

Festival attributes and perceptions: A meta-analysis of relationships with satisfaction and loyalty



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HIGHLIGHTS

- Meta-analysis is used to evaluate factors that influence festival satisfaction and loyalty.
- The most important attributes are festival activities and environment.
- Perceptions of cost/value have stronger relationships than perceptions of service quality.
- Festival satisfaction is strongly related to festival loyalty.

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ABSTRACT

Festivals provide economic, social and cultural benefits to the communities in which they occur, and contribute to event tourism and destination marketing. This research reports a meta-analysis of the festival literature to evaluate the factors that contribute to festival satisfaction and loyalty. Attributes were classified into six categories: activities, authenticity/uniqueness, concessions, environment, escape and socialization. The analysis revealed that festival activities (program, entertainment, thematic activities) and environment (atmosphere, convenience, facilities) are the most important determinants of satisfaction and loyalty. Two perceptions were evaluated: cost/value and service quality. The analysis revealed that cost/value is important for both satisfaction and loyalty, whereas service quality is relatively unimportant. Satisfaction with the festival is strongly related to loyalty. The findings suggest that festival planners should focus on providing an enjoyable program in a comfortable environment at a reasonable price. This strategy will cultivate repeat attendance and stimulate future visits to the festival destination.

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1. Introduction

Festivals provide communities with a way to celebrate their unique cultural traditions and attract tourist and local visitors. Festivals fall under the umbrella of event tourism, whereby people travel to destinations to attend specific events (Getz, 2008). Festivals span a variety of themes including art, culture, food and beverage, music, religion and sports (Maeng, Jang, & Li, 2016). They vary in reach from local to international. Festivals provide economic, social, and cultural benefits to the communities in which they occur (Arcodia & Whitford, 2006; Grappi and Montanari,

2011). They are important for destination marketing and to promote tourism (Chang, 2006).

The research literature on festivals encompasses several areas. Many published articles are case studies in which attendees at a particular festival are surveyed. This literature is unique in its multicultural scope. For example, there are studies of festivals in Europe (Grappi & Montanari, 2011), the Middle East (Akhoondnejad, 2016), Asia (Sohn, Lee, & Yoon, 2016), the United States (Yuan & Jang, 2008), Africa (Kruger, Saayman, & Ellis, 2010), and Australia (Savinovic, Kim, & Long, 2012). These studies investigate a variety of research topics, including motivations for attending (Maeng et al., 2016), customer segmentation (Chang, 2006), importance-performance analysis (Baker & Draper, 2013), theoretical models of attendee behavior (Yoon, Lee, & Lee, 2010), attendee characteristics (McDowall, 2010), satisfaction (Sohn et al., 2016), and loyalty (Yuan & Jang, 2008). Many studies investigate

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peoples' motivations to attend festivals, but not how these motivations affect outcomes. A quantitative review of literature on motivating factors found that the most commonly researched were socialization, family togetherness, escape, novelty, excitement and cultural exploration (Maeng et al., 2016). Three primary themes were identified in a review of 423 festival studies conducted through early 2009: antecedents (e.g., motivations), outcomes (e.g., economic impacts), and planning and managing festivals (Getz, 2010).

The missing link is an integrated evaluation of how the festival experience affects attendee satisfaction and subsequent behavior. As many festivals occur regularly, planners seek to create a satisfying experience for attendees so that they will want to return in the future (Tanford, Montgomery, & Hertzman, 2012). Repeat visitation has broader implications for destination marketing and tourism, as visitors may choose to return to a destination they previously visited because of the festival (Getz, 2008). Individual published studies typically measure particular antecedents and outcomes to achieve specific research purposes. Some studies measure motivations only, others measure factors that influence satisfaction or loyalty, and some may include both. Models of festival loyalty investigate the process whereby festival attributes influence loyalty intentions through the festival experience (Grappi & Montanari, 2011; Mason & Paggiaro, 2012). All of these studies provide building blocks for an integrated framework of festival loyalty.

The diverse settings and populations used in previous research limit the ability to generalize the findings beyond a specific festival. Therefore, the practical implications for festival organizers and marketers are not easily accessible from the literature. Moreover, one cannot expect organizers to sift through dozens of studies to gain useful insights for their festivals. The current research uses meta-analysis to quantify the effects of festival attributes and perceptions on attendee satisfaction and loyalty. The analysis produces a single effect size for each relationship, allowing researchers and practitioners to determine which factors are most important in driving repeat visitation. The research addresses the following questions:

1. What is the relationship between festival attributes and festival satisfaction? Which attributes are the most important satisfaction determinants?
2. What is the relationship between attendee perceptions of the festival and satisfaction?
3. What is the relationship between festival attributes and loyalty? Which attributes are the most important loyalty determinants?
4. What is the relationship between attendee perceptions of the festival and loyalty?
5. What is the relationship between attendee satisfaction and attendee loyalty?

2. Conceptual framework

Fig. 1 provides a conceptual framework for the research. After reviewing the literature and scrutinizing the measures used in each study, we identified six attribute dimensions of the festival experience that have received the most attention in the literature. *Activities* are comprised of the festival programming, entertainment, music and thematic content. *Authenticity/uniqueness* reflects the way in which the festival depicts the local culture. *Concessions* are the food, beverage and souvenir outlets that are offered. *Environment* represents the atmosphere and facilities at the venue. *Escape/enjoyment* encompasses the emotions, fun and excitement of attending the festival. *Socialization* represents the time spent in the

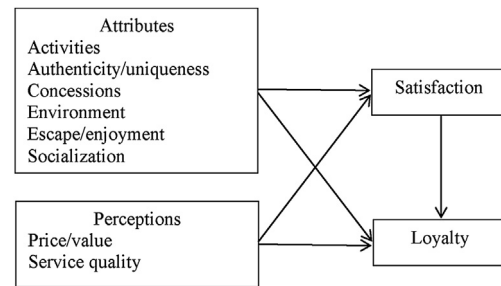


Fig. 1. Conceptual framework.

company of family and friends. Perceptions are evaluations of the overall festival experience that are not tied to a particular festival characteristic. *Cost/value* represents the extent to which the festival is perceived to be good value for the money. *Service quality* reflects perceptions of staff responsiveness and efficiency of service operations. Attributes and perceptions are linked to satisfaction and loyalty. *Satisfaction* is the attendee's overall satisfaction with the festival. *Loyalty* encompasses intentions to return to the festival in the future and recommend it to others.

