clean ablution. These findings visibly indicate that there are common factors as mentioned above that visitors require.

These findings have implications for the organisers of the Jazz Festival. Firstly, Jazz Lovers proved to be the most important market to the Jazz Festival, however, had the smallest sample of respondents. Organisers and marketers cannot only focus on this segment, as it would not be sustainable. Culture Seekers were the second most important market to the Jazz Festival and also comprised of the largest sample of respondents. This clearly indicates that festival organisers and marketers need to target these two markets with their marketing efforts as they are certain to return each year given that their expectations are met. The marketers of the Jazz Festival should follow a two pronged marketing approach by incorporating the motivational factors as part of the marketing campaign, to efficiently meet the Jazz Lovers and Culture Seeker's needs. Furthermore, from the above findings it is proved that the Escapists were accompanying persons to the festival. This implies that should the other two target markets (Culture Seekers and Jazz Lovers) continue to grow, the Escapists will grow accordingly.

Lastly, the Jazz Festival organisers should concentrate on the KSFs that the Jazz Lovers and Culture Seekers consider most important. For the Jazz Lovers, organisers would need to concentrate on Hospitality Factors such as adequate seating, quality and affordable food, safety and security, festival program for all ages and the visibility of emergency personnel. For the Culture Seekers, organisers would need to focus on Value and Quality Factors such as good quality shows, affordable day and weekend passes, clean and adequate ablution, effective token service and personnel that are trained to handle inquiries. These are the factors that will either make their visit enjoyable and memorable, and encourage them to return to the festival and, in turn, lead to the event's sustainability, or discourage them from returning and this, in turn, leads to bad "word of mouth" and negative publicity. Furthermore, any festival, be it cultural, arts or musical, cannot be all things to all visitors. Therefore, thorough research is crucial for any event organiser, not only from a visitor's point of view, but also from management's point of view. Research needs to be conducted regularly so as to keep up with the ever changing needs and wants of the target market. Another implication of this study is that this type of analysis can be used successfully when conducting future research. It is also important that the results of this study be incorporated in personnel training, as these are the people who will be in contact with the visitors and who need to know how to satisfy their needs.

### **3.6 Conclusions and Recommendations**

The purpose of this study was to determine whether different target markets have different motives to visit the Cape Town International Jazz Festival, acknowledging that different markets deem different KSFs to be important. The findings revealed that different markets do have different travel motives when deciding to visit the Jazz Festival. This study revealed five travel motivations, namely Socialisation, Escape, Exploration, Quest for excitement and Jazz enjoyment. In addition, different markets were identified according to the travel motives as the Escapists, Culture Seekers and Jazz Lovers. These three clusters have different needs and wants, and they also deem different KSFs to be important when visiting the Jazz Festival. The Culture Seekers deem good Value and Quality Venues to be imperative, whereas the Jazz Lovers deem Hospitality Factors and good Marketing and Sales to be most important.

This article contributes to the body of knowledge firstly because it showed that travel motivation is a good base for segmentation of a target market. This contributes to the understanding of why visitors travel to a festival and what they want or expect to experience

from it. Secondly, this research also contributes to the literature based on KSFs, as this study concluded that visitors to the Jazz Festival deemed different aspects at the festival imperative for having an enjoyable experience. Management and organisers need to realise that what they deem to be important, may not be the same as what the visitor deems to be important. Thirdly, this article contributes to the field of market segmentation because it concludes that different segmentation bases can be used to segment a market, such as motivation. This information can help in sustaining the event. It also shows the importance of understanding market needs not only in terms of the music and artists but also general events management aspects.

From this study, some marketing related recommendations can be made as follows:

