

**FACTORS OF SUCCESS IN NORTHEAST IOWA
COMMUNITY FESTIVALS**

A Research Monograph

Prepared for the Northeastern Iowa Tourism Industry

Prepared by:

Kelly Sanders, M.A.
Project Manager

Faculty Supervisor
Sam Lankford, Ph.D.

Sustainable Tourism and Environment Program (STEP)

203 WRC

University of Northern Iowa

Cedar Falls, IA 50614-0241

319-273-6840

<http://www.uni.edu/step>

January 2006

TABLE OF CONTENTS

	PAGE
LIST OF TABLES	vi
LIST OF CHARTS	vii
LIST OF FIGURES	vii
CHAPTER 1. INTRODUCTION	1
Study Site: Northeast Iowa	2
Purpose of Study	2
Assumptions	3
Delimitations	4
Limitations.	4
CHAPTER 2. REVIEW OF RELATED LITERATURE	5
Festival Management Issues	7
Festival Visitors and Residents	14
Festival Economic Impacts	19
Summary.	22
CHAPTER 3. METHODOLOGY	24
Research Design	24
Subject Selection and Data Collection	24
Research Instrument.	27
Data Analysis.	28

CHAPTER 4. RESULTS AND DISCUSSION.....	29
Festival Descriptions.....	29
Purposes for Staging a Festival.....	37
Factors of Success.....	39
Challenges Faced.....	43
Future Assistance.....	47
Summary of Results.....	49
CHAPTER 5. CONCLUSIONS AND RECOMMENDATIONS.....	51
Conclusions.....	51
Recommendations.....	55
REFERENCES.....	57
APPENDIX A: COVER LETTER AND SURVEY INSTRUMENT.....	59
APPENDIX B: HUMAN PARTICIPANTS DOCUMENTATION.....	64

LIST OF TABLES

TABLE	PAGE
1: Factors of Success for Rural Tourism and Supporting Festival Authors	23
2: Participating Communities	26
3: Number of Years Involved with Planning by Community Size	32
4: Mean Revenue and Expense by Community Size	36
5: Purpose for Staging Community Festival	38
6: Purpose of Festival by Community Size	39
7: Top 3 Factors of Success for Community Festivals	41
8: Top 3 Factors of Success by Community Size	43
9: Top 3 Challenges Faced by Community Festivals	45
10: Top 3 Challenges by Size of Community	47
11: Top 4 Topics for Festival Education	49
12: Findings Summary Table	50

LIST OF CHARTS

CHART	PAGE
1: Population Size of Communities	30
2: Years Involved with Festival	31
3: Number of People Involve with Planning of Festival	33
4: Coordination with Other Community Organizations	34
5: Types of Marketing Used	35
6: Factors of Success for Community Festivals	40
7: Factors of Success by Community Size	42
8: Challenges Faced by Community Festivals	44
9: Challenges by Community Size	46
10: Types of Assistance Needed	48

LIST OF FIGURES

FIGURE	PAGE
1: Iowa State Divisions	25

CHAPTER I

INTRODUCTION

Over the past 6 years, Iowa tourism has been experiencing some much welcomed growth. Tourism generated expenditures have increased from \$4 billion in 1999 to \$4.6 billion in 2003 (Iowa Tourism Results, 2003). Iowa tourism has a wide variety of activities, events, and destination to offer to visitors. An important point to address is that the largest group of travelers (39.2%) is actually residents of Iowa visiting other areas of Iowa (Travel Scope – Annual Report, 2004). This pattern of Iowans traveling within Iowa lends itself to the importance of community tourism development and what a community can gain by embracing their tourism potential.

The State of Iowa is like most others, taking pride in its communities. Each community in Iowa has its own story, history, and sense of pride. In many of these towns, one common occurrence is the community festival bringing citizens and visitors alike together for fun, entertainment, and activities. “The word festival derives from *feast* and implies *a time of celebration*” (Derrett, 2004). Festivals around the State of Iowa are held a various times of the year, from January to December, but the summer months between June and September are the most popular with the peak being the 4th of July weekend (Janiske, 1996). Festivals in Iowa may be small in comparison to festival in other geographic areas, but together they represent a growing trend in community based tourism.

Festivals in the area have a wide variety of activities, entertainment, and contests that are offered. Each festival possesses certain factors that make it a success, but what

this research seeks to discover is whether there are common success factors among the festivals as a whole. When preparing this research the underlying quandary remained, each of the community festivals may define success in different ways. Some options that a festival may consider when determining their success would be attendance numbers, revenue generated, community support or even local business generated. From these options it can be seen that each community may come upon success in their own ways depending on what outcomes they desire from their festival. The underlying assumption is that the factors of success for community festivals are going to be the factors that play the largest role in them achieving their goals.

Study Site: Northeast Iowa

Northeast Iowa is location that was chosen for this study. This area is bordered to the north by Minnesota and to the east by Wisconsin and Illinois separated only by the Mississippi River. The boundaries used in this study are those defined by the State of Iowa Department of Economic Development. This section of the state has 11 counties which include Allamakee, Benton, Black Hawk, Bremer, Buchanan, Chickasaw, Clayton, Delaware, Fayette, Howard, and Winneshiek. The total population for the Northeast Iowa is 313,158 people (www.census.gov).

Purpose of Study

The purpose of this study was to identify the factors of success for community festivals in Northeast Iowa. In addition, the research identified what the major reasons

were to hold a community festival and what assistance or resources could be made available to festival organizers to help them improve the success of their festival.

To guide the investigation the following research questions were proposed:

1. What are the major reasons that communities hold festivals?
2. What do festival organizers view to be the major components or factors of success for community festivals in their community?
3. What assistance and/or resources do festival organizers feel would assist them in improving the success of their festival?
4. Are there differences between communities based on their population, in regards to the factors of success for their festival?

Assumptions

The items assumed to be true by the researcher include:

1. The survey instrument was valid and reliable for measuring the factors of success for community festivals.
2. The respondents understood the survey and completed them honestly.
3. The group of communities surveyed is a representative sample of the population of communities in Northeast Iowa.

Delimitations of the Study

This study was delimited to the following:

1. The use of community festival organizers in Northeast Iowa.
2. Survey questions were formulated directly from the literature review.
3. Survey questions were formulated and reviewed by a panel of faculty and graduate students.

Limitations of the Study

The following limitations may be present in the study:

1. The geographic boundaries of this research may limit the generalizability of the results on a state level.
2. The honesty and accuracy in which respondents completed the survey is difficult to determine.

CHAPTER II

REVIEW OF LITERATURE

The research about rural tourism and more specifically community festivals has been growing over the last 25 years and covers a broad spectrum of ideas. Concepts covered in this literature review include the economic impact of festivals (Long and Purdue, 1990; Chhabra, Sills, and Cabbage, 2003; Molloy, 2002), festival visitor motivations (Lee, Lee, & Wicks, 2004; Uysal, Gahan, & Martin, 1993), festival management (Gursoy, Kim, & Uysal, 2004; Mayfield & Crompton, 1995 b; Crompton & Love, 1995), and the factors for success in rural tourism (Wilson, Fesenmaier, Fesenmaier, and Van Es, 2001).

"Factors for Success in Rural Tourism Development" by Wilson, Fesenmaier, Fesenmaier, and Van Es (2001) was the basis upon which this study was initiated. The research was designed to discover whether or not similar factors of success could be applied in reference to community festivals, which are a subset within rural tourism. In this particular article, the researchers looked specifically at rural communities in Illinois. The methodology used to research this topic was a series of focus groups held in various communities with citizens, government officials, and business people. One "successful" and one "unsuccessful" community were identified from each of the three regions in Illinois, resulting in 6 communities in which the focus groups were held. They were asked to give the factors that they felt led to the success of rural tourism development. The questions were used to guide the conversation, but not to obtain certain answers.

The focus group moderators included the principal investigator and the project manager and then the responses were compiled and categorized into similar topics.

From this analysis, they found that 10 factors emerged as the most important conditions for successful rural tourism development. The factors for success in were as follows (Wilson et al., 2001):

1. A Complete Tourism Package
2. Good Leadership
3. Support and Participation of Local Government
4. Sufficient Funds for Tourism Development
5. Strategic Planning
6. Coordination and Cooperation between Business Persons and Local Leadership
7. Coordination and Cooperation between Rural Tourism Entrepreneurs
8. Information and Technical Assistance for Tourism Development and Promotion
9. Good Convention and Visitors Bureaus
10. Widespread Community Support for Tourism

This list of factors may be a tool for rural communities in assessing their current position in regards to tourism development. Each of these areas can be examined by the local community to enhance their chances for a successful tourism development.

The research completed by Wilson et al.,2001, also faced the challenge of defining success. In determining the factors of success, one must have a clear definition of success. For this research they defined a "successful" tourism community as,

"generally a tourism attraction that has established an effective infrastructure to support tourism development" (Wilson et al., 2001). On the other hand, an "unsuccessful" tourism community was defined as, "one with substantial natural/cultural resources, but that has not established the economic, political, and community-based infrastructure necessary to support tourism development" (Wilson et al., 2001). These definitions were sufficient for this particular research, but they cannot be directly applied to community festivals, due to the fact that there is no single measure of success for community festivals.

Festival Managerial Issues

Festival management can cover a very broad spectrum of concepts. Managerial issues that will be covered in this portion of the literature review will include evaluating festival management, sponsorships, volunteers, marketing, and much more. This management factor can have a great deal of influence on many other aspects of the festival and is often depended on for the ultimate success of the festival. Getz and Frisby (1988) studied the process of evaluating management effectiveness in festivals. This research was done to provide a framework for evaluating the management of festivals. Up until this point, a majority of evaluations of festivals focused simply on economic benefits and revenue.

A total of 363 events meet their criteria of a community-run festival, but only every third festival was selected to receive the survey. As a result, 120 festivals in Ontario were sent surveys and 58 (48%) completed and returned them. The major

findings from their study were that lack of support and lack of funding were two main causes for most of the cancelled events at their festivals. They also found that when asked about the goals of their festival, very few reported making a profit as a goal (Getz & Frisby, 1988). They concluded that a festival cannot be analyzed using economic factors alone; many other things contribute to the effectiveness and/or the success of the festival. They also concluded that certain areas that still needed further research, "how small, unprofessional festival organizations can improve their effectiveness" (Getz and Frisby, 1988).

In 1994, Walle took a popular concept from marketing and applied it to festivals. The "product life cycle" has popularized in marketing to describe the tendencies that happen throughout a products life cycle including: innovation, growth, maturity, and decline. Walle utilized the marketing concept, which was developed in 1965 by Theodore Levitt, in respect to a festival. In this study, Walle examined the Cowboy Poetry Gathering and its first ten years from conception. It was found that festivals do follow a similar pattern of stages when going through its own life cycle. By using this model, festival organizers can anticipate what the future holds and become better prepared for what lies ahead. The most significant conclusion was that "although specific types of events may enter the decline stage, this does not inevitably signal a need for the specific festival to adjust in any radical way" (Walle, 1994).