It is important to note the meta-analysis evaluates the magnitude of relationships but not their direction. However, based on the individual studies analyzed, experiences and perceptions precede satisfaction and loyalty, and satisfaction leads to loyalty in studies that include both variables. The next section describes the literature that defines each variable, and relationships that have been observed within individual studies.

3. Literature review

Table 1 lists the study variables, common labels used in the literature, and a representative source that applied each label. In meta-analysis, it is essential to ascertain the operational definitions of variables to classify them under the correct attribute (Tanford, 2016). Researchers use a variety of labels to identify constructs that are conceptually similar. In most cases, the measurement scales were provided, and when they were not the description of the variable in the text was used to classify it. The literature review describes illustrative sources for each variable, but does not cite every article. We describe the overall pattern of relationships for each variable with satisfaction and loyalty, but not the detailed statistics. These are analyzed with meta-analysis following the literature review. A complete list of articles used in the analysis and the relationships they reported is provided as an Appendix.

3.1. Attributes

3.1.1. Activities

Festival activities constitute the central focus of the festival; that is, activities are what visitors do at the festival. *Festival program* was defined as evaluations of the program overall on various attributes (funny, varied, wonderful, well managed, well organized) at two festivals in Korea (Lee et al., 2011; Yoon et al., 2010). Similarly, *programme content* at a philosophy festival in Italy was measured by evaluative ratings of the program overall (Grappi & Montanari, 2011). A large student-run festival at an Iowa university included educational demonstrations and entertainment, resulting in two constructs labeled *education experience* and *entertainment experience* (Manthiou, Lee, Tang, & Chiang, 2014). A cultural festival in Australia focused on ethnic food and wine experiences; therefore, the activities variable was defined as *food, wine, and entertainment* (Savinovic et al., 2012). In an investigation of a jazz festival in

Table 1
Variable definitions.

Variables	Other common labels	Representative article
Attributes		
Activities	Program Entertainment, education Food, wine, & entertainment	Lee, Lee, and Choi (2011) Manthiou, Kang, et al. (2014) and Manthiou, Lee, et al. (2014) Savinovic et al. (2012)
Authenticity	Music quality Cultural exploration Festival authenticity Unique features	Thrane (2002) Schofield and Thompson (2007) Akhoondnejad (2016) Papadimitriou (2013)
Concessions	Festival product Food	Lee et al. (2011) Lee, Lee, and Yoon (2009)
Environment	Souvenir availability Amenities quality Atmospherics Comfort Environment quality	Grappi and Montanari (2011) Papadimitriou (2013) Lee (2014) Mason and Paggiaro (2012) Lee (2016)
Escape	Facilities Enjoyment Emotional value Excitement Hedonism	Yoon et al. (2010) Tanford et al. (2012) Lee et al. (2011) Wamwara-Mbugua and Cornwall (2010) Grappi and Montanari (2011)
Socialization	Camaraderie Family & friendliness Interpersonal facilitators Social identification	Inoue (2016) Huang, Li, and Cai (2010) Kim (2015) Grappi and Montanari (2011)
Perceptions		
Cost/value	Festival value Functional value Ticket price	Akhoondnejad (2016) Lee et al. (2011) Leenders (2010)
Service Quality	Interaction quality Perceived service quality Responsiveness Staff behaviors	Wong, Wu, and Cheng (2015) Lee, Petrick, and Crompton (2007) Park, Lee, and Park (2011) Grappi and Montanari (2011)
Outcomes		
Satisfaction	Festival satisfaction Visitor satisfaction	Yoon et al. (2010) Yan, Zhang, and Li (2012)
Loyalty	Behavioral intention Buying behavior Encourage, recommend Revisit intention	Mason and Paggiaro (2012) Bruwer (2014) Croes and Lee (2015) Choo, Ahn, and Petrick (2016)

Norway, the *music quality* variable consisted of ratings of sound quality, selection of artists, and program scheduling (Thrane, 2002).

Research demonstrates that program content is significantly related to satisfaction with the festival and repeat patronage (Grappi & Montanari, 2011; Lee et al., 2011). The relationship between thematic activities and satisfaction are mixed; for example, Thrane (2002) obtained a strong positive relationship between music quality and satisfaction with a jazz festival. On the other hand, food, wine and entertainment were not significantly related to satisfaction or repeat attendance at an ethnic food festival (Savinovic et al., 2012). At a festival for a major sporting event, perceptions of entertainment and the athletic competition were related to both satisfaction and loyalty (Petrick, Bennett, & Tsuji, 2013).

Every study reviewed revealed positive relationships between festival activities and satisfaction, and all but one found positive relationships between activities and loyalty, leading to the following hypotheses:

H1(a). There is a positive relationship between activities and festival satisfaction.

H1(b). There is a positive relationship between activities and festival loyalty.

3.1.2. Authenticity/uniqueness

Authenticity reflects the unique local flavor of the festival. In

Akhoondnejad's (2016) study of a handicrafts festival in Iran, *festival authenticity* was defined as unique products, local staff, traditional presentation and unique atmosphere. *Cultural exploration* at a Mongolian festival was measured by the desire to experience and learn about the Mongolian culture in a unique historical setting (Schofield & Thompson, 2007). At a Greek carnival, *festival unique features* consisted of floats, costumes, city image and music (Papadimitriou, 2013). Research finds significant but moderate relationships between authenticity/uniqueness and satisfaction, and mixed relationships with loyalty. Therefore, the following hypothesis is proposed:

H2: There is a positive relationship between authenticity and festival satisfaction.

