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Residents' Needs and Organisers' Goals towards the Organisation of Monsoon Cup Event, Malaysia

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ABSTRACT

The Monsoon Cup sporting event is an international yachting regatta held annually in Pulau Duyong, Terengganu, Malaysia during monsoon season between November and January. This research is significant for stakeholders (the community and organisers) in terms of promoting a more transparent process for managing and organising of the Monsoon Cup sailing event. The aim of this research is to examine the social and economic needs of the residents and the goals of the organisers' (government and Event Company) in organising the Monsoon Cup event. This research used qualitative technique and data were collected through in-depth semi-structured interview with 14 individuals from the organizing team and 36 local residents from Pulau Duyong. The collected data was analysed using thematic content analysis. This research used social exchange theory to develop its theoretical framework. Several important themes emerged from the interviews with the residents that the event would provide positive economic impact especially in increasing income and providing new business opportunities. The interviews with the organisers revealed some important goals which were to promote Terengganu internationally, to provide source of income, to promote traditional boat making industry and to encourage the sport of sailing. Finally, this research had exposed the similarities and differences between residents' needs

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and organisers' goals which can provide strategies to achieve mutual understanding between the key stakeholders.

Keywords: Residents' Need, Organisers' Goal, Mega Sailing Event, Monsoon Cup, Malaysia.

INTRODUCTION

The Monsoon Cup (MC) is part of the World Match Racing Tour and serves as the Malaysian leg for the prestigious international sailing event. The World Match Tour consists of nine events, in nine specially selected locations around the world. As the leading professional sailing series in the world, the Tour events are recognised as must-attend regattas on the match-race circuit. This professional sailing series was established in 2000 to unite the world's best match-race regattas under one banner. It was reported in the Ninth Malaysian Plan (2006-2010), that one of the efforts to provide diversified tourism products was the sailing and cruising industry which needs to be further encouraged. Therefore, the MC sailing event were held and supported by the Federal Government with the aim of raising the country's international image as a sailing destination which can generate higher level of foreign revenues.

The Monsoon Cup is held in Terengganu, one of the states in Peninsular Malaysia which has always been known as a popular island and beach tourism destination. The Monsoon Cup is held at Pulau Duyong, Terengganu where the population is 4495. Unlike the other tourism islands in Terengganu, Pulau Duyong sits at the mouth of Terengganu River and is accessible by road. Pulau Duyong is positioned well to challenge experienced sailors with its high-speed winds and torrential rain during its early monsoon season. About 20% of its residents are involved in fishing activities; while other residents are engaged in activities related to traditional crafts. The most famous of which is traditional boat making where the highly skilled boat builders have long attracted the interest of sailors and boat builders from around the world (www.monsooncup.com.my).

The researcher disclosed few issues from secondary data that arise among local residents of Pulau Duyong about the Monsoon Cup event since the beginning of its inception. The residents complained that local government agencies and organizers have paid little attention to their requirements. The successful staging of an event requires resident aspirations and wants to be adequately addressed.

Exploring resident needs at the initial stage of planning and organizing an event is vital so as to gain their confidence and support. Residents can have their

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needs considered and understood (Boyko, 2008). These attempts may help to prevent future conflict between stakeholders. Most importantly, government may be able to claim some credit from their electorates if these types of events proved to be successful (Bull and Lovell, 2007). As a result, communities will feel a sense of ownership and control as well as greater power over the organisation of the event; and will generally support it. As Getz (1991) noted, community support is an essential foundation for the successful staging of events. It is also significant to identify the government and organiser's goals and priorities for a specific event. Therefore, the aim of this research is to examine residents' social and economic needs as well as the organisers' goals and priorities with regards to the Monsoon Cup event organisation.

This research employed Social Exchange Theory as the basic principle to explore resident need as an element in exchange process in which if considered could influence resident's support. Social exchange theory is popular in its application when developing an understanding of perception and attitude studies. Blau (1964) argued that, "Basic exchange principles occur only among those relationships in which rewards are expected and received from a designated other" (p. 330). Ap (1992) suggested that in order to sustain the tourism industry in a community, certain exchanges must occur. In regards to attaining resident support, the concept of need in an exchange relationship can be accepted an important component of social exchange theory.