Wicks and Fesenmaier (1995) recognized the recent growth in festivals and special events had some future implications as well. They noted that in the near future there would be a peak in demand for festivals and that organizers would be forced to pay

more attention to understanding their markets before planning new events or expansion (Wicks & Fesenmaier, 1995). Their study took place in the Midwest and surveyed 2100 households to find out the defining factors of the festival market. Their hopes were that they would be able to suggest festival themes that would most successful as well as address overall levels of event participation. The use of follow-up postcards and subsequent survey mailings, this study had a response rate of 37% ($n = 702$).

It was found that 57% of the pleasure trips in the past year included a special event or festival, showing that the festival market is very large. In the Midwest, weather often is the deciding factor when determining the date of a community's festival. For this reason the peak summer months become very competitive in terms of attracting visitors. The research suggests a possibility of expanding into shoulder seasons to off set some of the competition and serve the market in new ways. They also found that the four most popular festivals themes were: arts and crafts (70%), entertainment/music (66%), sports or athletics (64%), and seasonal (60%).

The idea that festival organizers need to know their visitors is a topic that has been a subject to other studies as well. Mayfield and Crompton (1995a) studied the extent to which festival organizers were utilizing the marketing concept. The marketing concept means that an organization's purpose is to satisfy the needs and wants of the visitors. The marketing concept had been studied in many different business areas, but never before in relation to festivals. Two hypotheses were tested: 1) that festival organizers would report other festivals as having a lower use of the marketing concept than them, 2) and that the attendance levels of the festival would positively affect the use

of the marketing concept (Mayfield & Crompton, 1995 a). Their study was based on a survey of festival organizers in Texas. Respondents self-reported how their festival was doing in the different areas related to the marketing concept. A total of 706 festival organizers were selected as the sample, of which 291 (44%) completed and returned the survey. The results of their study showed no significant differences between how organizers rated themselves and other organizers on the use of the marketing concept. Therefore, the null hypothesis in this case could not be rejected. Ultimately these data and results can be applied to many different types of festivals. Mayfield and Crompton (1995 a) noted, "the long term success of a festival is likely to depend on the extent to which it identifies and responds to the needs and wants of its visitors and/or community residents."

In another study, Mayfield and Crompton (1995 b) used an interesting process to develop a survey instrument for festival organizers to evaluate the reasons for staging a festival. This article provided a outline for a procedure to develop the survey instrument. The foundation for the instrument was an extensive literature review, which allowed the researchers to understand what had been done previously and what other studies had concluded regarding their particular topic. From this review, Mayfield and Crompton developed a list of seven major reasons for staging a festival. Each of these areas then encompassed several different dimensions. The research instrument had a total of 60 statements, which was critiqued by professors and experts in the field. Once this editing was completed, the survey instrument was pre-tested on a group of college students. This pre-test confirmed that items were listed properly and categorized correctly. The survey

was now ready for its distribution. The sample consisted of 706 festival organizers, and of that group 291 useable surveys were returned (Mayfield & Crompton, 1995 b). The response rate for their study was 41.2%. From these surveys, eight general reasons for staging a festival emerged, six of which had been suggested in previous research. They include, "recreation/socialization, culture/education, tourism, internal revenue generation, natural resources, agriculture, external revenue generation, and community pride/spirit".

In 1995, Mount and Niro researched the use of sponsorship in small town settings. Festivals of any size often depend on sponsorship as a major source of revenue, but as the number of festivals and other events has risen, so has the competition for those monies. In this case, Mount and Niro (1995) researched a group of three interlocking communities in Ontario, Canada. They compiled a list of 29 businesses whom had previously been involved with sponsorship with a local special event. In response to a business' primary purpose in sponsorship, 30% said it was to help build/reinforce name recognition, while closely followed by 26% whose purpose was to demonstrate good corporate sponsorship. The research found most events have several sponsors, and most businesses reported sponsoring more than one event. In fact, two out of three cases reported not giving more than \$1000 in sponsorship to any one event. It was reported that the business prefers to diversify their sponsorship dollars between several events. It was also noted that support in actual dollars was quite smaller than support in advertising, in-kind, or other types of assistance.

A study in 1995 by Crompton and Love examined what approaches are best for evaluating the quality of a festival. Through an in-depth look into what approaches are

most commonly used, they developed the five types of relationships: 1) attribute expectations, 2) attribute expectations and importance, 3) attribute performance and importance, 4) attribute performance and expectations, 5) and attribute performance, expectations, and importance (Crompton & Love, 1995). Each of these relationships is a separate way of measuring quality. Festival attendees were asked to fill out a survey before entering the festival and also one after the festival to return by mail (Crompton & Love, 1995). The major finding of this research was that performance-based approaches were the best predictors of quality. This approach inquired visitors about the location, event, or attraction's performance and how they would rate it.

The fact that competition often overrides one's willingness to share information is visible everywhere we look, but if done in the right way can prove to be valuable for all parties involved. This topic is what Getz (1998) studied in terms of information sharing among festival organizers. For this research Getz analyzed 10 festivals in Calgary, interviewing or surveying organizer from each of the festivals. The research questions asked about where organizers got information and how they kept in tune with what was going on in the festival industry. Results of Getz's research listed several sources for information gathering including, associations, books, journals, institutions, and comparisons with other festivals. A majority of those surveyed or interviewed admitted using other festivals to gauge their own performance. When asked directly about information sharing between festivals, all reported sharing some type of information with other organizers. Reasons given for the information sharing were professional courtesy, they see themselves as collaborators, and/or they have an obligation to share. A total of

15 out of 19 organizers said that there is certain information they will not share with other festivals, most commonly reported was sources of funding and sponsor lists. Getz concluded that while festival organizers do share some information, it remains quite informal and somewhat constrained by the desires to protect one's own festival.

Festival managers often depend significantly on volunteers to organize and execute the actual festival. It can prove to be a challenge to recruit good volunteers and keep volunteers involved year after year. Elstad (2003) researched volunteers at a jazz festival to examine their commitment to the festival as well as the motivational factors involved with volunteering. Elstad studied the Kongsberg Jazz Festival in Norway, composed of two full-time employees, a management group of 10 volunteers, and another 300 participating volunteers. The first phase involved interviews with the volunteer management group. The main purpose of the interviews was to develop a questionnaire for the other volunteers. Two surveys were developed as a result, one administered before the festival and one administered after the festival, each measure different things. A total of 242 (87%) volunteers completed both surveys. Five components emerged in regarding to motivating factors for the volunteers. They were connected with hobby/interests, altruism, opportunity to socialize, material rewards, and impact/status on local community. Only two factors showed significant effect on the volunteers' continued commitment to the festival and those were feedback from managers and food. The strongest predictor of future involvement proved to be the number of years they have been involved with the festival. On the other hand, the amount of workload placed on the volunteers appeared to be the number one reason for considering quitting. Elstad

concluded that it seems to be very important to allow volunteers the chance to have a voice in what the festival is doing. It was concluded that participatory management to allow better communication as well as added commitment on the volunteer's part.

Festival Visitors and Residents

Festival visitors and residents are two groups of different but equally important people. Each group has their own views and opinions and both playing a very important role in the success of a festival.

Another area of research that has yet to be discussed is the perceived impacts of the festival by the organizers themselves. This topic can be of even more importance if the perceptions of the organizers do not match up with those of the residents (Gursoy, Kim, & Uysal, 2004). In that scenario, the groups would essentially be moving in different directions. Gursoy et al (2004) designed a study specifically for the festival organizers to research what their perceptions were. The study design included 600 surveys sent to festival organizers, and received 124 (20.67%) back. The surveys returned represented a wide range of festival sizes. The results showed that the top socio-economic perceived impacts were: enhancing community image, enhance community image to outsiders, building community pride, and offering family based recreation (Gursoy et al, 2004). Once a community knows the perceived impacts of the festival organizers, communication can open up for everyone to get on the same page. This combination of efforts could serve as a stronger foundation upon which to build the community festival.

Visitor's motivations to attend a festival or event are among the first considerations to account for in organizing a festival. Uysal, Gahan, and Martin (1993) examined visitor's motivations to attend the Corn Festival in South Carolina. Surveys were distributed at randomly selected times during the festival and a total of 174 usable surveys were returned. The results of their research found that older visitors placed a much larger importance on the "event novelty" than the younger visitors. They also found that the Friday night visitors were more interested in the socialization aspect of the festival when compared to the Saturday visitors (Uysal et. al., 1993). This study had several marketing implications for festival organizers and stressed the importance of visitor surveys to determine the motivation of each community's festival attendees. Each festival offers different events, programs, and activities and at different times, therefore, it is important to know your visitors and market directly to them.

As mentioned previously, community festivals can often be placed under the umbrella of rural tourism. Rural tourism is often perceived to be a cure for economic problems within a rural community. The decision to pursue rural tourism development involves many different people in the community, such as, residents, local government officials, and business owners. Lankford (1994) looked at these specific groups of individuals to determine their attitudes and perceptions towards rural tourism development. This research was done in the Columbia River Gorge region of Oregon and Washington. Various groups were surveyed using an attitude index to measure their perceptions towards the tourism development. The results of this research showed that there was a significant difference between the residents and the other groups in regards to

their level of support for the development (Lankford, 1994). Highlighted in this study was the importance of communication between the groups, and whether or not it is open and effective. This article provided information about the various people that have a vested interest in what is going on in the community. It showed how support from these key groups can really help or hinder tourism development. Lankford noted that it is very important that residents feel like their voices are being heard. Residents need to know that their opinions are being considered by the government, and those in charge of the development (Lankford, 1994).

The topic of how residents' attitudes influence tourism has been a growing area of research. This idea of the need for community support for tourism development and sustainability is what Andereck and Vogt (2000) sought to understand. The goal of their research was to, "test the effect of residents' attitudes toward tourism on support for development" (Andereck & Vogt, 2000). They selected communities who were going through some changes related to development, and questionnaires were distributed door-to-door to select individuals. After the data collection was complete, the results showed that attitudes of residents are related to their support for tourism development, though the relationship did vary slightly between each community (Adereck & Vogt, 2000). Throughout the discussion of results in the study, it was emphasized that community specific research is the best tool for analysis. This article, again points out how important resident support can be for successful tourism development.

Relating back to the notion that tourism development can bring an economic cure to a community brings us to another article dealing with the reasons for staging a

community festival. "A large number of organizations and communities . . . organize and promote special events to create a positive image of the place and bring in money to the local community" (Backman, Backman, Uysal and Mohr Sunshine, 1995). However, this is not an exhaustive list, and that is what lead Backman et al.(1995) to research the motivations of visitors and activities that are associated with attending a special events. This research used information gathered in a 1985 travel study and examined only those visitors who had made a festival/special event trip. From there, the travel patterns and motivation for travel were analyzed. Some findings of this study included that festival attendees are more likely to be married, have some college education, and be under the age of 50 (Backman et al., 1995). The study also concluded that in regard to visitor's motivation for attending the festival/special event, excitement rated the highest. This category included such motivations as, "having fun, being entertained, finding thrills and excitement and having lots of different things to do and see" (Backman et al., 1995). This type of information is critical to know when trying to focus the marketing efforts of your festival. It also allows the festival organizers to understand why visitors come to a festival, which may provide some ideas on activities to offer or ways to advertise.