3.1.3. Concessions

Most festivals provide vendor booths where visitors can purchase food, drinks, and souvenirs. At food and wine events, these are classified as activities, because they are the main focus of the event. At other festivals, they are considered concessions, because they are ancillary features. *Festival product* at the Boyeong Mud Festival in South Korea was defined as a variety of products (food, souvenirs) that were high quality at a reasonable price (Lee et al., 2011). *Food* and *souvenirs* were separate variables in Lee, Lee, and Yoon's (2009) survey at the Punggi Ginseng festival in Korea. *Souvenir availability* at a festival in Italy was defined as variety and

value of souvenirs, and whether they made good keepsakes (Grappi & Montanari, 2011). With few exceptions, the literature demonstrates positive relationships between concessions and both satisfaction and loyalty.

H3(a): There is a positive relationship between concessions and festival satisfaction.

H3(b): There is a positive relationship between concessions and festival loyalty.

3.1.4. Environment

The festival environment pertains to the venue where the festival is held. *Amenities quality* at the Greek carnival consisted of food and beverages, bathrooms, security, and friendly people (Papadimitriou, 2013). This illustrates that categories can overlap; in this instance, we classified the variable in the broader category of environment rather than concessions. *Atmospherics* at three Texas festivals consisted of ambience, layout/design, and service (Lee, 2014). Again, we chose the broader category even though service is embedded within it. *Comfort* was measured by ratings of safety, cleanliness, number of seats, and accessibility at an Italian food and wine festival (Mason & Paggiaro, 2012). At the Punggi Ginseng festival, *facilities* was measured by parking convenience, well prepared rest area, and clean restrooms (Yoon et al., 2010). Most studies find a positive relationship between environment and both loyalty and satisfaction, although the magnitude of effects varies.

H4(a): There is a positive relationship between environment and festival satisfaction.

H4(b): There is a positive relationship between environment and festival loyalty.

3.1.5. Escape

Escape reflects the emotions and enjoyment experienced by attendees. *Escape* for a blues festival in Turkey was defined as enjoying a day out, experiencing the festival atmosphere, getting away on the weekend, and trying something new (Bayrak, 2011). *Emotional value* was operationalized as the extent to which the festival was pleasurable, enjoyable, and made the attendee feel better (Lee et al., 2011). *Enjoyment* at a wine festival was measured with ratings of enjoyment, fun, escape, and excitement (Tanford et al., 2012). Similarly, the term *hedonism* was used for degree of agreement with statements that the attendee was delighted, enjoyed the experience, and felt it was an escape (Grappi & Montanari, 2011). The relationship between escape and both satisfaction and loyalty varies widely in the literature, ranging from low/nonsignificant to very high and significant. However, all but one of the relationships with loyalty is positive. In meta-analysis, statistical power is increased, so combining multiple positive effects, even if some are small, is expected to yield a significant result.

H5: There is a positive relationship between escape and festival loyalty.

3.1.6. Socialization

Socialization represents the social aspects of attending the festival with others. *Camaraderie* at a charity golf event was defined as warm relationships with others, a sense of belonging, and feelings of closeness towards other attendees (Inoue, 2016). *Family and friendliness* at a community Independence Day festival consisted of ratings that the people at the festival were warm and friendly and that the festival was ideal for family togetherness. A study at an

apple festival in South Korea used the term *interpersonal facilitators* to describe the opportunity to meet new people, and the extent to which friends and social group encourage participation in the festival. Social identification was measured by attachment, closeness and identification with other attendees and a feeling of belonging (Grappi & Montanari, 2011). The relationships between socialization and satisfaction are mixed in the literature, ranging from slightly negative to large and positive. A more consistent pattern of positive relationships exists between socialization and loyalty, leading to the following hypothesis:

H6: There is a positive relationship between socialization and festival loyalty.

When comparing the festival attributes, it can be seen that the first four attributes (activities, authenticity, environment, concessions) encompass the tangible attributes of the festival experience. For those attributes, more consistent relationships are observed in the literature with satisfaction versus loyalty, and this is reflected in the hypotheses. Socialization and escape are intangible reactions that may linger and trigger a desire to return. For these attributes, more consistent relationships are found with loyalty than satisfaction, and hypotheses are formulated for the loyalty relationship only.

3.2. Perceptions

3.2.1. Cost/value

Festival research has placed more emphasis on specific attributes than on perceptions of cost/value and service quality. Cost/value consists of price of admission and items sold at the festival and perceptions of value. *Festival value* at the handcrafts festival in Iran was defined as value for time, money, and effort (Akhoondnejad, 2016). *Functional value* consisted of ratings that the festival was affordable, economical, quality exceeded expense, and offered better quality and benefits (Lee et al., 2011). *Ticket price* was a single-item cost measure in Leenders' (2010) study of a music festival in the Netherlands. Despite the small sample of studies, relationships of cost/value with satisfaction and loyalty are consistently strong. This leads to the following hypotheses.

H7(a): There is a positive relationship between perceptions of cost/value and festival satisfaction.

H7(b): There is a positive relationship between perceptions of cost/value and festival loyalty.

3.2.2. Service quality

Service quality has received limited attention in the festival literature. However, it was a focal variable in Park, Lee and Park's (2011) investigation at a California film festival. That study defined *responsiveness* as the services of staff and volunteers and effective signage and pamphlets. The other constructs that the authors categorized under service quality pertained to attribute categories, such as program content and quality of facilities, and were not considered service quality for the meta-analysis. *Staff behaviors* consisted of knowledge about the festival, responsiveness to requests, and kind staff in Grappi and Montanari's (2011) investigation. *Interaction quality* at a Macau food festival consisted of multiple items representing staff professional conduct and problem-solving skill (Wong et al., 2015). The relationship between service quality and both satisfaction and loyalty is mixed in the small number of festival studies that report these relationships. This is in contrast with the hospitality literature, where numerous studies exist and the relationship is consistently positive (Tanford,

2016). Given the inconsistencies in the literature, hypotheses are not formulated for the relationship between service quality and satisfaction or loyalty.