METHODOLOGY

For the purpose of achieving the research aims and objectives, this study had employed a constructivism paradigm and a qualitative research approach. Data was collected by conducting semi-structured interviews with the residents of Pulau Duyong, officials of the Federal and State government of Terengganu and the event company. A total of 50 respondents, comprising 36 local residents of Pulau Duyong and 14 respondents representing the organisers of the event (Ministry of Youth and Sport, Ministry of Tourism, Terengganu State's Tourism EXCO and T-Best Event Pty. Ltd.) were interviewed. They were selected through the process of purposive and snowball sampling. Interviews were conducted using two separate interview schedules for the different sampling frames (the organisers and residents). The reliability of the interview question was pilot tested and checked to ensure the rigour of the study. Thematic content analysis (Green and Thorogood, 2009) was used to analyse the transcribed data with the help of NVIVO 9.1 software.

Process of Interviewing the Event Company and Government Officials

After obtaining ethical approval, the researcher contacted T-Best Event Pty. Ltd., the Ministry of Tourism and the Ministry of Youth and Sport by email. The researchers inform them about the research topic and explain the purpose of the research. The researchers were suggested by the Race Advisor of the Monsoon Cup event to interview the Board of Director and two middle level managers at T-Best Event. Furthermore, the researchers were provided with the contact numbers of the Federal and State Government's directors and officers at the Ministry of Tourism who had involved in the event. The Ministry of Youth and Sport also emailed the researchers the names of three officers to be interviewed. However, when the researchers contacted them directly, only one officer was willing to be interviewed.

In Kuala Terengganu, the researchers began the process by attending the State Government's Secretarial Office where they were given an organisational chart of the State Government of Terengganu that included the Chief Minister and his EXCOS (Executive Committees) and their different portfolios. However, for the purpose of this research and based on a purposive sampling technique, the researchers only interviewed the Tourism EXCO who was involved in the organization of Monsoon Cup. The next stage was to contact potential interviewees to set up appointments. The researchers began the interview by first introducing themselves and showing the interviewee the information sheet for him/her to read. Interviewees were also asked to sign a consent form to give the researchers the permission to conduct the interview and to record the interviews using a digital recorder.

Process of Interviewing the Residents of Pulau Duyong

The interview process began at the District Office of Kuala Terengganu where the researcher met with a government officer of the Community Development Unit who then introduced her to the head of DuyongSekolah Village at Pulau Duyong. The researcher showed him an information sheet describing her research. Pulau Duyong has five villages which were named DuyongSekolah, Duyong Wan Su, Duyong Kecil, Pulau Ketam and Kelak Ayer. Each village has its own head or chieftain.

She asked for the characteristic of Pulau Duyong's residents from the Chieftain of DuyongSekolah Village. Based on a purposive sampling method, the researcher chose the residents according to their socio-economic profile

(types of occupancy and level of education). The chieftain of DuyongSekolah Village also helped the researcher by providing her with the contact numbers and addresses of potential interviewees whom the researcher had selected to be interviewed. The chieftain also offered information on any residents who were involved either directly and indirectly in the organisation of the Monsoon Cup from the beginning, until the present day. He then suggested that the researchers should interview the former community representatives who had been involved in the early stages of the organisation of the event.

There are two community representatives at Pulau Duyong. The seat of Pulau Duyong is represented by the opposition political party, having being voted in at the last election as the State's Legislative Assembly Member. To counterbalance the opposition representative, the State Government assigned another representative known as 'DUN Development Officer' through whom the local residents can channel their views.

FINDINGS

Profile of the Interviewees

A total of 50 informants were recruited in this study on the basis of snowball and purposive sampling. Of the total number of the study sample, 10 informants were employed from the federal and state government agencies and 4 informants from the event company who were directly involved in organising the Monsoon Cup. A further 36 interviews were conducted with the residents of Pulau Duyong. The residents were recruited according to their demographic information (age, gender and length of residency) and their socio-economic background (type of occupancy and level of education). The types of occupancy and levels of education are illustrated in Tables 1 and 2.