Another sector of the community that deserves consideration is the business sector. Businesses provide sponsorships, volunteers, and in-kind support to community festivals and often have a significant role in the outcome of the festival. Wicks (1995) studied the role that businesses played in a small community that hosted a large event (10 to 15 times its population). Wicks surveyed 312 businesses that were members of the chamber of commerce and received 76 completed surveys back (24.3% response rate).

Of those who responded, 45.8% were in the service sector, which is likely explained by their direct involvement with the event. The findings of the research showed that businesses were very focused on portraying their community as an “idyllic rural town” (Wicks, 1995). Wicks also found that 56.2% gave some type of sponsorship and 45% said they make special provisions for their employees to volunteer. The article stresses the importance of considering all parties that are involved in one way or another with the event. Overlooking someone’s involvement can prove to be detrimental to the event.

A couple other areas related to the visitors and residents of a festival are the isolation of the community and the funding sources for the activities (Molloy, 2002). Along with community support, the location and distance of the community from other cities and the sources or lack of sources of funding are contributing factors to the success of festivals. Molloy (2002) used a case study approach to examine 12 festivals and the information was gathered through interviews. The findings of this research showed that community support and involvement was a very positive asset for a festival. Molloy (2002) also found that, "the further the community lies from the large metropolitan center, the stronger is the level of community support." This specific finding was attributed to the possibility that those in the isolated community residents rely more upon only that community and have more vested interest in the success of the festival. In regards to the sources of funding for the festivals, Molloy looked at many aspects. For instance, if a community provides all the funding for the festival, it can become bothersome and challenging to maintain the funding. This leads into another result of the research which stated that, "a good mix of private and government funding will help raise

the community profile, so policies which offer funding in proportion to private funding raised are positive means of increasing the local community's wellbeing" (Molloy, 2002). This study specifically highlights how community support, location, and funding can all influence one another and how each is important for the success of the other.

By using questionnaires and cluster analysis to examine motivation, Lee, Lee, and Wicks (2004) researched the possibility of segmentation of festival visitors. The six main motivations that were surveyed were: cultural exploration, family togetherness, novelty, escape, event attractions, and socialization (Lee et al., 2004). An on-site survey of visitors to the 2000 Kyongju World Culture Expo was conducted, using convenience sampling. A total of 726 usable surveyed were completed. The cluster analysis used in this study showed four main clusters that represent the visitors to this festival: culture and family seekers, multi-purpose seekers, escape seekers, and event seekers. These motivations and clusters help in describing the visitors to the festival and assist the community in being more effective with their marketing efforts.

Festival Economic Impacts

When examining the impacts that a festival has, the most common topic researched is economic impacts. Long and Perdue (1990) researched economic impacts by assessing the spatial distribution of expenditures. The purpose of their research was to estimate visitor expenditures and determine their spatial distribution. Their study took place at an art festival in a rural community in Colorado, where they randomly contacted non-resident visitors and asked them to participate in a study. Only their contact

information was received at this time. A week after the festival the participants were sent a survey to fill out regarding the spending patterns. Of the 450 people contacted to complete the survey, 300 (66.7%) actually completed and returned the survey. The research found that those who were repeat visitors spent significantly more money than first-time visitors. Therefore, it is important for a community to satisfy visitors, and get them to return the next year. The mean expenditure amount reported for all visitors was \$114.57, however the results also showed that 77.9% of the respondent's spending was at the festival booths, most of which were run by non-local organizations (Long and Perdue, 1990). However, it was stated that the findings were limited and unable to be generalized to other communities. A possible solution to this would be to encourage more local booths, if feasible, to increase the amount of expenditures that stay in the community. .

Most communities view tourism and specifically community festivals, as having very positive economic impacts on their community. The positive economic impacts only occur if there is sufficient funding for the festival and if visitors actually attend and spend money. Many communities view their festival to be a tool for economic development, but often they do not truly understand the link between festival expenditures and what the impact on their community will be. Chhabra, Sills, and Cabbage (2003) examined a festival's economic impact on a rural community in North Carolina. For this study, on-site visitor surveys were used to estimate visitor expenditures while attending the festival. A total of 1,437 surveys were collected in 1997 at The Grandfather Mountain Highland Games, while another 121 surveys were collected in 2000 at the Flora Macdonald Highland Games. The data collected was then sorted to

identify any surveys that were completed by residents of the communities; these surveys were removed for the analysis. The researchers used an input-output model (IMPLAN) to analyze and make the expenditure estimates. The results showed that the average person attending the festivals spent \$77.13, and that was based on an average party size of 3.3 people. They also found that the main areas of direct spending were lodging, meals, shopping, admission fees, and automobile expenses (Chhabra et al., 2003). This type of data is very useful to communities and allows them to see what the direct and indirect economic impacts are of a festival.

Felsenstein and Fleischer (2003) examined local economic growth resulting from a festival. They observed that a majority of economic impact research was being done using a standard multiplier, which they saw as insufficient. They studied two separate festivals in northern Israel, using a method of analysis that accounts for net local income increase induced by the festival (Felsenstein and Fleischer, 2003). While the researchers had full access to the festivals accounting records, they also surveyed festival visitors to inquire about their spending patterns. At the Kfar Blum festival, surveys were distributed at all visitors at ticketed performances and to every 20th visitor at nonticketed events. A total of 319 usable surveys were collected. Then at the Acre festival surveys were distributed in a similar manner to the visitors at ticketed events, which resulted in another 570 surveys. In terms of visitor expenditures, the research found that the average amount spent by Kfar Blum visitors was \$2007 and the average from the Acre visitors was only \$425. Even though the Acre festival is typically much more popular, researchers pointed out those Kfar Blum visitors on average spend more on lodging because they are staying

longer. Since those visitors are staying longer, their expenditures on food, gas, and tickets also increase. From the data it was also found that even though both festivals showed measurable local growth, each was still receiving public assistance from the government. This lead the researchers to believe that public assistance serves a greater purpose above simply jump starting an event, but that it also could serve in “a role complementary to generating income change in the local community” (Felsenstein and Fleisher, 2003).

Summary

The purpose of this literature review was to establish a background for the factors that affect the success of a community festival. The review presented related research that examines festivals and concepts regarding their success. To summarize the literature that was reviewed the table on the following page assesses which author’s festival research supported the factors of success that Wilson, et al. (2001) found regarding rural tourism.

CHAPTER III

METHODOLOGY

The purpose of this study was to identify the factors of success in community festivals along with what challenges festival organizers face and the tools that could be used in the future to improve the success of community festivals. Specifically, the communities studied were located in Northeast Iowa. This chapter provides the methods that were used for the research including research design, subject selection, instrumentation, and data analysis.

Research Design

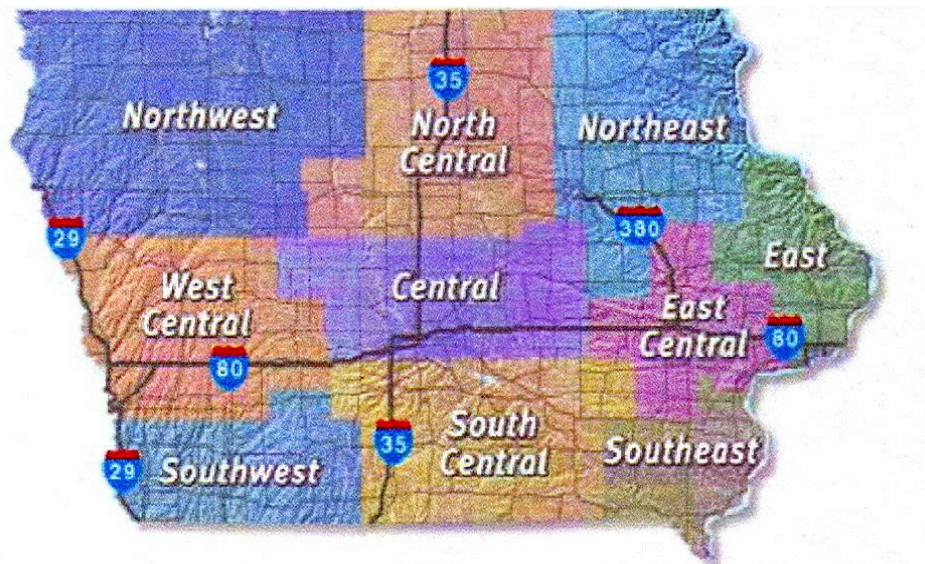
This study utilized a multimethod approach to the research. Mitra and Lankford (1999) noted that “it is prudent for the researcher to utilize both qualitative and quantitative methods for each study.” The qualitative portion of the research included preliminary interviews with festival organizers. The quantitative section was in the form of a mail-out survey which was sent to community festival organizers. The survey packet included a cover letter explaining the research and its importance, along with an uncompleted survey and self-addressed stamped envelope for them to return the survey in.

Subject Selection and Data Collection

For this study the geographic boundaries for research were determined by using the State of Iowa Tourism website (www.traveliowa.com). This Iowa Department of

Tourism divides the state of Iowa into 10 distinctive areas. The Northeast section of the state was chosen as the specific area to study.

Figure 1: Iowa State Divisions



Source: Iowa Tourism Website (www.traveliowa.com)

Once the boundaries were set, an Iowa map was used to form a complete list of communities in the Northeast corner. These communities were categorized by their population sizes. When divided, small communities had populations of 2000 or less, medium communities had population from 2,000 to 5,000 and large communities had a recorded population over 5,000. This categorization was done to determine what, if any, differences there are between smaller and larger communities in Northeast Iowa. When this was completed the list consisted of 8 large communities, 11 medium communities, and 88 small communities. It should be noted that of the small communities a total of 21

had population under 200 people, which greatly decreased the possibility of them having a community festival. For this research the community needed to have a community festival, the festival needed to be held annually, and the festival needed to include multiple events. Checking to make sure the criterion had been met involved contacting each of the local communities, typically through the city hall office. After the criterions had been met a final list of communities was created.

A total of 32 communities were contacted via phone and agreed to participate in the survey. The surveys were then mailed out directly to the festival organizer. A follow-up survey was mailed two weeks after if nothing had been returned. Of the 32 communities, a total of 27 completed and returned the survey, which secured a 84.4% response rate. The following table is a list of communities that participated in the study.

Table 2: Participating Communities

Atkins	Garnavillo	Plainfield
Cedar Falls	Gilbertville	Postville
Colesburg	Guttenberg	Strawberry Point
Cresco	Hazelton	Vinton
Decorah	Jesup	Waterloo
Edgewood	LaPorte City	Waukon
Fairbank	McGregor	Waverly
Fayette	Monona	West Union
Fredericksburg	New Hampton	Winthrop

Research Instrument

The first step in developing the survey instrument involved e-mail and personal interviews with two festival organizers from two of the larger communities, Waterloo and Cedar Falls. The interviews focused on gaining a definition and direction about what defines success for their festival and what factors they feel determine the success of their festival. Regarding the factors of success, part of the interview was structured around the 10 factors of success in rural tourism found by Wilson et al, 2001. In addition to these factors, organizers were asked to list what outside sources of resources or assistance are used at their festival. The responses during the interviews were written and then transcribed to ensure accuracy of the reporting.