3.3. Satisfaction and loyalty

The relationship between satisfaction and loyalty is measured in numerous festival studies. Satisfaction is defined as overall satisfaction with the festival, as satisfaction with specific attributes is classified in the relevant attribute category. Satisfaction is not referred to by any other terms in the literature other than with leading words such as festival (Yoon et al., 2010) or visitor (Yan et al., 2012). Loyalty is most often defined by behavioral intentions (Mason & Paggiaro, 2012), which include intentions to revisit the festival (Choo et al., 2016) and to recommend it to others (Croes & Lee, 2015). A few studies measure loyalty as expenditures, which include wine buying at an Australian wine festival (Bruwer, 2014) and intentions to donate at a charity festival (Inoue, 2016). With few exceptions, the individual studies report significant relationships between satisfaction and loyalty, supporting the well-documented relationship between these two variables in the hospitality literature (Tanford, 2016). Therefore, the following hypothesis is formulated:

H8: There is a positive relationship between festival satisfaction and festival loyalty.

3.4. Meta-analysis

In the literature review, we provided examples of research findings and formulated hypotheses about the nature of relationships by scanning through existing studies. This is a typical practice when reviewing past research. Meta-analysis provides a method to synthesize the results of independent studies statistically and quantify the magnitude of these relationships (Glass, 1976). It allows the researchers to move beyond statistical significance and address questions about the importance and consistency of research outcomes (Borenstein, Hedges, Higgins, & Rothstein, 2009). An individual study may reject a hypothesis due to non-significance, but this could be due to sample size or measurement issues. Meta-analysis has greater statistical power and provides an estimation of effect magnitude and dispersion across studies. It enables researchers to make generalizations about a body of literature, and evaluate individual studies in the context of all other studies (Borenstein et al., 2009).

4. Method

4.1. Study collection

A comprehensive search of the literature was conducted to locate every journal article that was eligible for inclusion. The study had to measure at least one of the relationships depicted in Fig. 1 to be included. The search was restricted to published articles (including early online versions) in peer-reviewed journals across all disciplines. Multiple databases were searched, including Hospitality & Tourism Complete, Business Source Elite, Science Direct, Scopus, and Emerald Library. The search terms used were “festival or event” and “attendance, motivation, satisfaction, or loyalty”, and the time frame was 1991–present. This time frame is based on Getz (2010), who reports that the majority of festival studies were published after 1990. However, the search did not yield any studies prior to 2000 that report relationships with festival satisfaction or loyalty, so the effective time period for the analysis is 2000–2016. In addition to the database search, the two primary event journals, *Event Management* and *Journal of Convention & Event Tourism*, were

hand searched over the same time period. The search was considered complete when subsequent queries did not yield any new articles. The final sample consisted of 66 articles that met the research requirements and reported data suitable for the analysis.

4.2. Effect coding

There are three primary effect size measures: correlation coefficients (r), standardized mean differences (Cohen's d), and log odds ratios for binary data (Borenstein et al., 2009). Since most of the studies used regression-based techniques or correlational data, the correlation coefficient was chosen as the effect size measure. First, the researchers recorded all the relevant statistics from each study for each set of relationships. These included correlation, sample size, t -value, p -value, and standardized regression coefficients. A small number of studies reported binary data, in which case odds ratios and confidence intervals were recorded. For example, in Bruwer and Kelley (2015) the loyalty measure was wine buying behavior (yes or no). Every coded effect was checked at least once.

Meta-analysis requires a single effect size measure for each study and a weighting factor, which can be either sample size or variance (Borenstein et al., 2009). When the study measured a relationship with a single pair of variables and reported the correlation matrix and sample size, no manipulation of data was necessary. However, there were three situations that required operations on the data. First, in some cases, there were multiple measures of the same relationship. For example, Grappi and Montanari (2011) had two measures of environment: places/atmosphere and information/facilities, and reported correlations of both with satisfaction and loyalty. Son and Lee (2011) had two measures of loyalty: recommendation and revisit intention, resulting in multiple attribute-loyalty relationships for every variable. It is not appropriate to treat these as independent observations, because the study will be overweighted in the analysis. Therefore, a composite effect size was computed using the formula provided by Borenstein et al. (2009), where the pooled variance serves as the weighting index. Second, for studies that used binary data, there is an exact conversion formula from log odds ratios to correlations that was applied (Borenstein et al., 2009). A third situation arises when the study reports regression coefficients but not correlations. In that case, the correlation coefficient can be estimated from the standardized regression coefficient (β) using the formula provided by Peterson and Brown (2005). Unlike the first two situations, it is not an exact conversion, but has been shown to produce accurate effect size estimates (Peterson & Brown, 2005). Table 2 summarizes the effect size calculations for each set of relationships. Across the entire sample of 255 effects, approximately two-thirds (67.84%) are exact values, based on single or multiple relationships or binary data. One-third (32.16%) of the values are close approximations estimated from regression coefficients. The danger of misrepresenting the population by excluding these studies outweighs any lack of precision they may introduce (Peterson & Brown, 2005).

4.3. Analysis

The analysis was conducted using Comprehensive Meta-Analysis version 3 (CMA) software. Each pair of relationships was analyzed separately by inputting an effect size measure and weighting factor. The effect size measure was the actual or estimated correlation, and the weighting was the sample size for single items and pooled variance for composite items. The software reports both fixed and random effects models. For this research, the random effects model was chosen because the data come from independent studies

Table 2
Summary of effect size metrics.

