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Lessons in managing visitors' experience at the Cape Town International Jazz Festival

First submission: 4 April 2011

Acceptance: 27 July 2011

This article aims to determine the key success factors that are of importance from the visitor's point of view. The study found that visitors rated the most important factor as value and quality, which included affordable day and weekend passes, effective token service, adequate ablution facilities and personnel who are trained to handle inquiries.

Lesse in die bestuur van besoekerservaring by die Kaapstadse Internasionale Jazz-fee

Hierdie artikel is daarop ingestel om die sleutelsuksesfaktore te bepaal wat vanuit die besoeker se perspektief gesien, belangrik geag word. Die studie stel vas dat besoekers waarde en gehalte as die belangrikste faktore beskou het, wat ingesluit het bekostigbare dag- en naweekpasse, effektiewe aandenkingsdiens, voldoende ablusiefasiliteite en personeel wat opgelei is om navrae te hanteer.

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Acta Academica
2011 43(4): 61-80
ISSN 0587-2405
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<<http://www.ufs.ac.za/ActaAcademica>>

SUN MEDIA
BLOEMFONTEIN

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, Walpole & Goodwin 2000: 559). Events tourism is one of the fastest growing types of tourism.¹ Events have several advantages for the host communities, such as income generation and foreign investments (Green 2001: 1), building community pride and a positive image, cultural development, job creation, longer tourist seasons, and marketing of the community.²

One such event is the well-known Cape Town International Jazz Festival (hereafter referred to as the Jazz Festival), an annual event currently ranked the number four jazz festival in the world (Cape Town Jazz Festival 2010).³ The event started in 2000 and has since grown significantly, with attendance figures increasing from 14 000 to approximately 32 000 visitors (Saayman *et al* 2010: 1). Over 40 local, international and up-and-coming jazz artists are invited to perform at the annual festival held in April, over a period of two days on five stages, at the Cape Town International Convention Centre. Such festivals can be described as an expression of human activity that contributes to social and cultural happenings (Allen *et al* 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: 452, Dann 1981: 190), although not all visitors have the same needs (Crompton & McKay 1997: 426). Therefore, it is crucial that event managers understand the needs of tourists (Radojevic 2005: 34).

Understanding the different needs is important because, although visitors may attend the same festival, their experience will differ (Crompton & McKay 1997: 426). The experience derived by each visitor will ultimately depend on the initial need that the visitor wanted to satisfy by attending the festival. Certain aspects of the festival will either satisfy or dissatisfy the visitor. In order

1 Cf Getz 2008: 403, Wiley 2004: 441, Thrane 2002: 281, Crompton & McKay 1997: 429.

2 Cf Saayman & Saayman 2006: 570, Getz 2008: 403, Derret 2004: 33, Radojevic 2005: 34.

3 <<http://www.Capetownjazzfest.com/>>

for management to provide visitors with a satisfactory experience, which will lead to their return, it is necessary to analyse the factors that are important to the visitor (Miller *et al* 2008: 635, Lemmetyinen & Go 2009: 33). Rockart (1979: 84) describes such key success factors (KSFs) as areas on which management need to focus in order to ensure successful competitiveness. Once managers have identified the KSFs, they can concentrate valuable resources on the specific areas to ensure success in the market place (Li *et al* 2006: 85). Adding to the problem facing event organisers is the fact that the number of festivals are growing and therefore the competition is on the increase.⁴ For these reasons, event managers need to be aware of and understand the needs and motives of visitors to the festival in order to provide them with a satisfactory experience. Satisfied visitors will most likely return, contributing to the sustainability of the event, which ultimately gains a competitive advantage (Mason 2008: 104).

This article aims to identify the KSFs for managing the Cape Town International Jazz Festival from the visitors' perspective.

1. Literature review

Event management, described by Brown & James (2004: 54) as the design and management of an event, plays a crucial part in the success of an event. An experience needs to be managed effectively in order to be valuable to the visitor, especially in view of the growing events tourism industry and increased competition (Gursoy *et al* 2004: 171). In this context, KSFs are crucial (Boardman & Vining 1996: 44). Rockart (1979: 84) defines a KSF as a method for strategic planning that identifies the key information needs of management, in order to focus on areas that must run smoothly. Once these KSFs are identified, management takes action to improve the organisation's proficiency in the identified areas in order to ensure a competitive advantage in the market place. Brotherton & Shaw (1996: 114) define the KSF approach as a means of concentrating resources and endeavours on

4 Cf Getz 2008: 403, Wiley 2004: 441, Lemmetyinen & Go 2009: 39.

factors that can 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 these will reflect which KSFs are critical to obtain and maintain a competitive advantage. Slabbert & Saayman (2003: 8) found 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, KSFs are the key factors or aspects for the success of an event. Therefore, in order to provide a satisfactory experience, management needs to understand the motives of visitors to the festival and to determine the KSFs.