Once the interviews were completed and the survey instrument had been formatted and finished, it was piloted with the same festival organizers that had been interviewed. This pretest allowed for feedback on the survey and the ability to make any final changes that were necessary.

The survey included sections regarding festival descriptions, factors of success, and resource or assistance needs. The festival description included questions related to how long the organizer had been working with the festival, funding sources for the festival, length of festival, and overall purpose of the festival. The factor of success section was formatted on a 5-point Likert scale. Each factor was listed and the respondents was asked to rate the factors on a scale from "Not Very Important" to "Very Important." Along with this rating system there were also open lines for respondents to add their own factors, if needed. The next section was related to the resources or

assistance that would help the community festivals achieved success. This was also a rating scale of factors. Different types of training and assistance possibilities were listed and respondents were asked to check which would be most useful to them and their festival.

In addition, the survey also included some demographic questions that would help with the data analysis and survey results. Respondents were asked what festival they were in charge of, how many years they have been involved, their festival costs and revenue, and how many volunteers their festival utilized. (Please see Appendix A for the actual survey instrument).

Data Analysis

When survey responses were mailed back in, they were first coded and entered into Microsoft Excel. From there the data was exported into the Statistical Packages for the Social Sciences (SPSS) for the complete analysis. The analysis consisted of running frequencies, percentages, certain factor analyses for the data including the factors of success.

CHAPTER IV

RESULTS AND DISCUSSION

The purpose of this study was to identify the factors of success for community festivals in Northeast Iowa. In addition, the research identified what the major reasons were to hold a community festival and what assistance or resources could be made available to festival organizers to help them improve the success of their festival.

This chapter presents the findings of the research. The descriptive data on the participating festivals is presented first. This is followed by the purposes for staging a festival, the factors for success in community festivals, the challenges faced by festivals, and the types of assistance needed for festival organizers.

Festival Descriptions

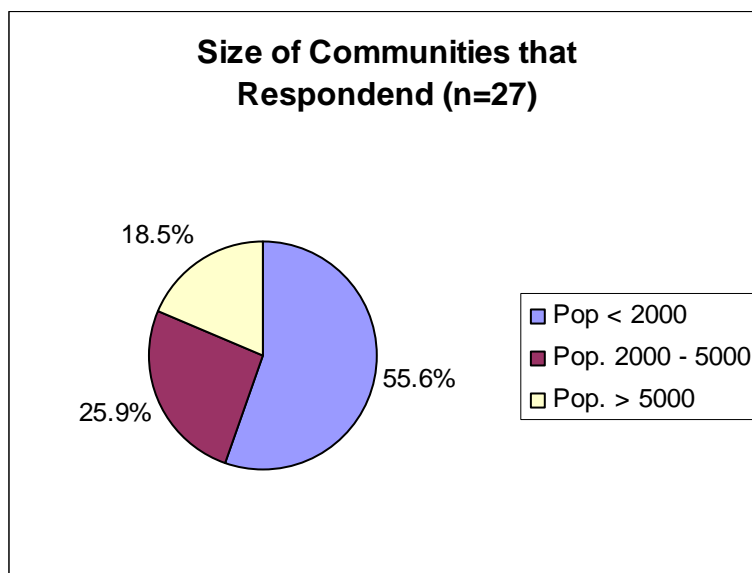
In this section, data will be presented that gives descriptive information regarding the community festivals that participated in the study. The topics covered will include: community size, the number of years the respondent has been involved with the festival, the number of people involved in planning the festival, coordination with other community organization, the types of marketing they use, and reported expenses and revenue.

First of all, the population size of each responding community was recorded to determine the distribution of the respondents. A total of 55.6% of the respondents represented communities with less than 2000 residents. This was followed by 25.9% of respondents representing communities of 5000 or more residents and 18.5% representing

communities with populations between 2000 and 500 residents. These percentages are representative to the overall number of small, medium and large communities are in Northeast Iowa. See Chart 1.

Chart 1

Population Size of Communities



Another demographic that was asked on the survey was the number of years that the organizers have been involved with the planning of their festival. The results showed that the largest group of organizers (40.7%) had only been involved with the planning of their festivals between 1 and 5 years. This group was followed by those who had been involved between 6 and 10 years with 37.1% of the respondents. The next two groups of organizers drop significantly in percentages reporting. Only 11.1% reported being involved either 11 to 20 years and 20 year or more. (Chart 2) While these percentages

are quite smaller than the first groups, these respondents demonstrate a strong dedication and commitment to their community festivals to be involved for such a long period of time.

Chart 2

Years Involved with Festival

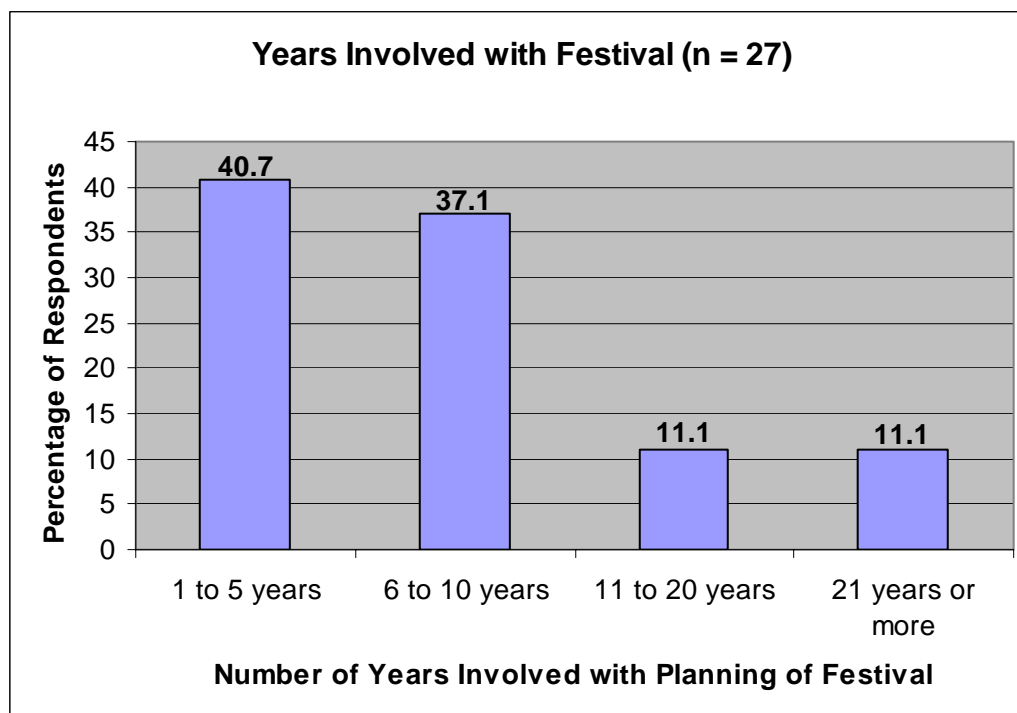


Table 3 details the mean number of years of being involved with the planning of their community festival and analyzes that by the size of the communities. The large communities reported the lowest number of years of being involved ($M = 4.2$ years), while the small ($M = 12.13$) and medium ($M = 12.28$ years) communities were almost identical with a much longer time of service.

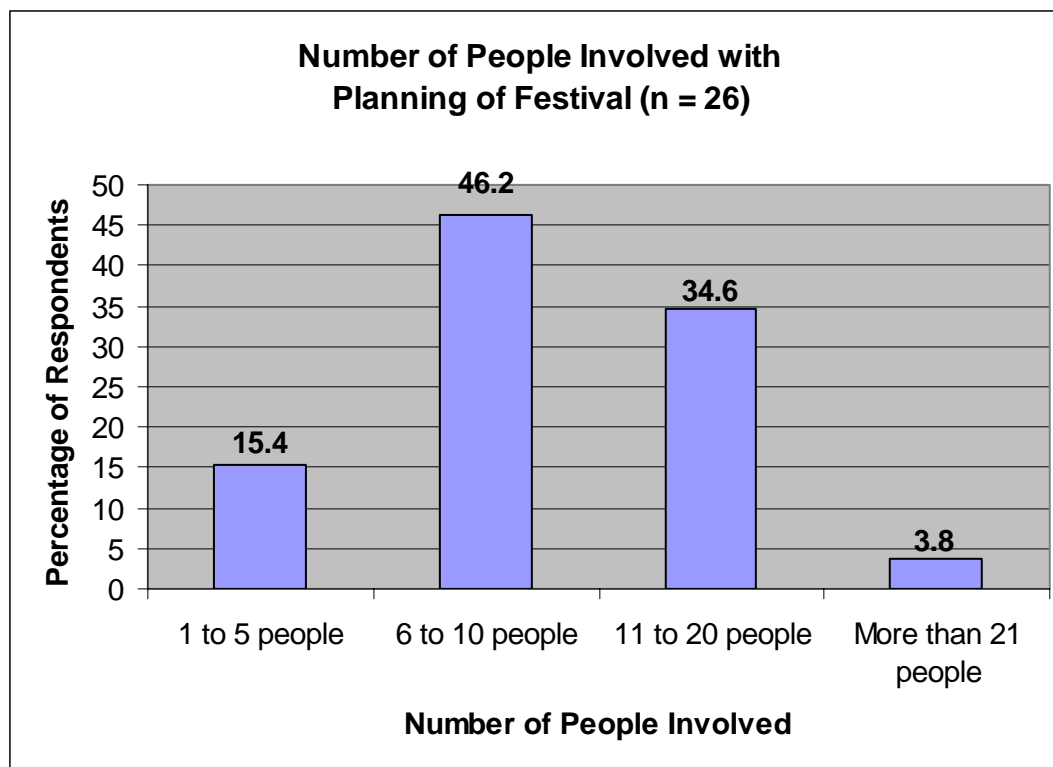
Table 3

Number of Years Involved with Planning by Community Size

	Mean Number of Years Involved
Small Communities	12.13 years
Medium Communities	12.28 years
Large Communities	4.2 years

Festival organizers cannot do all the work themselves and for that reason they were also asked to report the number of other people who are involved with planning their community festival. The results from this question are displayed in Chart 3. The mean number of people involved was 10.73 and the median reported was 10 people. As shown in Chart 3, the largest percentage of respondents (46.2%) reported a planning committee of between 6 and 10 people. This was closely followed by committees of 11 to 20 people with 34.6 % of respondents. Smaller committees of between 1 to 5 people represented 15.4% of respondents and on the other end of the spectrum, larger committees of more that 20 people only represented 3.8% of the respondents.