Relationship		Single Correlation	Composite correlation	Odds-ratio conversion	Imputed <i>r</i> (from β)	Number of effects
Attributes-Satisfaction	Count	40	17	0	37	94
	Percent	42.55%	18.09%	0.00%	39.36%	
Perceptions-Satisfaction	Count	8	6	0	0	14
	Percent	57.14%	42.86%	0.00%	0.00%	
Attributes-Loyalty	Count	32	21	6	27	86
	Percent	37.21%	24.42%	6.98%	31.40%	
Perceptions-Loyalty	Count	12	5	0	1	18
	Percent	66.67%	27.78%	0.00%	5.56%	
Satisfaction-Loyalty	Count	21	3	2	17	43
	Percent	48.84%	6.98%	4.65%	39.53%	
Total Effects	Count	113	52	8	82	255
	Percent	44.31%	20.39%	3.14%	32.16%	

conducted under a variety of conditions (Borenstein et al., 2009). Whereas the fixed effects model assumes there is a single true effect size, the random effects model assumes a distribution of effect sizes that may vary according to the research conditions. It includes between-study and within-study variation in estimating the summary effect size and confidence interval. The analysis results include a Q-statistic for heterogeneity. In every instance, the Q-statistic was highly significant, confirming the appropriateness of the random effects model.

5. Results

5.1. Relationships with satisfaction

The results for relationships with satisfaction are displayed in Table 3, ranked from largest to smallest effect sizes within the categories of attributes and perceptions. The number of effects represents the number of independent samples, which is typically the number of studies unless a study contains two separate samples. The total *n* represents the combined sample size of all studies used to calculate the effect. The summary effect size is the calculated effect size taking into account the effect size and weighting for each independent effect. The z-statistic and accompanying p-value test statistical significance. The lower and upper bound indicate the confidence interval, which is the range within which the true effect lies. The final column in Table 3 shows the Fail-safe N (Orwin, 1983) which represents the number of studies with a null finding that would be needed to render the effect size trivial. The Fail-safe N value is a defense against publication bias, which reflects the fact that research with significant findings is more likely to be published. Therefore, research with null effects (i.e., a zero or non-significant relationship) may exist but not be publicly available.

5.1.1. Attributes-satisfaction

The results show that festival activities, such as program and

entertainment, have the strongest relationship with festival satisfaction. Following Cohen's (1992) guidelines, correlations of 0.10, 0.30 and 0.50 are considered small, medium, and large effects respectively. With a summary effect size of 0.506, activities indicate a large effect with a confidence interval ranging from medium (0.386) to large (0.609). For the Fail-safe N value, we consider a small correlation (0.10) to be trivial. It would take 127 studies with zero correlation to render the activities-satisfaction relationship trivial. Festival environment, which includes amenities, facilities, and atmosphere, has a medium-large relationship with satisfaction (0.422) and the true effect falls between a medium (0.342) and large (0.497) effect. It would take 83 unpublished studies to nullify this effect. The relationship with authenticity (uniqueness, novelty, cultural awareness) and satisfaction is medium-large (0.407), although the confidence interval is wide and it would take only 19 studies to nullify the effect. Concessions such as souvenirs and food are moderately related to satisfaction (0.354) and can range from fairly small (0.248) to nearly large (0.452). It would take 29 null findings to render the results trivial. Socialization (0.267) and escape (0.242) are relatively unimportant in terms of festival satisfaction. However, the relationship with socialization is significant and positive, whereas the relationship with escape is non-significant. There is wide variation among individual effect sizes for escape, and the confidence interval ranges from negative (-0.280) to very large (0.654). Escape encompasses enjoyment, emotional value, and hedonism, which may vary considerably for different types of festivals.

5.1.2. Perceptions-satisfaction

The meta-analysis for perceptions and satisfaction is based on a relatively small sample of studies. There is no minimum number of studies for meta-analysis; however, when the effect varies substantially across studies, the between-study dispersion for random effects models may be inaccurate (Borenstein et al., 2009). Nonetheless, Borenstein et al. recommend, "reporting the usual statistics

Table 3
Relationships with satisfaction.

Variables	Number of effects	Total n	Summary effect size	z-value	p	Lower bound	Upper bound	Fail safe N
<i>Attributes</i>								
Activities	29	10,715	0.506	7.261	0.000	0.386	0.609	127
Environment	25	9920	0.422	9.323	0.000	0.342	0.497	83
Authenticity	9	2942	0.407	5.175	0.000	0.262	0.534	19
Concessions	11	4504	0.360	7.263	0.000	0.268	0.445	29
Socialization	10	3103	0.267	3.096	0.002	0.100	0.419	25
Escape	10	2971	0.242	0.904	0.904	-0.280	0.654	n/a
<i>Perceptions</i>								
Cost/value	5	2972	0.715	12.387	0.000	0.638	0.777	38
Service quality	9	3911	0.286	5.001	0.000	0.177	0.388	20

Table 4
Relationships with loyalty.

Variables	Number of effects	Total n	Summary effect size	z-value	p	Lower bound	Upper bound	Fail safe N
<i>Attributes</i>								
Activities	26	8820	0.440	8.050	0.000	0.343	0.528	105
Environment	21	8180	0.421	8.376	0.000	0.331	0.503	70
Escape	12	4628	0.372	3.705	0.000	0.182	0.535	35
Concessions	10	3723	0.354	6.200	0.000	0.248	0.452	29
Socialization	8	2693	0.357	4.572	0.000	0.210	0.488	25
Authenticity	9	3666	0.223	2.536	0.011	0.051	0.382	10
<i>Perceptions</i>								
Cost/value	11	4719	0.533	8.647	0.000	0.429	0.622	59
Service quality	7	2471	0.213	2.116	0.034	0.016	0.393	5
Satisfaction	43	16,671	0.620	11.802	0.000	0.540	0.689	265

and then explaining the limitations as clearly as possible” (p. 364). For the cost/value-satisfaction relationship, the effect is large (0.715), highly significant, and the lower bound is large as well (0.638). Examination of the individual studies reveals consistently large relationships. The Fail-safe N indicates that it would take 38 studies to overturn it. Therefore, the effect is robust despite coming from only five studies. On the other hand, service quality has a medium-sized relationship with satisfaction (0.286), a smaller z-value, and a confidence interval ranging from small (0.177) to medium (0.388). The effect sizes for individual studies vary widely and range from negative (-0.098) to large (0.45). Despite wide between-study dispersion, the Fail-safe N indicates that 20 studies with zero correlation would be needed to render the service quality-satisfaction relationship trivial.