An important characteristic of KSFs is achievement (Brotherton & Shaw 1996: 114). KSFs are action-oriented and are a means to an end, not an end in itself. They are not organisational goals and objectives, but rather activities and processes that assist in achieving organisational goals and objectives. KSFs are to some extent controllable and thus measurable by management. Li *et al* (2006: 86) suggest that commitment to invest in KSFs will be influenced by the apparent importance of each KSF. They argue that the best way to increase a tourism organisation's competitive advantage is first to define a set of KSFs and then to set the relative significance of each factor.

Identifying and understanding those KSFs that are important specifically to festival visitors (Crompton & McKay 1997: 426) is the key to product development, as 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. The festival should thus be designed to meet different needs. Therefore, a precondition is to identify these needs, which will be met by customising the festival programme.

In addition, Crompton & McKay (1997: 426) argue that understanding visitor needs is important because of the close relationship with satisfaction: needs arise before and satisfaction after a visit. An event's sustainability rests upon repeat visitors, which will only occur if the visitor was satisfied with the previous experience (Taks *et al*

2009: 123). If their needs are fulfilled, visitors will be satisfied and repeat visits will result, which also leads to the event's sustainability (Murphy *et al* 2007: 526). Therefore, to monitor satisfaction, the needs which visitors are seeking 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 are more likely than satisfied visitors to tell family and friends about the experience. Finally, prioritising visitors' needs are crucial, as a target market will become apparent based on sought benefits. Marketing and programme design can be themed around this target market (Chalip & McGuirty 2004: 272), resulting in scarce resources being focused on a specific group. In the tourism industry, managers and organisers focus on specific factors such as marketing, effective personnel and information dissemination, but are these factors really important to visitors?⁵ Table 1 illustrates numerous studies conducted regarding KSFs.

Table 1: Previous research into KSF

Study	Reason	Findings
Van der Westhuizen (2003)	From the supply aspect of tourism, research was conducted into KSFs that are imperative for developing and managing a guesthouse, from the owner-manager's point of view	<ul style="list-style-type: none"> • high levels of hygiene • showing courtesy to guests • showing guests to their rooms • welcoming guests in a personal manner upon arrival • services provided meet the guest's needs • the guesthouse is located in the right surroundings • determining whether guests' needs are provided for by rendered services • determining whether the facilities meet the needs of the target market

5 Cf Li *et al* 2006: 88, Kruger 2006, De Witt 2006.

Study	Reason	Findings
Kruger (2006)	From the supply aspect of tourism, research was conducted into what managers of conference facilities regard as important KSFs for managing conference facilities in South Africa	<ul style="list-style-type: none"> • applying a code of ethics • performing financial control • advertising the conference facility • recruiting the right person for the right job • providing sufficient lighting in conference rooms • providing catering services at the conference centre • neat and tidy restrooms • generating feedback of a conference
De Witt (2006)	From the supply aspect of tourism, research was conducted into the KSFs for managing special events such as weddings	<ul style="list-style-type: none"> • ensuring high levels of hygiene • being able to create a positive organisational behaviour • owning a liquor licence, providing services that meet guests' needs • availability of secure parking • availability of a variety of menus • multi-skilled employees • availability of clear signage • marketing the venue • offering unique products
Marais (2009)	From the demand aspect of tourism, research was conducted into KSFs for visitors to the Wacky Wine Festival	<ul style="list-style-type: none"> • good quality management • effective marketing • good signage • adequate staff at wineries • affordability and variety of wines • variety of entertainment • comfortable wine farm facilities
Getz & Brown (2006)	KSFs for developing and marketing wine tourism regions	<ul style="list-style-type: none"> • prefer wine destinations that offer wide variety of cultural and outdoor attractions

The majority of these studies were conducted from the supply aspect of tourism, with common KSFs including effective marketing, proper signage, high levels of hygiene and venue attributes. These

studies also showed the different results between the supply and demand aspects.

The literature review highlighted the complexity of managing an event, due to having to integrate the many aspects 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, and so on. To date, no similar 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 provide a better experience, resulting in a sustainable event.

2. Methodology

Quantitative research was conducted at the Cape Town International Jazz Festival among the visitors to the festival by means of a questionnaire.

2.1 Development of the questionnaire

The questionnaire used in the research at the Jazz Festival was developed by means of the literature review, using studies by Van der Westhuizen (2003), Kruger (2006), De Witt (2006) and Marais (2009), and in collaboration with the festival organisers. The questionnaire comprises three sections: Section A 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 45 key success statements, which are evaluated using a 5-point Likert scale (1: not important at all and 5: very important), to rate the reasons for attending the festival and the importance of several KSFs of the festival.