Chart 3

Number of People Involved with Planning of Festival

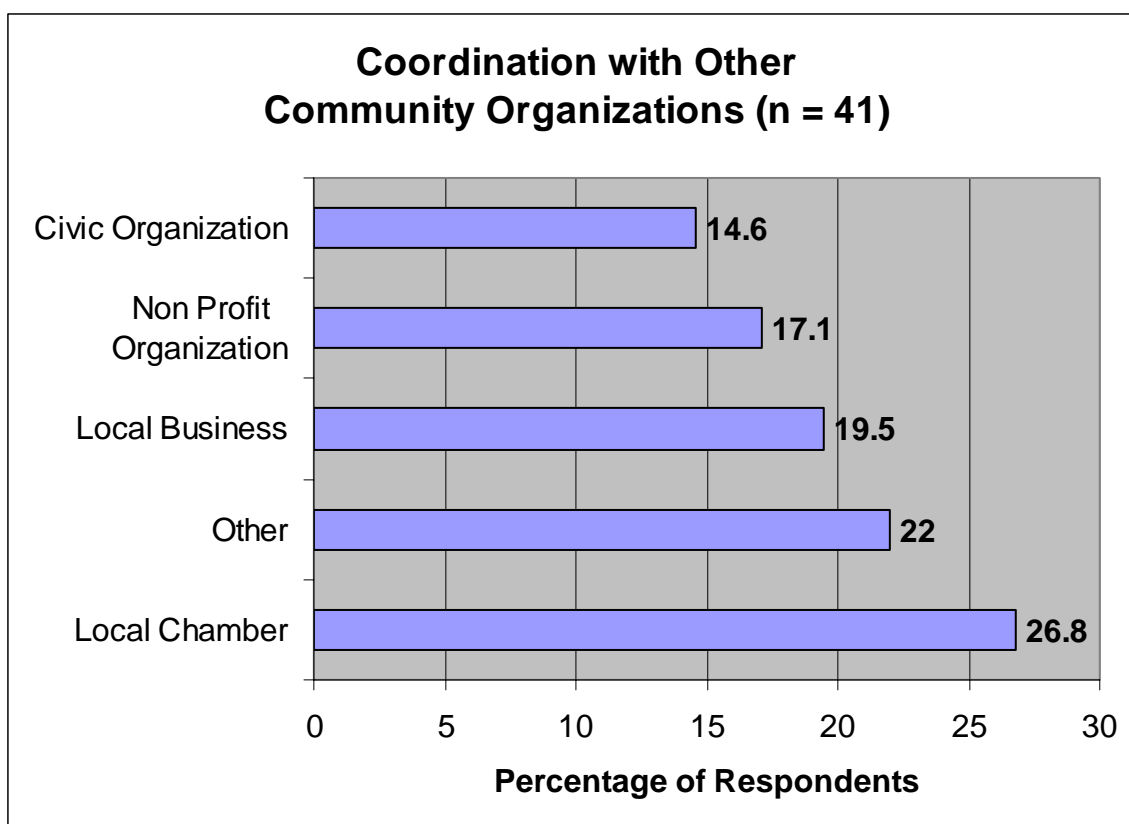
Another point to highlight is a crosstabulation that was run between the size of the community and the number of people on their planning committees. Of the large communities, 75% reported having committees of 15 people or more. Then within the group of medium communities, 100% reported having between 10 and 15 people. Lastly the small communities, where 60.1% reported their committees consisted of 8 people or fewer.

Besides committee members, festival organizers often receive additional assistance and support from other community organizations as well. Types of assistance may come in many forms, such as financial, volunteers, planning, or facilities to name a

few. Organizers were asked to check the organizations that assist their festival. The most common organization (26.8%) was the “local chamber of commerce,” followed by “other” with 22%. The respondents who marked “other” were asked to fill in what organization they were referring to. Organizations listed were churches, youth groups, commercial clubs, and community clubs, and school groups.

Chart 4

Coordination with Other Community Organizations



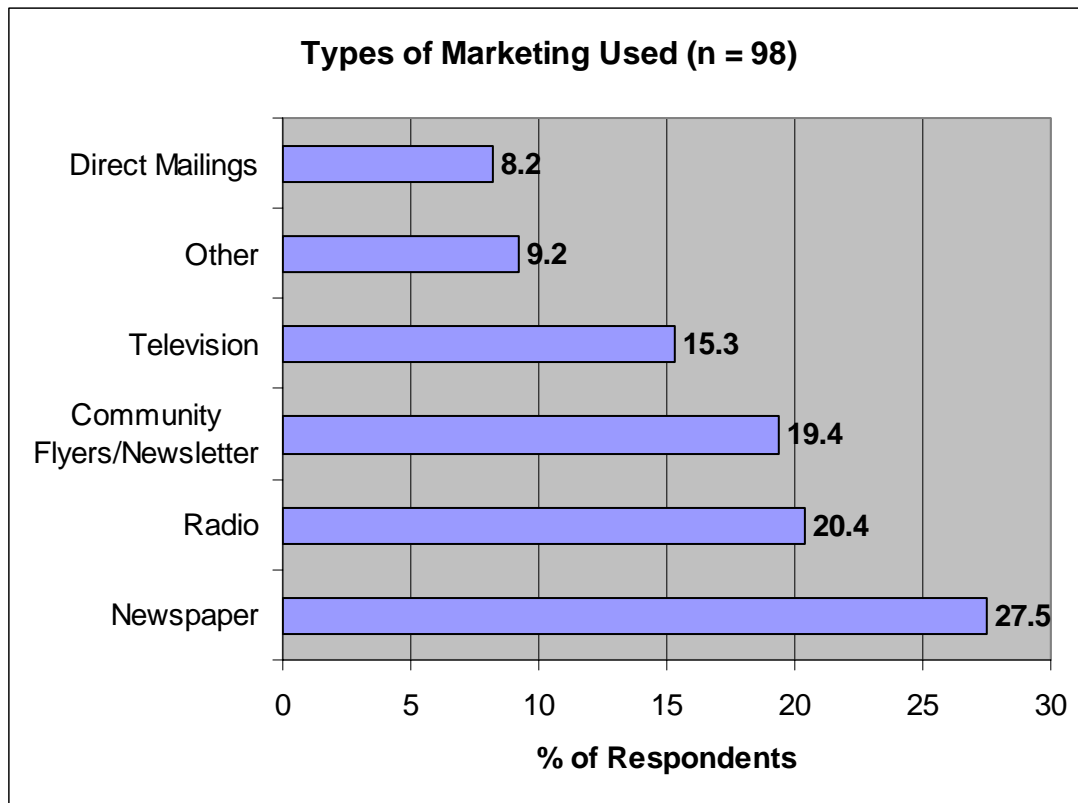
Another demographic that can be used to describe festivals is their marketing. Each of the organizers was asked to respond regarding the different types of marketing they utilize for their festivals. Again, they were able to select all that apply. The most

popular form of marketing used was “newspaper” with 27.5%, followed by “radio” with 20.4%. The type of marketing that was reported as being used the least was “direct mailings” with only 8.2% of respondents.

In a crosstabulation between the size of community and the type of marketing used, it was found that small communities most commonly used the “newspaper” (26.8%). Medium size communities also reported using the “newspaper” (29%) and the large communities followed right in suit, reportedly using the “newspaper” (27.8%) as a marketing tool.

Chart 5

Types of Marketing Used



Organizers were also asked to record what total expenses and revenues were for their community festival. Not all of the respondents had this information, but of those who did, the median expenses were \$10,500 and the median amount of revenue was \$14,000. Overall the expenses that were reported ranged from \$1,800 to \$300,000 and the amount of revenue reported ranged from \$1,800 to \$316,200. The amount of variance can be explained by the different sizes of communities as well as the sizes of the festivals themselves. Below in Table 4, the mean revenue and expenses are reported by the size of the communities.

Table 4

Mean Revenue and Expense by Community Size

	Small Communities	Medium Communities	Large Communities
Mean Total Expenses	\$7,938	\$13,333	\$195,428
Mean Total Revenue	\$10,965	\$18,500	\$212,355

Purposes for Staging a Festival

The next portion of the survey addressed the purpose for staging a community festival. The list of purposes provided on the survey was compiled from the literature review. The purposes cover a wide range of areas to account for the diversity in communities. Respondents were asked to rate each of the following purposes for staging a community festival in terms of how important they each relate are to their own community.

In the table below, each purpose is listed along with the percentage of respondents who rated that purpose and the overall mean score for that item. The purposes are listed in order of mean scores. Of the 4 purposes that achieved mean score of 4.00 or higher, “community pride” (M = 4.96) and “social bonding” (M = 4.62) were the top responses. “Community pride” had 96.3% of respondents marking that it was a very important purpose, putting it in the first position. As ratings lowered, “holiday celebration” (M = 3.05) and “celebrate local foods” (M = 2.81) rounded out the last two spots as not very important purposes. See Table 5.

Table 5

Purpose for Staging Community Festival

Items	Very Important	Important	Not Sure	Not Important	Not at all Important	MEAN SCORE
Community Pride	96.3	3.7				4.96
Social Bonding	61.5	38.5				4.62
Attract Tourists	50.0	38.5	7.7	3.8		4.35
Generate Revenue	32.0	52.0	4.0	12.0		4.04
Historical Celebration	41.7	33.3	12.5	8.3	4.2	4.00
Promote Local Industry	18.2	36.4	4.5	27.3	13.6	3.18
Small Business Development	9.1	36.4	27.3	18.2	9.1	3.18
Cultural Awareness	18.2	18.2	18.2	40.9	4.5	3.05
Holiday Celebration	9.1	40.9	4.5	36.4	3.8	3.05
Celebrate Local Foods	9.5	19.0	14.3	57.1		2.81

Note. Listed by rank-order of mean scores: Very Important = 5, Not at all Important = 1

In Table 6, the same findings regarding purpose of staging a festival are analyzed by the size of community. An important point here is that all 3 community categories ranked the top 3 purposes in the exact same order. While some community sizes ranked the purposes a little differently, “community pride,” “social bonding,” and “attracting tourists” were consistently the top 3 purposes.