Table 1 Types of occupancy

Types of occupancy	Number of residents
Government servant	12
Business entrepreneur	11
Private sector employee	5
Politician	4
Fisherman	2
Pensioner	1

Table 2 Levels of education

Levels of education	Number of residents
Primary school	6
Secondary school	18
Bachelor degree	9
Post graduate degree	3

Study Findings from the Residents of Pulau Duyong

A majority of the residents interviewed hoped that the Monsoon Cup would provide a positive socio-economic impact, particularly in increasing income by providing new business opportunities. One resident commented that he was disappointed that the government chose to award the construction project of building the new marina and resort to an outsider at a very early stage of the project planning, to the total exclusion of a local contractor. One former politician who was also involved in construction industry stated, *“I expect that this event could give us more opportunities in business. I assumed that the project of building the marina will be given to local contractor but no. The project was given to outsider, not the local people from Terengganu.”*

Several interviewees mentioned that they need the event to promote local handicraft. One resident who was involved in making traditional wooden boat models, stated, *“I expect that this event can promote and increase my wood boat model business because the former Chief Minister had promised this to us.”* Another handicraft maker was also disappointed with the organisers of the MC. She stated that she had hoped that the MC would promote her handicraft products, but she had never been invited to the Marina’s exhibition hall.

The residents also expected that the event would provide greater job opportunities as they expected the organisers to train or send interested residents for English and hospitality courses. Another objective of the MC that had been stated but never delivered was that residents would be provided with job opportunities at the five star resort and marina. Several interviewees needed assurance that the government would train, and send interested residents to do English and hospitality courses. One local politician expressed his dissatisfaction with the government and indicated that, *“The organiser promised to train or send some residents of Pulau Duyong who already had shown their interest in hotel and English courses but they never delivered their promise....”*

The second most important theme that emerged from the findings was the desire that Pulau Duyong would become famous among local and foreign

tourists as a new and famous sailing destination. An interviewee who is involved in food and beverage business stated, *“To promote Pulau Duyong in Malaysia, domestically and internationally so that more people will come to Pulau Duyong and Terengganu.”* Many of the residents also wanted Pulau Duyong to become a famous sailing destination in order to promote sailing activity among its residents.

Just over half of the residents interviewed for the study spoke about the importance of promoting the boat making industry in order to continue the heritage of their ancestors as famous boat and ship builders in Pulau Duyong. One well-known traditional boat maker explained, *“I was expecting that many people will come to order boats from me.”* Moreover, they held the belief that the event could provide greater opportunities for the youth of Pulau Duyong to learn about sailing at the Sailing Academy. As one civil servant explained, *“They have the need and spirit to learn sailing because most of them are fishermen’s children; they have sea farer’s soul. Furthermore, with the existence of the Monsoon Cup, their spirits are enhanced.”* However, unfortunately the sailing academy is now located at Putrajaya in the Federal Territory of Malaysia and not at Pulau Duyong where it had been promised during the planning stage of the event. Several local residents also expected that the event would improve the infrastructure and facilities at Pulau Duyong, such as better road accessibility and jetties for the fishermen.

The Social Needs Met by the MC

Some of the social needs of the community were met by the Monsoon Cup. Many interviewees stated that the Monsoon Cup event had fulfilled some of their leisure needs. They mentioned that previously they had enjoyed the traditional long boat competition and several other water sport activities held as part of the Monsoon Cup side events. Several respondents also commented that the Duyong Heritage Bay Cup had increased their interest in sailing. Thus, many interviewees reported that this event had provided them with feelings of excitement, happiness and enjoyment during its early years. As resident 1 commented, *“The sense of enjoyment was felt more during the early years of the event.”*

A small number commented that the event had improved the infrastructure of Pulau Duyong. They gave an example of the increased depth of water at the river mouth that provided greater convenience for the fishermen. They stated that the building of new fishermen’s wharves at Pulau Duyong also facilitated the work of the fishermen. Moreover, several of them also stated that the Monsoon Cup has improved the physical environment such as the cleanliness of Pulau Duyong, hence, resulting in an improved image and appearance.

However, further analysis revealed that there were a number of social needs that had not yet been fulfilled. The first social need that they mentioned was in regard to the sailing school that was to have been established and operated at Pulau Duyong, but unfortunately had been re-located to Putrajaya Federal Territory. Therefore, the need for promoting sailing activities among the local youth of Pulau Duyong had not yet been met. As resident 2 stated, the local youth had the desire and want to learn sailing, but economically they could not afford to enrol in the Putrajaya Sailing Academy. Furthermore, facilities such as the fuel station and grocery shop as well as maintenance services at the marina had not yet been completed so as to cater for the increased demand by sailors.