2.2 Sampling method and survey

Fieldworkers distributed a total of 400 structured questionnaires between the five stages and the food courts at the Jazz Festival, which was held over a period of two days at the Cape Town International Convention Centre. According to Singel (2002), the recommended sample size is 381 for any population of 50 000 (N). Given that approximately 32 000 visitors attended the Cape Town International Jazz Festival in 2009, 400 questionnaires were more than sufficient. Respondents were selected using a single random sampling method based on a quota (number) of questionnaires per day. Two hundred questionnaires were distributed daily at several locations at the event site in order to minimise bias.

2.3 Statistical analysis and 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, comprised two stages. First, a general profile of the visitors to the Cape Town International Jazz Festival was compiled. Then, using an Oblimin rotation with Kaiser Normalisation, a principal component factor analysis was performed on the 45 key success factors to explain the variance-covariance structure of the set of variables by means of a few linear combinations of these variables. The Kaiser-Meyer-Olkin measure of sampling adequacy and Bartlett's Test of Sphericity were 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. In this study all factors with a reliability coefficient above 0.6 were considered to have acceptable

internal consistency. The average inter-item correlations were also computed as another measure of reliability. According to Clark & Watson (1995), the average inter-item correlation should lie between 0.15 and 0.55.

3. Results

3.1 Profile of visitors to the Cape Town International Jazz Festival

Visitors to the Cape Town International Jazz Festival are mainly English-speaking (66%) females (52%) between the ages of 35 and 49, from the Western Cape (68%) or Gauteng (13%) (cf Table 2). Their occupations include careers in the professional (24%) and management (15%) fields. Visitors travel in groups of four persons on average and spend an average of R 3577.81 at the festival, which they have attended an average of three times.

Table 2: Profile of visitors to the Cape Town International Jazz Festival

Category	Profile of visitors
Gender	Female (52%), male (48%)
Age	Average 35 to 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 of people paid for	Average of 2 persons
Average spending per group	R3577.81
Number of times attended festival	Average of 3 times

3.2 Results of the factor analysis

The pattern matrix of the principal component factor analysis, using Oblimin rotation with the Kaiser Normalisation, identified five factors that were labelled according to similar characteristics (cf Table 2). The five 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 implied internal consistency for all factors. In addition, all items loaded on a factor with a loading greater than 0.3, and relatively high factor loadings indicated 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). Barlett's Test of Sphericity reached statistical significance ($p < 0.000$), supporting the factorability of the correlation matrix (Pallant 2007: 197).

Table 3: Factor analysis results

Variables	Factor loading	Mean value	Reliability coefficient	Average inter-item correlation
Factor 1: Hospitality factors		4.28	0.94	0.60
- 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 ATMs	0.370			
- Adequate rubbish bins	0.331			
Factor 2: Quality venues		4.32	0.91	0.49
- Good quality sound	0.753			
- Large enough concert halls	0.709			
- Comfortable venues	0.696			
- Air conditioning	0.693			
- Visibility of stage	0.670			

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Variables	Factor loading	Mean value	Reliability coefficient	Average inter-item correlation
- Variety of national and international artists	0.630			
- Accessibility of festival entry points	0.591			
- Good service at concert halls	0.590			
- Adequate seating	0.384			
- Punctuality	0.352			
- Effective technical aspects	0.333			
Factor 3: Information dissemination		4.27	0.90	0.56
- 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			
Factor 4: Marketing and sales		4.15	0.90	0.54
- 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			
Factor 5: Value and quality		4.35	0.91	0.61
- Good quality shows	0.671			
- Affordable weekend passes	0.529			
- Affordable day passes	0.517			

Variables	Factor loading	Mean value	Reliability coefficient	Average inter-item correlation
- Clean ablution facilities	0.433			
- Effective token service	0.383			
- Personnel trained to handle enquiries	0.361			
- Adequate ablution facilities	0.312			

Table 3 shows that the KSFs were identified as value and quality, quality venues, hospitality factors, information dissemination, and marketing.

- Hospitality factors

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

- Quality venues

This factor had the second highest mean value of 4.32, which indicates the importance of quality. Quality venues include aspects such as good quality sound, sufficiently large and comfortable concert halls, and good technical aspects. This factor is crucial, as during the festival visitors spend most of their time at the venue. This finding is corroborated by factor 5 (value and quality), which scored the highest of all five factors, and is supported by Kruger (2006) and Van der Westhuizen (2003).