Table 6

Purpose of Festival by Community Size

Items	Small Communities	Medium Communities	Large Communities
Community Pride	5.0	4.86	5.0
Social Bonding	4.64	4.57	4.6
Attract Tourists	4.29	4.29	4.6
Generate Revenue	4.15	4.29	3.4
Historical Celebration	4.0	3.83	4.2
Promote Local Industry	3.25	3.67	2.25
Small Business Development	3.5	2.33	2.25
Cultural Awareness	2.64	3.33	3.6
Holiday Celebration	3.15	2.8	3.0
Celebrate Local Foods	2.45	3.0	3.0

Note. Listed by rank-order of mean scores: Very Important = 5, Not at all Important = 1

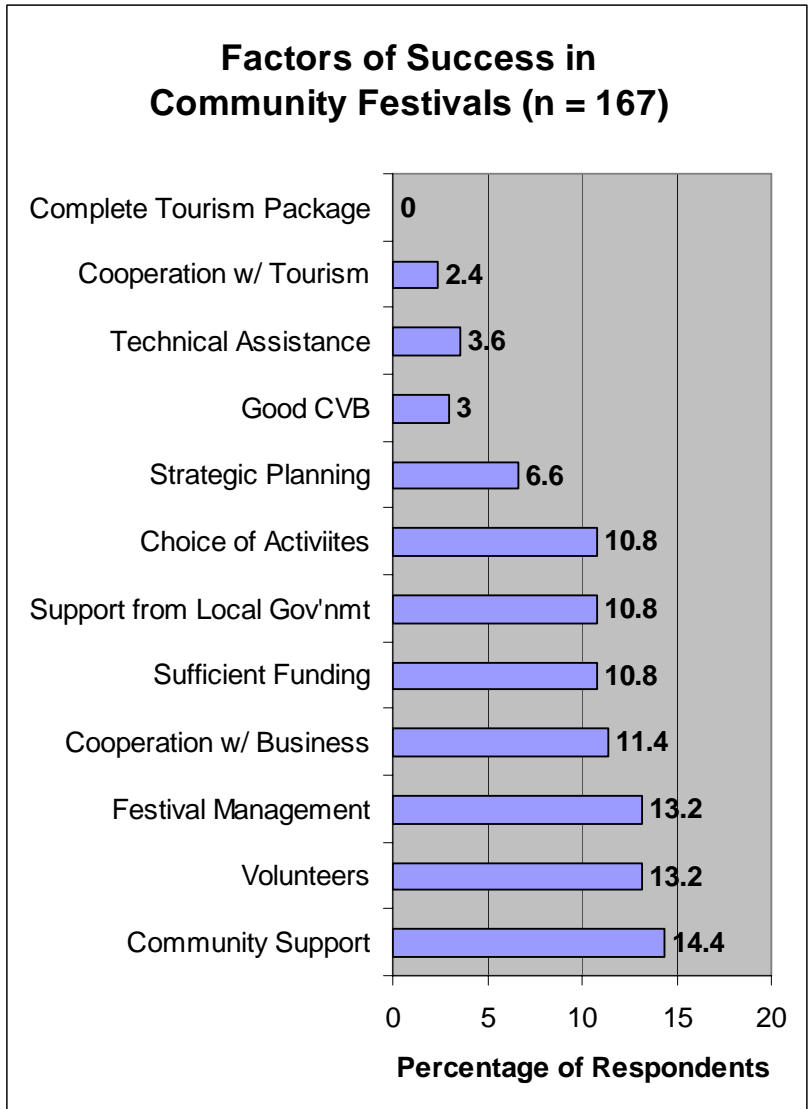
Factors for Success

This portion of the research specifically addresses the main question of the study: What are the factors of success for community festivals in Northeast Iowa? A group of factors was listed on the survey and the organizers were asked to select which of the factors were most influential to the success of their festival. The list of factors was compiled from the “Factors of Success in Rural Tourism” (Wilson, et al. 2001) and additional factors from the festival literature review. Chart 6 gives a complete listing of

the factors and the percentage of respondents that selected each. Respondents could select as many factors that applied. As shown in Chart 6 all the factors expect for “offering a complete tourism package” show some type of significance.

Chart 6

Factors of Success for Community Festivals



After choosing important factors from the list provided, the organizers were then asked to select the three most important factors of success from the list and write them in. From what the organizers choose the following top 3 factors were determined. When comparing the results shown in Chart 6 to the open-ended response to the same question (Table 7), it is evident that the results turned out somewhat different. Both “volunteers” and “community support” stayed in the top three in both results, “choice of activities and events” jumped from being tied for 5th place to 1st place. This difference can be attributed to the fact while fewer people had choose that option in the multiple response, a larger number of respondents selected it as one of the 3 primary factors in the open-ended question.

Table 7

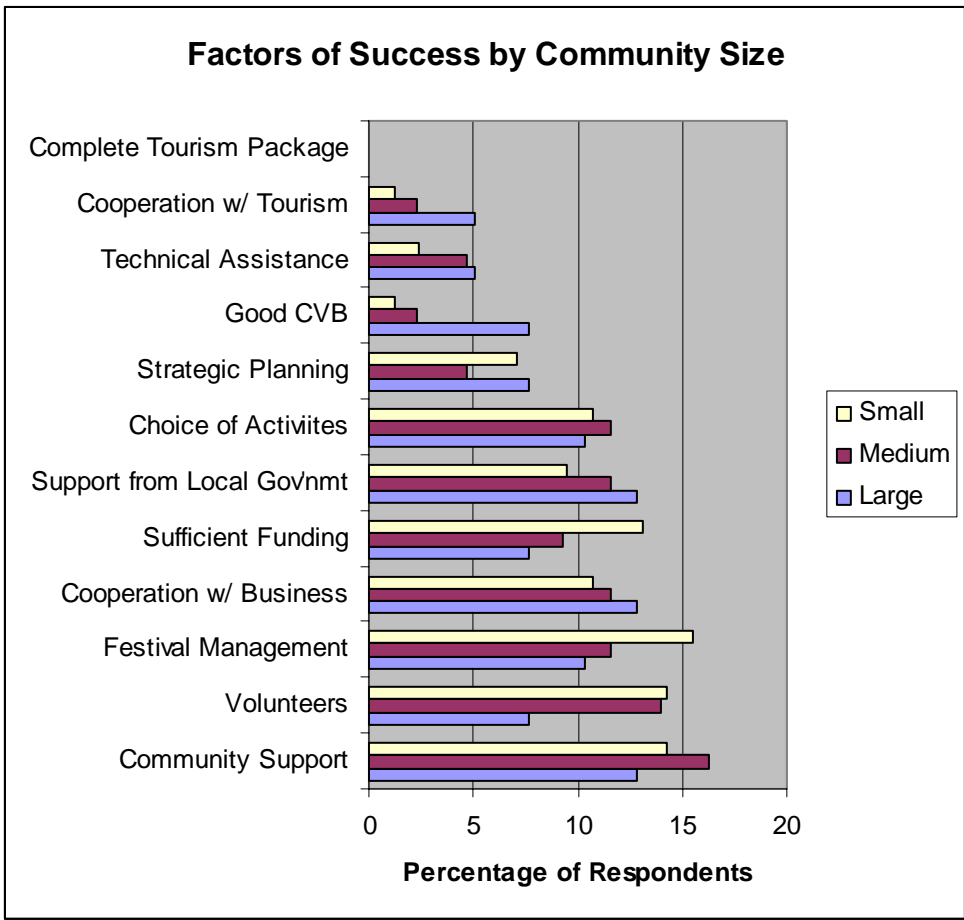
Top 3 Factors of Success for Community Festivals

Top 3 Factors	Percentage of Respondents
Choice of Activities and Events	20.5%
Volunteers	18.2%
Community Support	13.6%

The next analysis takes a look at the same group of factors of success and lists them by the different community sizes. See Chart 7

Chart 7

Factors of Success by Community Size



As a summary, the list of the top 3 factors based on the size of the communities is displayed in Table 8. While “community support” and “volunteers” are both very common responses, factors such as “coordination with business” and “support from local government” are only in the larger communities’ top 3 factors.

Table 8

Top 3 Factors of Success by Size of Community

	Small Communities	Medium Communities	Large Communities
1 st	Festival Management	Volunteers	Community Support
2 nd	Community Support	Community Support	Coordination with Business
3 rd	Volunteers	Choice of Activities	Support from Local Government

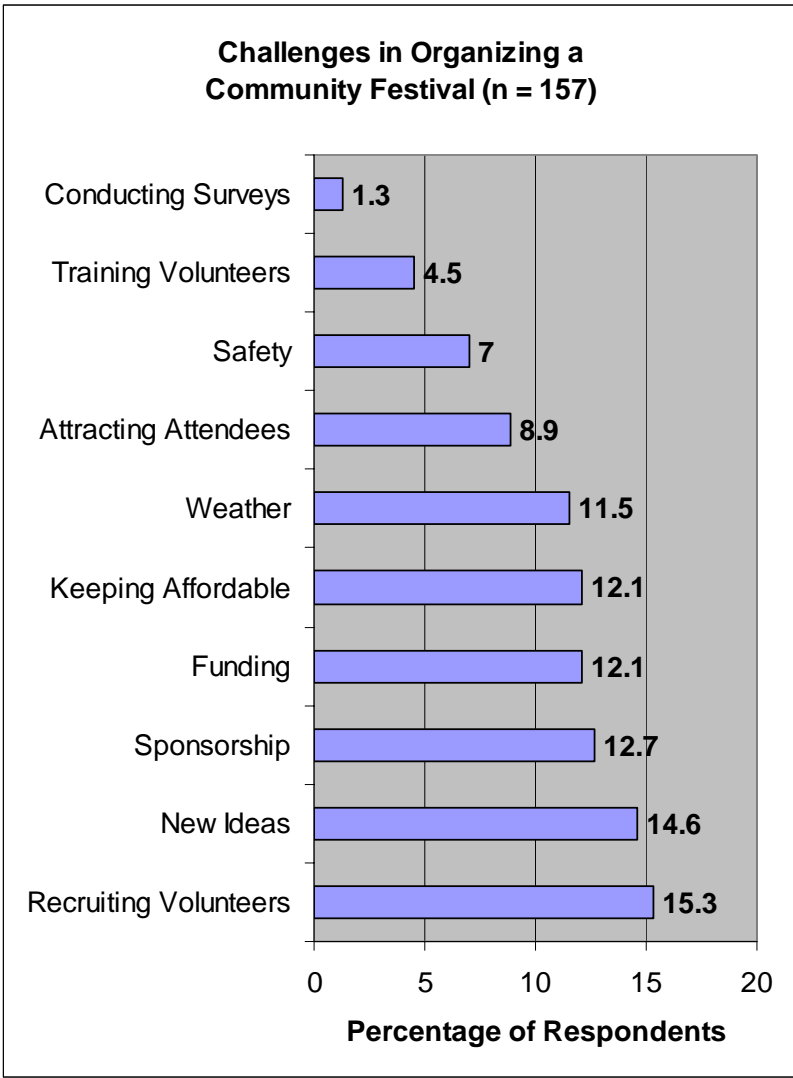
Challenges Faced

The next topic which is directly related to the success of a community festival, but often less focused on is the challenges that communities face when planning their festivals. A list of challenges was developed through the literature review and interviews with festival organizers. The same procedure that was used for the factors of success was also used for the challenges. First, respondents were asked to select as many as they needed from the list of challenges and then they were to write in their top 3 challenges that their community festival faces. Chart 8 displays the results of the first portion of this

question. The top challenges reported by the festival organizers were “recruiting volunteers” (15.3%), “new ideas” (14.6%), and “sponsorship” (12.7%).

Chart 8

Challenges Faced By Community Festivals



An interesting point to highlight from Chart 8 is that while “recruiting volunteers” was the top response, “training volunteers” only had 4.5% of the respondents selecting it. The only option that had a lower response was “conducting surveys” with 1.3%. After

choosing from the list of challenges, the organizers were then asked to write which of the challenges they viewed as their top 3 challenges. These results are displayed in Table 9.