Residents' Economic Needs Met by the MC

Several residents expressed the viewpoint that their economic needs had been met by the MC. Several informants who were involved in business activities such as the local restaurants, coffee shops, groceries shops all agreed that their income only increased during the week of the event. As resident 3 stated, there was, *"A little bit of extra income for restaurant owners during the week of the event."*

Apart from the income obtained during the week of the event, two informants also mentioned that income was generated from the berth parking rent. Resident 4 stated that in June every year, there is a 'Sail Malaysia' event where 40 sailing boats in convoy arrived from Australia and rented parking berths at the marina. The management of the marina charged them RM3.50 per metre. In addition, the sailors bought fuel for their boats from local fishermen, which provided additional income for these residents. Other economic needs met by the MC were through several job opportunities for the residents such as being security for public areas, housekeeping, waiting tables and other part time jobs at the Marina and Riyaz Resort.

However, some of the economic needs had not yet been accomplished from the MC event. In terms of job opportunities, several informants complained that the management of the marina and resort only employed qualified candidates who have knowledge and skills in the hospitality industry. Several informants also commented that they were unable to promote local products because they could not afford to pay the high rent for exhibition space. As resident 5 commented, *"We cannot promote our local product because the exhibition spaces' rent at the marina cost from RM4,000 to RM5,000. Can the community afford it?"*

Several informers also mentioned that the standard of living of the residents was still low as there were not many economic activities that emanated from the MC that were able to help support the resident economic needs.

Study Findings from the Government and Event Company

The interviews with the organisers presented several main themes regarding their goals for staging the Monsoon Cup event. The most important intention each year was to promote the Terengganu state of Malaysia internationally via live broadcast of the event on a number of international television networks. Advertising Malaysia on TV network which broadcast to 179 foreign countries required a high level of expenditure; therefore, the MC has become a tool to promote Pulau Duyong and Terengganu. An informant at T-Best Event noted that, *"This event will also be a marketing tool to promote the Marina and Pulau Duyong at an international level."* Some of the informants also mentioned that promoting Terengganu at an international level could promote the tourism industry in Terengganu.

The second most important goal was to create a brand name for Pulau Duyong as a popular sailing destination. As one of the State Government Officers stated, *"We named this event 'Monsoon Cup Terengganu, Duyong' as a strategy to brand Pulau Duyong as a new sailing destination."* One informant also explained that the goal of having the MC in the monsoon season was to break the psychological barrier of the perception that Terengganu is a seasonal tourist destination. An analysis of the data showed that during the Monsoon season, the hotel occupancy rate was below 30%. Tourists seemed to avoid visiting Terengganu during the monsoon and rainy season in November, December and January. Therefore, this event was organised during this season in order to attract tourists. Another general goal of the MC was that the government wanted to encourage the sport of sailing among Malaysians.

In relation to the community, the most important goal that was mentioned by many of the organisers was to provide an alternate source of income for the people of Terengganu. Although this is an annual event, it was hoped that it would generate economic activities by creating jobs and business opportunities especially in the monsoon season. The second goal was to enhance infrastructure development at Pulau Duyong and Kuala Terengganu such as the marina, boat repair facilities, fisherman wharves, as well as to provide better and more accessible roads. As one informant at T-Best Event commented, *"This event is a marketing tool for infrastructure development at Pulau Duyong, Terengganu."*

The third goal was to encourage youth participation in the sport of sailing, and most importantly to learn sailing at the Sailing Academy. The fourth goal is to promote traditional boat making at Pulau Duyong. In the 1970s, there were 35 boat making entrepreneurs at Pulau Duyong; now there are only four left on the island. Many traditional boat makers have stopped building traditional wooden boats because there was no longer a demand. Thus, the purpose of promoting

traditional boat making was to encourage buyers and to provide opportunities for youngsters and locals to learn building and repairing boats.

Achievement of the Monsoon Cup

The majority of the informants agreed that the most significant goal that the MC event had achieved was to promote Terengganu internationally via the media broadcasts. Two days of live telecast on ESPN and other international sport channels such as Astro Sport and Euro Sport on Saturday and Sunday, promotes Malaysia to 183 foreign countries. This explains why foreigners, who have not heard about Pulau Duyong and Terengganu previously, were able to see Pulau Duyong as a place to visit, as well as to be made aware of the local handicrafts and products of Terengganu. Thus, this event has helped to promote Malaysia as a tourist destination, not just during the MC event, but throughout the year. An informant at T-Best Event informed the researcher about the 'Brand Value Report' of the MC. He disclosed that, *"We had hit in a KPI report a total of \$79 million USD in terms of TV media value which means air time minutes for promoting Pulau Duyong this way."*