- Travel packages can be developed and advertised to visitors that are not local residents. This will encourage visitors from other provinces to visit the Jazz Festival for the weekend and stay in the accommodation in Cape Town. In turn, this will generate more revenue for the city of Cape Town, as visitors would need to spend money on accommodation, food, travelling through Cape Town and visiting attractions.
- Secondly, media coverage of the Jazz Festival needs to be concentrated on, as most of the respondents in the three clusters preferred to receive information regarding the Jazz Festival on the festival website. This website needs to be easily accessible and user friendly. As can be seen from this study, the most important travel motives of the Jazz Lovers and Culture Seekers (the most viable markets of the Jazz Festival), were Jazz enjoyment and Quest for excitement. Marketers should integrate phrases such as “Excitement” and “Jazz” and “Enjoy” in their marketing messages, as this will spark interest with the Jazz Lovers and Culture Seekers. For instance, a phrase such as: “Come and enjoy an exciting jazz experience at the Cape Town International Jazz Festival with your friends”. Marketing messages should be incorporated into the different stages of the marketing campaign so that the marketing message is consistently received by the greatest number of people in the target markets.
- Furthermore, it is also recommended that the results of this study be incorporated into events curriculums to make students aware of the fact that different KSFs are different for visitors to different events.
- Lastly, it is recommended that similar studies be conducted annually at the Cape Town International Jazz Festival, as well as other music festivals in South Africa and



internationally, so as to compare the results each year for different festivals at different geographic locations, and keep up with the ever changing needs and wants of their visitors. It is also important to acknowledge that research needs to be done from the supply side as well as the demand side of tourism.

### 4.1 Introduction

The aim of the study was to determine the Key Success Factors (KSF) in managing the Cape Town International Jazz Festival from a demand side. To achieve this goal, the following objectives were set in Chapter 1 and achieved in their respective chapters:

- The first objective was to analyse management aspects pertaining to events and this was dealt with in Chapter 1 by means of a literature review.
- The second objective was to determine the Key Success Factors that are of importance to the visitors of the Cape Town International Jazz Festival and was dealt with in Chapter 2 (Article 1) of this study. The research identified the Key Success Factors and the importance of knowledge of this to managers.
- The third objective was to determine whether different target markets deem different Key Success Factors to be important, and this goal was achieved in Chapter 3 (Article 2). The research clearly indicated that there were different target markets that visit the Cape Town International Jazz Festival, and these markets deemed different Key Success Factors to be imperative.
- The final objective was to finish the study with conclusions regarding the above objectives, as well as recommendations for future studies at music festivals. This chapter will conclude with the findings of the study, and make recommendations regarding future music events and further research.

The aim of this chapter is to describe conclusions and recommendations with regards to these objectives, as well as identifying areas for further research.

### 4.2 Conclusions

The conclusions will be discussed with regard to the literature review and the survey as reported in Chapters 2 and 3 respectively.

#### 4.2.1 Conclusions regarding the literature study

- The events tourism industry is a fast growing sphere of tourism, and plays an important role in the host community, such as building community pride, cultural development, job creation, improving quality of life and destination marketing (c.f. 1.1; c.f. 2.1).
- The annual Cape Town International Jazz Festival is fast becoming a social highlight each year, as it is already ranked as the number four Jazz Festival in the world and has grown immensely since it started in the year 2000 (c.f. 1.1).
- Events such as the Cape Town International Jazz Festival, sell an experience to the visitor. Therefore, organisers need know what experience the visitor is seeking to be able to supply a product that will fill this need and have a return visitor as result (c.f. 1.1; 2.2).
- Competitiveness in the market place leads to sustainability of the event (c.f. 1.2).
- Sustainability can be achieved by focusing on yield per visitor rather than the number of visitors. A higher economic yield per visitor will ensure higher income without using scarce resources unnecessarily (c.f.1.2).
- Event organisers and managers need to focus on certain factors and aspects of an event to ensure a satisfactory experience for the visitor. These are called Key Success Factors and are of the utmost importance to ensure event sustainability (c.f. 2.2).
- Key Success Factors need to be seen as a means to an end, and not an end in themselves. They can be used to achieve an objective, but are not an objective in their own right (c.f.2.2).
- Satisfaction of a visitor will result in repeat visits, which in turn leads to sustainability of the event. This cannot be achieved without organisers focusing on the Key Success Factors that visitors deem as imperative to fill the need that arises before visitation (c.f. 2.2).
- Key Success Factors in the tourism literature are (c.f. 2.2; 3.2):
  - Effective marketing
  - Proper signage

- High levels of hygiene
- Venue attributes
- Market segmentation is imperative to divide the market as a whole into different sub-markets so as to focus scarce marketing resources on markets that are most likely to spend at the festival and return each year when satisfied. This type of visitor will ensure the event's sustainability (c.f. 3.2.).
- Market segmentation is one of the most powerful strategic tools in the tourism industry (c.f. 3.2).
- As a result of the fast growing events industry, marketing of events has become extremely competitive and important (c.f. 3.2).
- Market segmentation can be conducted according to different segmentation bases such as socio-demographic, psychographic, geographic and motivational factors (c.f. 3.2).
- Segmenting markets according to their travel motives proved to be an efficient method of segmentation (c.f.3.2).
- The decision to travel depends on certain needs and motives of the visitor (c.f. 3.2).
- Different visitors have different motivations to travel. Understanding these motivations allows organisers to better plan and provide products to the visitors and ensure a competitive advantage in the market (c.f. 3.2).