- Information dissemination

With a mean value of 4.27, this factor includes 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. Maser & Weiermair (1998: 107) argue that information can be viewed as the most

important factor concerning consumer behaviour in tourism. Studies emphasising the importance of KSFs such as effective signage and secure parking include those by De Witt (2006) on KSFs for special events and Marais (2009) on KSFs for the Wacky Wine Festival (*cf* Table 1).

- Marketing and sales

The mean value of this factor is 4.15, which was the lowest score. The reason for this rating could be that visitors know about the Jazz Festival and so marketing and sales are considered less important than value and quality. However, marketing was deemed to be a very important aspect for visitor satisfaction in the studies of Kruger (2006) and De Witt (2006) on the supply aspect (*cf* Table 1).

- Value and quality

The mean value of this factor is 4.35, making it the most important factor for visitors to the festival. It includes good quality shows, affordable day and weekend passes, clean and adequate ablution facilities, effective token service, and personnel that are trained to handle enquiries. As shown in the studies by Kruger (2006), De Witt (2006) and Van der Westhuizen (2003) in Table 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 aspect of tourism, it is clear that value and quality are important factors in the tourism industry for both event managers and visitors (Du Plessis 2010).

4. Findings and implications

The results identified five important KSFs that influence visitors' experience at the Jazz Festival. In order of importance, these factors are value and quality, quality venues, hospitality factors, information dissemination, and marketing and sales.

The first finding is that this study produced different results to similar studies conducted in other areas of tourism (for example, Kruger 2006, De Witt 2006). This highlights the fact that each

event is unique. In addition, analyses of the supply aspect also differ significantly from those of the demand aspect, implying that not only is each festival important and unique, but also management has to know what visitors require and expect. This implies some form of research.

The second finding is that value and quality lies at the core of a Jazz Festival, implying good musicians at an affordable price. Therefore the music (artists and performances) remains paramount. The implication is that events must not only attract and market quality and top artists, but also offer the shows at an affordable price (hence value for money). Simply stated, event organisers should adhere to basics when organising successful events. The latter is especially important from a competitiveness point of view because music festivals, including arts festivals, are on the increase in South Africa. The results of this study echo the importance of quality in tourism and event management, and corroborate the findings of Du Plessis (2010).

The third finding is the importance of the venue in terms of stages, quality sound, air-conditioned halls, proper seating arrangements, and so on. This implies that this type of festival cannot be hosted anywhere, as event organisers need to ensure that the quality factors, in particular the venue, are adhered to. Consequently, a music festival or event of this nature, which requires several stages in soundproof halls, is more complex to organise than other events that can be hosted in large halls or on large open spaces.

The fourth implication is that marketing plays a less important role, as a high percentage of visitors to the Jazz Festival are return visitors (cf Table 2). However, from both a demand and a supply aspect, information dissemination at the venue is considered important, so that visitors can find their way around the festival site (Marais 2009, De Witt 2006). The implication is that visitors would not be satisfied if they arrive late for a show as a result of poor information and lack of signage in and around the festival terrain. Festival organisers must be aware of the importance of information and 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 that recognises these factors as critical in the events industry (Saayman 2008, Getz & Brown 2006). Visitors want good quality food, while being able to watch the shows comfortably from where they are eating. They also expect personnel – emergency personnel or personnel at the food court – to be friendly and sufficiently trained to handle every enquiry. It is interesting to note that visitors considered factors that do not have a direct impact on the festival, such as parking and signage in Cape Town, to be less important than the quality of the venues and shows where they spend most of their time.

5. 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 using fieldworkers who handed out 400 questionnaires to visitors at the Jazz Festival. The results of the survey showed that the most important KSFs were value and quality as well as quality venues. It is interesting to note that marketing was rated as the least important factor, which is contrary to what the events management literature suggests. Other important factors were identified as hospitality factors and information dissemination.

The study's results are helpful in organising an event of this nature and confirm that organising an event is a complex activity. It is difficult to compare these results with other tourism studies, as no similar study has been conducted in the field of music festivals or music events in South Africa. While the study 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. Therefore, visitors play an important role, and a clear understanding of the aspects that contribute to their experience is pertinent.

Every visitor to the Jazz Festival approaches the festival with certain expectations. If the experience matches, or even exceeds, their

expectations, visitors will be satisfied and will most likely return. If the experience is negative and does not match their expectations, visitors will be dissatisfied and will most likely not return.

This research contributes to the literature on events management; helps in acquiring a greater understanding of the aspects that play an important role in visitors' experience; highlights the lack of research done in this regard, although several music festivals take place in South Africa, and provides a checklist of important aspects to manage. Further research in this field would contribute to growing and sustaining events of this nature.

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