Tourist arrivals have increased steadily since the beginning of the MC in 2005, except for 2009 when the H1N1 disease effected Malaysian tourism. Several informants mentioned that another achievement of the MC was increased in tourism and business activities during the monsoon season. These included increased business at restaurants and lodgings in Kuala Terengganu, and for sales of local handmade handicrafts such as batik, wooden boat replicas and local food products. As one informant commented, *"Normally, during monsoon season, businesses are dead in Terengganu; so with the MC now, businesses are active; this is one area of the KPI."* The last goal the MC had achieved was that the MC has enhanced local infrastructure development. For example, roads have been upgraded, while the river mouth and coastal areas of Pulau Duyong and Kuala Terengganu had been improved with proper pavements for people to walk on and to enjoy the view.

Many interviewees stated however, that the MC has not achieved one of its goals stated in the MC Master plan which is to promote networking amongst businessmen and foreign investors. An analysis of the data indicated that the Gala Dinner held during the first MC was organised to promote networking with foreign industry players involved in sailing and cruising. However, local politicians viewed the Gala Dinner negatively as they had not been invited. Therefore, this suggests after that the MC has not yet been used as a platform for networking.

The organiser's views on resident needs and expectations from the MC

Interestingly, the study findings revealed that the organisers were cognizant of the residents' needs; especially with regards to their desire for the event to bring greater economic benefits for the local community by way of increasing the residents' level of income during the monsoon season. However, one of the event organisers commented that he thought this was somewhat unrealistic as in the first instance the residents did not know how to sell their products, and then they also had been provided with little to no opportunity to do so anyway. One of the federal government officers stated, *"I heard that the community expected to sell their local products at the Marina, but they did not know how, and they did not have any chance or they were not given any chances."* Consequently, several organisers were aware of the residents' expectation that there would be all year round sailing activities so that this would bring more job opportunities. Several organisers also realised what the local community needed from this event is to improve their quality of life and to have a higher standard of living. In addition, the organisers also noticed that the residents needed to have better infrastructure and public facilities.

DISCUSSION

The findings revealed that while all stakeholder groups could identify a range of benefits that might accrue to the local community from the staging of the event, there was however not the same level of agreement amongst the groups as to whether such benefit had actually flowed through to the local community. Boyko (2008) acknowledged this when exploring the likely impact of staged events on local communities that it was critically important for the government and event agencies involved in planning of any given large scale event had a detailed understanding of the needs and concerns of the host community from the outset. Yet, despite this fact, study results revealed that to date there had been no focussed effort by government or event stakeholder groups to incorporate the event related need and goal factors into any form of a community support framework. It is perhaps not surprising to note therefore, that findings revealed that while local residents regarded the staged event as having the potential to economically benefit the region as a whole, the opportunities to derive some form of financial benefit from the staging of an event was, for many individuals in the local community extremely limited, whereas the social impact of the event on the local community was considered by respondents to be substantial.

Madrigal (1995) contended that when developing tourism-driven initiatives as exemplified by the Monsoon Cup, particular effort should be made by the government authorities involved to adopt a business marketing approach in which the local community is considered to be its primary internal market by addressing their needs first and foremost before considering the external market (e.g., industry players, business entrepreneurs, event participants, or spectators). Madrigal (1995) argued that such effort was necessary to garnish the local community's on-going support for the planned initiative. This, in part, could be achieved by the government agencies involved appropriately positioning themselves so that decisions are based in a desire to meet the basic needs of the host community whilst reducing, wherever possible, the socio-political risks for the tourists and the tourism development itself (Tosun, 2006).

This study found that many informants felt the MC event had satisfied their leisure needs in terms of sailing and involvement in other forms of water sport activities. This was explained through their participation in the traditional long boat and sailing race competition such as the Duyong Heritage Bay Cup. However, some of them suggested that more water sport activities should be organised at the marina so that the infrastructure would not be wasted. The study findings revealed that almost half interviewees reported that this event provided them with the feelings of excitement, happiness and enjoyment during the week of the MC. However, the residents added that they only felt this excitement in the early years of the event.