5.2. Relationships with loyalty

The results of the meta-analysis of relationships of attributes, perceptions and satisfaction with loyalty are displayed in Table 4. Within each category, variables are ranked from largest to smallest effect magnitude.

5.2.1. Attributes-loyalty

As with satisfaction, activities are the strongest correlates of loyalty, and the effect size (0.440) approaches a large effect. The true effect size lies between medium (0.343) and large (0.528) and the Fail-safe N indicates that it would take 105 null findings to overturn the results. Environment-satisfaction is again the second largest relationship (0.421) and falls within a medium (0.331) to large (0.503) effect size. It would take 70 null relationships to render the effect trivial. Escape was the least important attribute for satisfaction, but has a stronger (0.372) relationship with loyalty. The confidence interval ranges from small (0.18) to large (0.535). It would require 35 studies with zero correlation to render the result trivial. Concessions have a similar-sized relationship with loyalty (0.360) and satisfaction (0.354) and the confidence interval is similar as well, ranging from medium-low (0.248) to medium-high (0.452). Twenty-nine null findings would be needed to negate the effect. Socialization is more important for loyalty (0.357) than it was for satisfaction (0.267), but has wide dispersion (0.210–0.488). Authenticity/uniqueness has the smallest relationship with loyalty (0.223) and a small but significant z-value of 2.536, $p = 0.011$. The lower bound is a trivial relationship (0.051) while the upper bound is a medium effect (382). It would require 10 null studies to overturn the effect.

5.2.2. Perceptions-loyalty

Cost/value perceptions have a large relationship with loyalty (0.533) and the true effect lies within a medium-large (0.429) to large (0.622) range. It would require 59 studies with zero

correlation to render the results trivial. The effect for service quality is small (0.213) and less significant ($p = 0.034$); moreover, the confidence interval ranges from no effect (0.016) to a medium-sized effect (0.393). The individual studies are widely dispersed, ranging from negative (-0.073) to large (0.480), and it would take only five studies that do not find a relationship to nullify the effect. Caution should be exercised when interpreting these findings given the sample characteristics (Borenstein et al., 2009). The lack of consistent relationships between service quality and satisfaction-loyalty for festivals is intriguing given their large effects for hospitality products (Tanford, 2016).

5.2.3. Satisfaction-loyalty

The satisfaction-loyalty relationship is well documented in hospitality, tourism, and marketing disciplines. The results of the meta-analysis confirm this relationship for festivals, with a summary effect size of 0.620 and a large lower (0.540) and upper (0.689) bound. With 43 effects and a total n of more than 16,000, this effect is robust. The Fail-safe N indicates that 265 studies with null findings would be needed to negate the satisfaction-loyalty relationship for festivals.

6. Discussion

Festivals range in size, scope, theme, locale, target audience, and many other factors. Using meta-analysis, this research revealed core attributes for festival satisfaction and loyalty that cut across the diverse body of literature. The findings support Hypotheses 1(a), 2, 3(a) and 4(a) by demonstrating positive relationships between festival attributes and satisfaction. Hypotheses 1(b), 3(b), 4(b), 5, and 6 are supported with positive relationships between festival attributes and loyalty. Value perceptions are significantly related to festival satisfaction and loyalty, supporting Hypotheses 7(a) and 7(b). Finally, satisfaction and loyalty are strongly related, supporting Hypothesis 8. The findings further support the proposition that effect sizes vary among different festival attributes and perceptions. Specifically, festival activities and environment are the most important attributes. Value emerged as a key perception derived from the festival experience, whereas perception of service quality is relatively unimportant. Satisfaction with the festival is strongly related to loyalty; therefore, attendees who are satisfied with the festival activities and environment, and who feel they received good value for the money, will be motivated to return to the festival in the future.

The analysis confirmed our observation from the literature that tangible festival attributes (activities, authenticity, environment, concessions), are more strongly related to satisfaction, whereas intangible attributes (escape, socialization) are more important for loyalty. Tangible attributes are experienced “in the moment” and contribute to attendees' satisfaction with the experience. Given its

strong relationship with loyalty, overall satisfaction may in turn influence intentions to return. Escape and socialization may evoke an emotional reaction, such that attendees later remember feelings of excitement and the enjoyment of being with friends. They may want to attend the festival again to experience these feelings. A future festival study could use structural equation modeling to test the hypothesis that tangible attributes influence loyalty through attendee satisfaction, whereas intangible attributes influence loyalty directly.

We did not hypothesize a relationship between service quality and satisfaction or loyalty given inconsistencies among studies. Although the relationships were statistically significant, they were small to medium in magnitude, and the relationship with loyalty was trivial in its lower bound. In hospitality and other service industries, service quality is considered a key loyalty antecedent, although its effects are most often mediated through satisfaction (Caruana, 2002; Kandampully, Zhang, & Bilgihan, 2015; Tanford, 2016). On the other hand, service quality does not figure prominently in models of destination loyalty (Gursoy, Chen, & Chi, 2014; Yoon & Uysal, 2005). The current research supports the indirect relationship, but the total impact on loyalty is small. By definition, the customer experience in service industries is created through the service encounter. Experiencing the product itself (for example, a hotel stay) is typically not the patron's ultimate objective. The hotel provides lodging for the primary travel purpose, be it business or leisure. On the other hand, experiencing the festival is the end goal for festival attendees, just as visiting a destination is the objective for tourists. The program, activities, and festival atmosphere drive satisfaction and ultimately loyalty, while service is in the background of the festival experience.