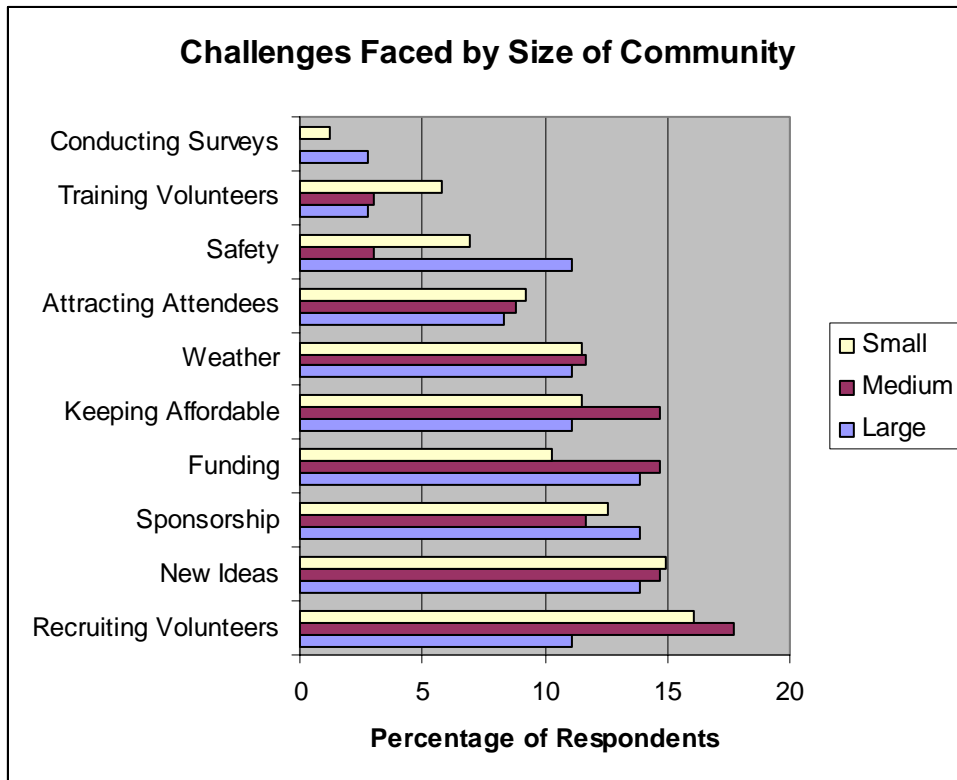
Table 9

Top 3 Challenges Faced by Community Festivals

Top 3 Challenges	Percentage of Respondents
Recruiting Volunteers	28.8%
New / Fresh Ideas	20.5%
Funding	15.1%

To determine what if any differences there were, these challenges were also analyzed by the size of the reporting community (Chart 9). The challenges remain similar when compared by community size, but are ranked in different orders depending on the size of the community.

Chart 9

Challenges Faced by Size of Community

In Table 10, the top 3 challenges are divided by the size of the communities. The challenge of “recruiting volunteers” tops both the small and medium community’s lists. However, for the large communities, their challenges are more heavily concentrated around funding for their festivals.

Table 10

Top 3 Challenges by Size of Community

	Small Communities	Medium Communities	Large Communities
1 st	Recruiting Volunteers	Recruiting Volunteers	Funding
2 nd	New/fresh Ideas	Keeping Events Affordable	New/Fresh Ideas
3 rd	Sponsorship	New/fresh Ideas	Sponsorship

Future Assistance

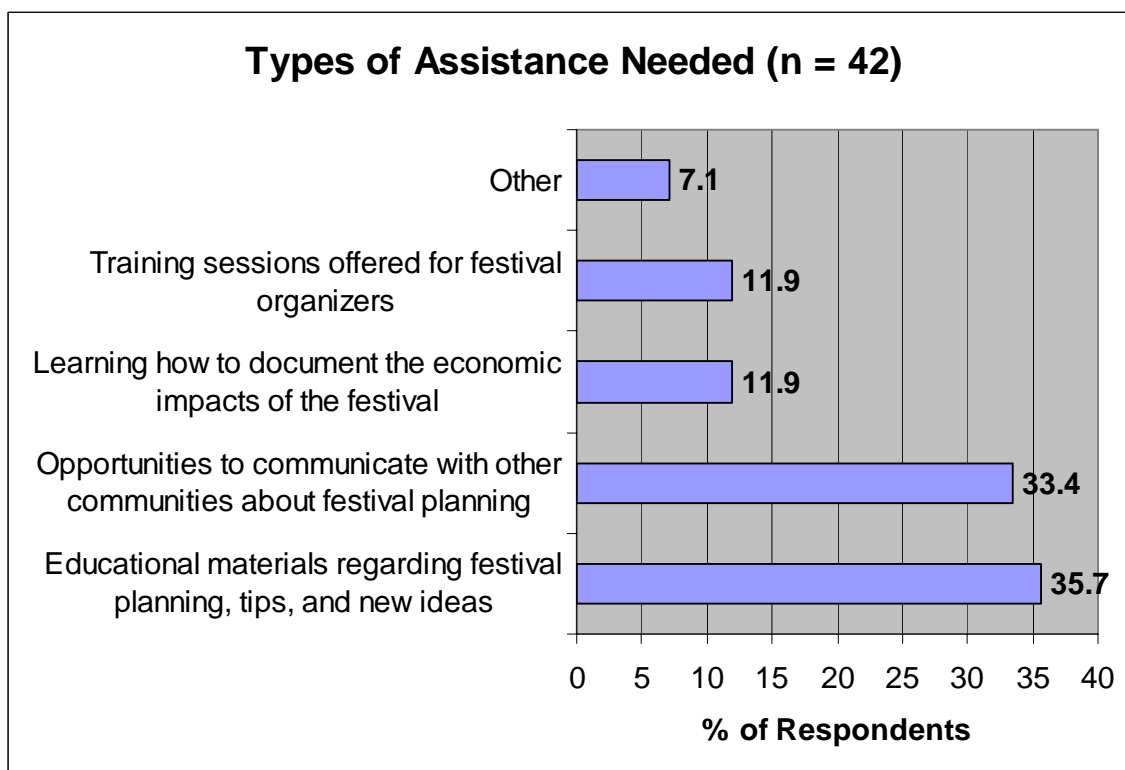
The final section of the research addressed what types of assistance or education the festival organizers thought would be beneficial to their community festival. These options could be used to address the challenges reported previously as well as help meet the factors that would increase their success. In this section the organizers were also asked what specific topics would be most useful to learn more about. This type of information, along with other study results, will be able to be used to recommend future efforts to assist the festivals in Northeast Iowa.

The festival organizers responded that the most useful type of educational assistance would be “educational materials regarding festival planning, tips and new ideas” (35.7%). This response was closely followed by “opportunities to communicate with other communities about festival planning” (33.4%). After this responses dropped significantly with “learning how to document economics of a festival” and “training sessions offered for festival organizers” each only representing 11.9% of responses. From these results, it seems to be that festival organizers would appreciate educational

materials and talking to other communities, but in terms of larger training sessions, they seemed to be much less interested.

Chart 10

Types of Education Needed



After reporting what types of educational assistance would be helpful, they were asked what specific topics they would like to learn more about. Table 11 provides the top 4 topics that were given. As is similar in many of the findings of this study, “recruiting volunteers” also topped this list with 19.5% of the respondents listing it as a topic of

interest. The next most common topic listed was “funding” with 17.1% of respondents, followed by “sharing ideas” (14.6%) and “entertainment options” (12.2).

Table 11

Top 4 Topics for Festival Education

Top 4 Topics for Education	Percentage of Respondents
Recruiting Volunteers	19.5
Funding	17.1
Sharing Ideas	14.6
Entertainment Options	12.2

Summary of Results

This final section of the results is a summary of all the finding from this study. In Table 12, the findings of the study are all listed and results are shown as analyzed by the size of the community. When divided, small communities had populations of 2000 or less, medium communities had population from 2,000 to 5,000 and large communities had a recorded population over 5,000.

Table 12

Findings Summary Table

	Small Communities	Medium Communities	Large Communities
Festival Descriptions			
Mean Number of Years Involved	12.13	12.28	4.2
Mean Number on Committee	8.6	11.7	17
Most Used Marketing Tool	Newspaper	Newspaper	Newspaper
Mean Amount of Expenses	\$7,938	\$13,333	\$195,428
Mean Amount of Revenue	\$10,965	\$18,500	\$212,355
Purpose of Staging Festival			
Mean Response Reported (Scale from 1 to 5)			
Community Pride	5.0	4.86	5.0
Social Bonding	4.64	4.57	4.6
Attract Tourists	4.29	4.29	4.6
Factors of Success			
1 st most common factor	Festival Management	Volunteers	Community Support
2 nd most common factor	Community Support	Community Support	Coordination with Business
3 rd most common factor	Volunteers	Choice of Activities	Support from Local Government
Challenges			
1 st most common selection	Recruiting Volunteers	Recruiting Volunteers	Funding
2 nd most common selection	New/fresh Ideas	Keeping Events Affordable	New/Fresh Ideas
3 rd most common selection	Sponsorship	New/fresh Ideas	Sponsorship

CHAPTER V

CONCLUSION AND RECOMMENDATIONS

The purpose of this study was to identify the factors of success for community festivals in Northeast Iowa. In addition, the research identified what the major reasons were to hold a community festival and what assistance or resources could be made available to festival organizers to help them improve the success of their festival. This chapter will present the final conclusion and recommendations of the research.

Conclusions

A portion of the data that was collected was descriptive information about the festival that participated in the research. These results are presented first to give an overview of the festival industry in Northeast Iowa. Then the specific research questions are addressed.

The participation of communities in this study was representative of the Northeast Iowa as a whole in terms of population proportions. This study represented small communities with populations under 2000 residents (55.6%), medium communities with population between 2000 and 5000 residents (25.9%) and large communities with population over 5000 residents (18.5%). The response suggests the applicability of the results of this study to a wider geographic region of Iowa. The results also showed that the largest percentage of festival organizers (40.7%) had been involved with the festival planning between 1 to 5 years, which was followed by 37.1% of organizers who had been

involved between 6 to 10 years. Findings also showed that the large communities had a mean of 4.2 years of involvement, compared to the small and medium communities who each had a mean of around 12 years of involvement. A similar result showed that the large communities also had a higher mean in terms of the number of people on their planning committee with 17.

Festival organizers reported that cooperation with other community organizations was an important part of festival planning. The most common community organization that assisted the festivals was the “local chamber of commerce,” which 26.8% of the respondents reported. With regard to the types of marketing that the festivals used, “newspaper” had the largest percentage of respondents (27.5%). When analyzed by size of the community, newspaper appeared to be the most common form of marketing used by the festivals.

The last topic addressed in the festival descriptions was the amount of revenue and expenses that the festival organizers reported. Not all of the respondents had this information, but of those who did, the median expenses were \$10,500 and the median amount of revenue was \$14,000 for the entire group of communities. Only one community out of the 27 who participated in the research reported a net loss, the others all reported a net gain, whether small or large. The revenues and expenses for the small and medium communities were rather similar, but rose substantially for the large communities. The large communities reported a mean expense amount of \$195,428 and a mean revenue amount of \$212,355.

The next section of the conclusions specifically addresses the research questions that were posed at the beginning of the research.

What are the major reasons that communities hold festivals? The respondents ranked several possible purposes on a Likert scale from 1 to 5 based on its importance to their particular festival. The 4 purposes for staging a community festival that were ranked as the most important were “community pride” (M = 4.96), “social bonding” (M = 4.62), “attract tourists” (M = 4.35) and “generate revenue” (M = 4.04). These purposes were consistent in ranking when compared by community size, while mean scores were not identical.