#### **4.2.2 Conclusions regarding the survey**

In Article 1 (Chapter 2), a Factor Analysis was done on the 45 Key Success Factors and identified 5 KSFs with similar characteristics. These KSFs are:

- Hospitality Factors (c.f. 2.4.2)
- Quality Venues (c.f. 2.4.2)
- Information Dissemination (c.f. 2.4.2)
- Marketing and Sales (c.f. 2.4.2)
- Value and Quality (c.f. 2.4.2)

Value and Quality was deemed to be the most important factor to visitors. These KSFs can guide managers as to which aspects need to be focused on so as to satisfy the visitor to the Jazz Festival. If managers can efficiently and effectively manage these factors, visitors will have a satisfactory experience and return to the Jazz Festival, and this leads to the Jazz Festival's sustainability (c.f. 2.4.2).

In Article 2, a Cluster Analysis was done to determine the different markets that attend the festival. Three clusters were identified, namely Escapists, Culture Seekers and Jazz Lovers. The Culture Seekers had the highest number of respondents, and Jazz Lovers the lowest number of respondents. However, it was concluded that the Culture Seekers and Jazz Lovers were the most important markets that visit the Jazz Festival and marketing managers need to focus marketing resources on these two markets, so as to grow these markets and ensure that they return. Furthermore, the Escapists seemed to be accompanying persons, which leads to the conclusion that if the Culture Seekers and Jazz Lovers' markets grow, the Escapists should also grow accordingly (c.f. 3.4.3).

Furthermore, an analysis of variance (ANOVA) was done to determine whether there were statistically significant differences between the KSFs that the three identified clusters deemed to be important when visiting the Jazz Festival. The results showed that the three clusters deemed different KSFs to be important. These results give organisers and managers insight as to which markets deemed which aspects to be important, and this will direct managers in product development and marketing campaigns (c.f. 3.4.3).

### **4.3. Recommendations**

Based on the conclusions discussed above and the research results, numerous recommendations can be made:

#### **4.3.1 Recommendations for future festival managers**

- It is important for festival managers to realise that there are different markets that attend the festival, and that each market deems different aspects to be important. These differences need to be taken into account when product development is planned, as the products need to be tailor-made according to the target market that the festival wants to focus on.
- Taking into account that the Jazz Lovers are the best market to focus on, they comprised the lowest number of respondents. It would be unrealistic for managers to

focus only on this market, as the Culture Seekers comprised the highest number of respondents and they are also a viable market for the Jazz Festival.

- Festival managers also need to understand that it is of the utmost importance to do research from a visitor's perspective, because what the manager deems as important is not always the same as what is important to the visitor.
- Festival managers need to stay informed regarding the ever changing needs of the visitors. Visitor needs will not always be the same each year, and they also need to change with the trends.

#### **4.3.2 Recommendations for future research**

Based on this research, the following aspects need to be further researched:

- Research regarding KSFs needs to be conducted annually from a supply side at the Cape Town International Jazz Festival annually, as it is important to know what managers deem as important factors to keep the Jazz Festival competitive.
- Research regarding KSFs needs to be conducted annually at the Cape Town International Jazz Festival from the demand side as well, as it is imperative to know what the visitors deem to be important, so as to provide products that will satisfy their needs, so that they will return each year to the Jazz Festival. Marketing the right message to the right market will ensure that visitor numbers increase, ensuring competitiveness and sustainability of the Jazz Festival. Visitor needs are ever-changing and regular research will ensure that organisers stay aware of the changing needs and change products and services offered accordingly, so as to remain competitive.
- Research should also be conducted from the demand and supply sides at other music festivals, so that different studies can be compared. This will contribute to the literature in such a way for managers to see the different needs and wants of visitors in terms of different festivals.

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