Festivals are leisure activities for which attendees expend their discretionary time and money. In the language of Porter's Five Forces (2008), they are highly susceptible to substitutes. Locals have a variety of ways to spend their leisure time, such as movies, shopping, spending time with friends and family, or staying home. Lodging is an essential service for tourists, but a festival is one of many activities they can enjoy at a destination. Some of these substitutes are free or inexpensive, such as sightseeing, enjoying nature, or visiting friends. The meta-analysis found that cost/value perceptions are important drivers of festival satisfaction and loyalty. However, the number of studies is few and they provide a variety of definitions of value, from ticket price (Leenders, 2010) to perceived worth for expenditures of money, time and effort (Yoon et al., 2010). Given its importance, it is critical to know what constitutes value for the festival-goer. Applying Zeithaml's (1988) classic definition, perceived value is a function of the sacrifices, both monetary and non-monetary, made by the consumer, along with perceived quality, which is influenced by both intrinsic and extrinsic attributes. Extrinsic attributes are more important for evaluation of experiential products, and when intrinsic cues require too much time and effort to evaluate. Festivals fall in this category. Although intrinsic factors (e.g., escape) may motivate attendance at a festival, our findings suggest that perceived value is derived from the extrinsic attributes (activities, environment) of the festival experience.

6.1. Practical implications

The findings have implications for festival organizers and destination marketers. Planners should focus on providing a program and activities that attendees enjoy. If the festival has a theme (e.g., music) the thematic content (e.g., musical performances) should be high quality. Cultural festivals often feature authentic costumes and local products. The findings indicate that authenticity is the third highest attribute for satisfaction, but the lowest

for loyalty. Therefore, cultural festivals should have an interesting program and activities that reflect the local culture. Planners should place high importance on the festival environment. There should be ample parking, restrooms and seating areas, and the facilities should be clean and comfortable. While these features are a given for hospitality products such as hotels and restaurants, they can add or detract from the festival experience. Festivals are typically held on temporary sites in which the environment is created by the organizers. Visitors may have to park far away in a field or dirt lot, wait in line for restrooms and concessions, and have difficulty navigating the festival grounds. The volume of visitors at popular festivals makes it challenging to keep the venues clean and comfortable. By devoting resources to these details, planners have the opportunity to create a superior environment that leaves attendees satisfied and wanting to return.

Festival organizers and marketers should consider the value of their products and the cost of admissions and onsite activities. They should screen vendors to ensure that their products are high quality and that prices are reasonable. Cost/value can be used as an attendance motivator by providing discount coupons in local publications, the festival website, and through travel agencies and destination marketing organizations (DMOs). To encourage repeat attendance and loyalty, incentives can be offered to current visitors that will increase the value of a future visit. These could include admission discounts for repeat guests or even a loyalty program for a festival that is held regularly. Given the importance of the festival environment, a VIP parking area could be one benefit for such a program. A database of festival visitors is beneficial, but is challenging to develop since most people simply walk in. Festival marketers should investigate ways to obtain attendees' email addresses, which would allow them to follow up with surveys to evaluate their recent festival experience. They could reach out to these visitors as the next year's festival approaches, and provide an overview of the program and activities. The communication could include "repeat visitors" pricing and benefits, making the individual feel special and building the emotional commitment that is a key driver of loyalty (Bowen & Shoemaker, 2003).

The findings have implications for the broader umbrella of event tourism and destination marketing (Getz, 2008). Planning a successful festival with loyalty-building attributes may motivate tourists to visit a destination specifically to attend the festival. In their theoretical model of destination loyalty, Gursoy et al. (2014) suggest that loyalty is determined by multiple factors, including destination image, involvement, value, and previous experiences. This argument is supported by a meta-analysis of destination image, which found that destination image is a significant loyalty determinant, but leaves a substantial amount of variance unaccounted for (Zhang, Fu, Cai, & Lu, 2014). Festivals can increase involvement, as they require active participation to a greater extent than tourist activities such as sightseeing or visiting museums. The perceived value of the festival can enhance the overall value of the tourism experience. DMO's should promote festivals in their marketing campaigns, focusing on the program and activities to a greater extent than cultural significance and uniqueness. The opportunity to engage actively in festival activities can boost the experiential appeal of a destination and motivate repeat visitation.

6.2. Limitations and future research

The meta-analysis was conducted on a diverse body of literature; therefore, the findings may not apply to each individual festival setting. In some instances, the sample of studies that measured a relationship was small, which can affect the accuracy of the analysis. In particular, there were fewer studies that measured perceptions of value and service quality compared to attributes.

Cost/value emerged as a strong correlate of both satisfaction and loyalty. Future research is needed to determine what constitutes value and which value-added features are most important for satisfaction and loyalty. There were not enough studies to evaluate how value relates to festival attributes. Future process models of festival loyalty should include value as a measure, since it appears to be a critical component.

Within each attribute category, the operational definitions and measurements differ between studies. In some cases there is overlap between categories, such as a multi-item measure that contains questions that fit in more than category. For example, a measure of festival environment could include an item on concessions, and festival activities could include measures of authenticity. In such cases, the study was classified in the broader category. It must be recognized that the classification of effects could influence the outcome. Statistically, the use of a random effects model takes into account the variability between studies within a given category.

Approximately one-third of the effect sizes in the analysis were estimated from standardized regression coefficients using the formula recommended by Peterson and Brown (2005). Although these have been shown to be accurate, they contain a margin for error. The failure to include the correlation matrix is a limitation of hospitality/tourism studies that hinders researchers conducting meta-analysis. In its author guidelines, *Tourism Management* requests a covariance matrix for research using structural equation modeling (SEM), but not all journals have this policy. We would like to

suggest that journals require authors to include the correlation matrix among all study variables when submitting a manuscript that uses SEM or other regression-based techniques.