What do festival organizers view to be the major components or factors of success for community festivals in their community? The factor of success that was the most important to festival organizers was “choice of activities/events” which had 20.5% of the respondents. This was followed by “volunteers” with 18.2% and “community support” with 13.6% of festival organizers. Of the top 3 factors of success reported by the organizers, only “community support” was listed by Wilson, et al. (2001) in his research on factors of success in rural tourism. However, while “community support” and “volunteers” are both very common responses, factors such as “coordination with business” and “support from local government” are only in the larger communities’ top 3 factors. For this reason, it could be assumed that the factors of success that Wilson, et al. (2001) created for rural tourism may be more applicable to the larger community festivals in Northeast Iowa.

The factors of success are also affected by the challenges that the festival organizers and the festival itself faces in the planning and execution stages. The top three challenges that the organizers reported facing were “recruiting volunteers” (28.8%), “new/fresh ideas” (20.5%) and “funding” (15.1%). These 3 challenges remained the similar when compared by community size, but the larger communities seemed put an even larger emphasis on the challenge of fundraising and sponsorships.

What assistance and/or resources do festival organizers feel would assist them in improving the success of their festival? The type of future assistance or resources that was most popular was “educational materials regarding festival planning, tips and new ideas,” which 35.7% of respondents marked and something they would be interested in. This ideas was closely followed by “opportunities to communicate with other communities about festival planning” with 33.4% of the respondents. These two options were by far the leading choices in possible educational assistance the festival organizers would be interested in participating in.

The topics that were listed by organizers as areas they would like to learn more about, “recruiting volunteers” topped the list with 19.5% of the responses. This was then followed by “funding” with 17.1% of the responses. Festival organizers indicated a desire and a need for education materials and/or training in some form for these two topics.

Recommendations

The following statements are recommendations based upon the literature review and the findings of this study identifying the factors of success for community festivals in Northeast Iowa are suggested.

1. Development of a festival organizers network through which organizers would have the opportunity to communicate with one another. This network would provide avenues for the organizers to ask questions of other communities as well as share new ideas, vendor information, and/or volunteer ideas. An option would be to have an organization such as the Eastern Iowa Tourism Association (EITA) or Sustainable Tourism and the Environment Program (STEP) and UNI serve as the “hub” for the network and simply manage the contact list of those in the network and provide that to the other members. The network could take the form of a webpage managed by EITA or STEP.

2. Future research should expand on festival research to cover a broader geographic region, such as the entire state of Iowa or the Midwest. This type of research could build upon this research regarding the factors of success for festivals, and expand into more in depth concepts of festival planning, volunteer management, and festival fundraising, which were the most common areas of interest expressed by the respondents.

3. It is also clear that there is a strong interest in education for festival organizers. The development and design of a manual, training guide and website could serve as tools for the festival organizers to improve their community festivals and overcome the challenges that they reported.

4. An annual festival conference that could be held at UNI (due to its geographical location in Northeast Iowa). This conference would have speakers that addressed the specific topics that festival organizers requested. This conference could be coordinated by STEP, EITA, and Silos and Smokestacks National Heritage Area.

REFERENCES

- Andereck, K.L., Vogt, C.A. (2000). The Relationship between Residents' Attitudes Toward Tourism and Tourism Development Options. *Journal of Travel Research*. 39 (August), 27-36.
- Backman, K.F., Backman, S.J., Uysal, M., & Mohr Sunshine, K. (1995). Event Tourism: An Examination of Motivations and Activities. *Festival Management & Event Tourism*. 3, 15-24.
- Chhabra, D., Sills, E., & Cabbage, F.W. (2003). The Significance of Festivals to Rural Economies: Estimating the Economic Impacts of Scottish Highland Games in North Carolina. *Journal of Travel Research*. 41(May), 421-427.
- Crompton, J.L., & Love, L.L. (1995). The Predictive Validity of Alternative Approaches To Evaluating Quality of a Festival. *Journal of Travel Research*. (Summer), 11-24.
- Derrett, R. (2004). Festivals, Events, and the Destination. In I. Yeoman, M. Robertson, J. Ali-Knight, S. Drummond, & U. McMahon-Beattie (Eds.), *Festival and Events Management*. (pp. 32 – 64). Burlington, MA: Elsevier Butterworth Heinemann.
- Elstad, B. (2003). Continuance Commitment and Reasons to Quit: A Study of Volunteers at a Jazz Festival. *Event Management*. 8, 99-108.
- Felsenstein, D. & Fleischer, A. (2003). Local Festivals and Tourism Promotion: The Role of Public Assistance and Visitor Expenditure. *Journal of Travel Research*. 41, 385-392.
- Getz, D., & Frisby, W. (1988). Evaluating Management Effectiveness in Community-Run Festivals. *Journal of Travel Research*. 27, 22-27.
- Getz, D. (1998). Information Sharing Among Festival Managers. *Festival Management & Event Tourism*. 5, 33-50.
- Gursoy, D., Kim, K., & Uysal, M. (2004). Perceived impacts of festivals and special events by organizers: an extension and validation. *Tourism Management*. 25, 171-181.
- Iowa Come Be Our Guest. Retrieved April 8, 2005, from <http://www.iowatravel.com>
- Lankford, S. (1994). Attitudes and Perceptions Toward Tourism and Rural Regional Development. *Journal of Travel Research*. (Winter), 35-43.

- Lee, C., Lee, Y., & Wicks, B.E. (2004). Segmentation of Festival Motivation by Nationality and Satisfaction. *Tourism Management*. 25, 61-70.
- Long, P.T., Perdue, R.R. (1990). The Economic Impact of Rural Festivals And Special Events: Assessing The Spatial Distribution of Expenditures. *Journal of Travel Research*. 28(4), 10-14.
- Mayfield, T.L., & Crompton, J.L. (1995 a). The Status of the Marketing Concept Among Festival Organizers. *Journal of Travel Research*. (Spring), 14-22.
- Mayfield, T.L., & Crompton, J.L. (1995 b). Development of an Instrument for Identifying Community Reasons for Staging a Festival. *Journal of Travel Research*. (Winter), 37-44.
- Molloy, J. (2002). Regional Festivals: A look at community support, the isolation factor and funding sources. *Journal of Tourism Studies*. 13 (2).
- Mount, J., & Niro, B. (1995). Sponsorship: An Empirical Study of its Application to Local Business in a Small Town Setting. *Festival Management & Event Tourism*. 2, 167-175.
- U.S. Census Bureau. (2000) Retrieved October 4, 2005, from <http://www.census.gov>
- Uysal, M., Gahan, L., & Martin, B. (1993). An Examination of Event Motivations: A Case Study. *Festival Management & Event Tourism*. 1, 5-10.
- Walle, A.H. (1994). The Festival Life Cycle and Tourism Strategies: The Case of The Cowboy Poetry Gathering. *Festival Management & Event Tourism*. 2, 85-94.
- Wicks, B.E. (1995). The Business Sector's Reaction to a Community Special Event In a Small Town: A Case Study of the "Autumn on Parade" Festival. *Festival Management & Event Tourism*. 2, 177-183.
- Wicks, B.E., & Fesenmaier, D.R. (1995). Market Potential For Special Events: A Midwestern Case Study. *Festival Management & Event Tourism*. 3, 25-31.
- Wilson, S., Fesenmaier, D.R., Fesenmaier, J., Van Es, J.C. (2001). Factors for Success in Rural Tourism Development. *Journal of Travel Research*. 40, 132-138.

APPENDIX A

Cover Letter and Survey Instrument

June 2, 2005

Dear Community Festival Organizer,

This questionnaire is being used as part of a study being conducted by the Sustainable Tourism and the Environment Program (STEP) at the University of Northern Iowa. Findings from this study will be used to assess the needs of festival organizers and to develop new ways to meet those needs. The findings will also be used in completion of a research paper in fulfillment of a Masters Degree in Community Leisure Services Management at the University of Northern Iowa. This study focuses on the Northeast corner of Iowa and you have been selected to participate in the study because you are a festival organizer in this specified area. Your experience and knowledge regarding community festivals will be a great asset to this study. This study will research the factors that make a community festival successful, while also looking into what challenges festival organizers in Northeast Iowa face.

Your participation in completing this questionnaire is completely voluntary and you are free to choose not to participate at any time. The survey should take you approximately 5 minutes to complete. All answers are kept confidential and data will be reported only in a summative form. The summarized findings with no identifying information may be published in an academic journal or presented at a scholarly conference. There are no foreseeable risks to participation. If you have any questions or desire information in the future regarding the study, please contact Kelly Sanders at (319) 273-5826 or by e-mail: kellyjo@uni.edu

Sincerely,

Kelly Sanders
Project Manager
Sustainable Tourism & the Environment Program

Factors of Success in Community Festivals: The Organizers Perspective

1. Please list the primary festival(s) that you are involved with as an organizer?

2. How many years have you been involved with organizing festivals?

_____ Years

2a. How many people are on your festival planning committee? _____

3. Following are a list of possible reasons for staging a community festival. Please rate these purposes in terms of how important they are to the purpose of your specific community festival. (*Check the appropriate column for each purpose*)

Purposes	Very Important	Important	Not Sure	Not Important	Not at all Important
Community Pride					
Generate Revenue					
Attract Tourists					
Holiday Celebration					
Promote Local Industry					
Cultural Awareness					
Celebrate Local Foods					
Small Business Development					
Social Bonding					
Historical Celebration					

4. Is your community festival coordinated with any community organizations? (*Please check all that apply*)

_____ Civic Organization (ex. Elk's Club) _____ Local Chamber of Commerce

_____ Local Business _____ Non-profit organization

_____ Other (*Pl easelist* _____)

5. Please mark the challenges that your community festival faces from the list below.
(Please check all that apply)

<input type="checkbox"/> Sponsorship	<input type="checkbox"/> Weather
<input type="checkbox"/> New / Fresh Ideas	<input type="checkbox"/> Attracting Attendees
<input type="checkbox"/> Keeping Activities / Events Affordable	<input type="checkbox"/> Recruiting Volunteers
<input type="checkbox"/> Funding	<input type="checkbox"/> Safety
<input type="checkbox"/> Training Volunteers	<input type="checkbox"/> Conducting Surveys
<input type="checkbox"/> Other (Please list : _____)	

6. From the list above, please list the three most difficult challenges that your festival faces on the lines provided.

7. Which of the following were factors that most significantly contributed to the success of your most recent community festival? (Please check all that apply)

Festival/Event Management

Community Support

Coordination/Cooperation with Business People

Sufficient Funding (ex. Sponsorships)

Support and Participation of Local Government

Information and Technical Assistance

Choice of Activities and Events

Good Convention and Visitors Bureau

Coordination/Cooperation with Tourism Professionals

Offering a Complete Tourism Package

Strategic Planning

Volunteers

8. Of the factors listed above, please list the two areas that you feel your festival could improve upon?

APPENDIX B

Human Participants Documentation