As reported earlier, the event has increased tourism and business activities during the monsoon season. As a result, the residents indicated that their income had increased during the week of the event. However, only those involved in business obtained this benefit. As one resident disclosed that they received, "*A little bit of income for restaurant's owners during the week of the event.*"

Other than the income obtained during the week of the MC event, two informants mentioned another source of income was received from charging a berthing fee at the marina. One informant indicated that in June every year, a 40 boat convoy from Australia rented parking berths from the management of the resort. He stated, "*We charge them RM3.50 per metre. At the same time, the boat owner will buy fuel for their boats from the fishermen.*" However, few organisers stated that it would be more convenient to the sailors if there was a fuel station supply at the marina itself as well as other facilities like a grocery store and boat repair service. As a result, more sailors would stop by to use these facilities. The findings also reflect the harsh reality that few job opportunities were generated at the marina resort from the staging of the event. Unfortunately, only those who

were qualified as small motor mechanics or had skills in electrics or a hospitality background were ever appointed.

However, there are few similarities between the goals and needs of the event organisers and those of the residents found in this study. Boyko (2008) noted that the difference between residents' and organisers' goals served to impact on how the hallmark event was perceived by the two groups. This study finding suggested that the MC had achieved its goal of promoting Terengganu internationally with an increased in number of tourist arrivals. Consequently, the study findings also found that the MC event had increased tourism and business activities during the monsoon season which is a further goal of the MC.

Most importantly, the study findings revealed a range of previously stated goals and needs which had not been met to this point. One of it is the goal to transform Pulau Duyong into a preferred sailing destination and this was a long term goal which would take some time to be achieved. These goals were originally agreed and confirmed by both organisers and residents. According to the organisers, it will take many years for Pulau Duyong to become better known and to grow as a preferred sailing destination, because the development project for the marina had not yet been completed. As part of the organisers, one interviewee at the Event Company aggressively and honestly commented, *"As the event organiser, we already did our part in promoting the event but what about the infrastructure development, like the boat repair facilities, food supply and fisherman wharfs, which until now are not 100% completed. So...that's the very sad part of the event."* This comment indicated that the event company is disappointed about the slowness in completing the infrastructure development project by the government.

As one of the federal government officers stated, *"To transform Pulau Duyong into a preferred sailing destination, I think that is a long term impact. It will definitely take years to achieve those goals."* This finding was further confirmed by residents as one of their social needs that had not yet been met. Subsequently, the study findings also found that there were no increases in sailing or water sport activities, and unfortunately the sailing academy is situated at Putrajaya which is in the Federal Territory of Malaysia. As a result, the findings have indicated that it will take some time to introduce sailing as a new sport for the locals.

A further goal that was promised by the government in the Master Plan of the MC which had not been achieved was to promote networking among business and foreign investors. The study findings also found that the standard of living of the residents is still low because there was not much economic activity

and therefore did not meet their economic needs. A local civil servant further commented that the Pulau Duyong's community did not receive any extra economic benefits from the MC project.

It is evident therefore, that the organisers of the Regatta must take greater account of these unmet goals and consider more particularly how they might go about meeting resident needs. These findings lend strong support for the proposition presented by Boyko (2008) who suggested the importance of exploring and understanding the goals and needs of the organisers and residents respectively in order to successfully introduce a new tourism initiative and have it become a positive part of the fabric of the local community. Furthermore, the findings of this study lend support for the research findings of Nunkoo and Ramkinsoon (2011) who contended that the planning institutions were required to show a consideration for and sensitivity toward the needs and interests of local residents in order to obtain their full support for any new initiative. The findings had confirmed the application of Social Exchange Theory as its basic theoretical principle in which need is an exchange element in the exchange process and the reward from the exchange is obtaining support from the resident.

CONCLUSION

This research is perhaps among the first that explores and understands the needs and expectations of residents as well as identifying the goals of the Monsoon Cup from organisers point of views. The study found that there are few similarities between the goals and needs of the organisers and residents respectively. The most important goal and need shared by both parties was that the Monsoon Cup can provide a positive socio-economic impact by bringing in more business and income. The findings also demonstrated the goals and needs which had not yet been achieved and require further action from the organisers. The importance of exploring and understanding the goals and needs of both the organisers and the residents respectively has been discussed by Boyko (2008). This idea was further supported by Nunkoo and Ramkinsoon (2011), who felt that tourism developers and planners should show greater consideration and sensitivity to resident needs and interest so as to gain their support. Allen and Gibson (1987) had also stressed on the importance of democratic representation which decision makers need to be aware of, and responsive to public concerns. They suggested that if decision makers cannot efficiently reflect public needs, the democratic process will gradually be reduced. Thus, investigating the need and goal of the stakeholders

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