The relationships reported do not establish causality, and do not include the influence of variables that mediate these relationships. This could be considered a limitation, but is at the same time a strength of the meta-analysis approach. As long as correlations (or estimates thereof) are available, the analysis is not bound by a sequence imposed by other researchers. Different researchers may treat the same variable as a direct antecedent, mediator, moderator, or outcome. If the statistical analysis provides a good fit, the theoretical model is supported. These studies are important to understand the loyalty process, but an individual study cannot measure all the variables that contribute to the process. The meta-analysis provides broad generalities that can be evaluated further with SEM or other methods. Like other research methods, it has its strengths and limitations. The findings of this analysis lend coherence to the body of festival literature and provide a foundation for future research on ways to enhance festival satisfaction and loyalty.

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Appendix

Meta-Analysis Sources and Relationships.

Source	Relationship measured
Akhoondnejad (2016)	8, 10, 15, 17
Anil (2012)	3, 14, 17
Baker and Crompton (2000)	1, 4, 7, 10, 17
Bayrak (2011)	1, 5, 6, 7, 11, 12
Bruwer and Kelley (2015)	1, 7, 10, 17
Bruwer (2014)	17
Chang, Gibson, and Sisson (2014)	17
Cheng, Chang, and Dai (2015)	2
Choo et al. (2016)	1, 3, 7, 9, 10, 17
Chung (2014)	13, 15, 17
Cole and Chancellor (2009)	1, 7, 17
Cole and Illum (2006)	17
Croes and Lee (2015)	7, 17
Dimitrios and Efstathios (2011)	2, 4, 17
Grappi and Montanari (2011)	1, 3, 4, 5, 6, 7, 9, 10, 11, 12, 14, 16, 17
Gursoy, Spangenberg, and Rutherford (2006)	11
Hall, Oriade, and Robinson (2016)	17
Huang et al. (2010)	7, 8, 12
Inoue (2016)	6, 12, 17
Jung, Ineson, Kim, and Yap (2015)	1, 3, 9, 17
Kim (2015)	1, 4, 6
Kim, Suh, and Eves (2010)	17
Kim, Kim, Ruetzler, and Taylor (2010)	17
Kitterlin and Yoo (2014)	7, 9, 10, 16
Kruger et al. (2010)	8, 11
Lee, Lee, and Arcodia (2014)	17
Lee and Beeler (2007)	14, 16, 17
Lee et al. (2011)	1, 3, 5, 7, 9, 10, 11, 13, 15, 17
Lee (2014)	10, 17
Lee et al. (2009)	7, 9, 10, 15
Lee et al. (2007)	13, 15, 17
Lee and Hsu (2013)	2, 5, 8, 11, 17
Lee (2016)	10, 17
Lee, Liu, Chung, and Ho (2015)	10, 15
Lee, Lee, Lee, and Babin (2008)	1, 3, 4, 14, 17
Lee, Manthiou, Jeong, Tang, and Chiang (2015)	14, 17
Leenders (2010)	7, 15
Manthiou, Kang, and Schrier (2014)	15
Manthiou, Lee, Tang, and Chiang (2014)	7, 10, 11
Mason and Paggiaro (2012)	1, 4, 5, 7, 10, 11

Meta-Analysis Sources and Relationships, continued.

Source	Relationship measured
McDowall (2010)	2, 5, 6
McDowall (2011)	1, 3
Munusturalar, Argan, and Argan (2015)	1
Özdemir & Çulha (2009)	3, 4, 9, 10, 14, 16
Papadimitriou (2013)	1, 2, 6, 7, 8, 10, 12, 17
Park et al. (2011)	1, 3, 4, 14
Petrick et al. (2013)	1, 7, 17
Savinovic et al. (2012)	1, 2, 5, 6, 7, 8, 11, 12, 17
Schofield and Thompson (2007)	1, 2, 8
Shen (2014)	7, 8, 9
Smith, Costello, and Muenchen (2010)	1, 17
Sohn et al. (2016)	17
Son and Lee (2011)	1, 4, 6, 7, 10, 12
Song, Lee, Kim, Bendle, and Shin (2014)	1, 4, 14
Taks, Chalip, Green, Kesenne, and Martyn (2009)	11
Tanford et al. (2012)	1, 5, 6, 7, 11, 12, 17
Thrane (2002)	1, 7, 17
Wamwara-Mbugua and Cornwall (2010)	8, 11
Wong et al. (2015)	1, 4, 7, 10, 14, 16, 17
Wu and Ai (2016)	1, 3, 4, 7, 9, 10, 14, 16, 17
Yan et al. (2012)	1, 17
Yang (2010)	17
Yang, Gu, and Cen (2011)	15
Yoon et al. (2010)	1, 3, 7, 9, 10, 13, 15, 17
Yuan and Jang (2008)	1, 7, 10
Yuan, Morrison, Cai, and Linton (2008)	13, 15, 17

Note. Relationship Key.

Note. Relationship Key

<i>activities-satisfaction</i>	1	<i>activities-loyalty</i>	7	<i>price/value-satisfaction</i>	13
<i>authenticity-satisfaction</i>	2	<i>authenticity-loyalty</i>	8	<i>service quality-satisfaction</i>	14
<i>concessions-satisfaction</i>	3	<i>concessions-loyalty</i>	9	<i>price/value-loyalty</i>	15
<i>environment-satisfaction</i>	4	<i>environment-loyalty</i>	10	<i>service quality-loyalty</i>	16
<i>escape-satisfaction</i>	5	<i>escape-loyalty</i>	11	<i>satisfaction-loyalty</i>	17
<i>socialization-satisfaction</i>	6	<i>socialization-loyalty</i>	12		

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