

# Tourist events and satisfaction: a product of regional tourism competitiveness

Sérgio Jesus Teixeira, João J.M. Ferreira, António Almeida and Eduardo Parra-Lopez

## Abstract

**Purpose** – This study aims to analyze the contribution of tourist event and satisfaction with tourism events as a product of regional tourism competitiveness, as well as evaluate factors of competitiveness.

**Design/methodology/approach** – The research followed a quantitative methodology by conducting a questionnaire on the four largest tourist events in Madeira (Carnival, Flower Festival, Atlantic Festival and Wine Festival), an insular island located in Portugal.

**Findings** – The sample consisted of 2,262 tourists surveyed during the year 2017 and structural equation models were used as the statistical method. Results showed that satisfaction is reflected in the client's loyalty to the choice of a tourist destination and also contributes directly and indirectly to the regional tourist competitiveness.

**Originality/value** – This study contributes to the valorization of local and regional events, perceived by the level of satisfaction and loyalty of tourists, as products of regional competitiveness of a tourist destination.

**Keywords** Satisfaction, SEM, Regional competitiveness, Product, Madeira Island, Tourism events

**Paper type** Research paper

Sérgio Jesus Teixeira is based at Instituto Superior de Administração e Linguas (ISAL), Funchal, Madeira, Portugal.

João J.M. Ferreira is based at University of Beira Interior & NECE – Research Unit in Business Sciences, Covilhã, Portugal. António Almeida is based at University of Madeira, Funchal, Portugal.

Eduardo Parra-Lopez is based at Universidad de La Laguna Facultad de Ciencias Economicas y Empresariales, La Laguna, Spain.

## Introduction

Tourism is undoubtedly a strategic sector of the economy (Abreu *et al.*, 2018; Island and Higgins, 2018; Kelly and Fairley, 2018; Teixeira and Ferreira, 2018), where tourist destinations compete aggressively with one another seeking to attract a growing number of tourists. The competitiveness of the destination, defined as a destination's ability to highlight its local tourist attractions and provide services and experiences capable of attracting more tourists than other destinations, emerges as a matter of extreme relevance in the field of scientific research in the field of tourism (Cibinskiene, 2012). Thus, event tourism has aroused a growing interest from many researchers from various fields, both conceptually and empirically (Cibinskiene, 2012; Jurdana and Freta, 2016; Montenegro, 2017; McKercher, 2016; Panfiluk, 2015; Santos *et al.*, 2016; Tanford and Jung, 2017; Tiew *et al.*, 2015; Yürük *et al.*, 2017).

To increase competitiveness levels, tourism events were adopted as a strategic approach in the field of tourism destination management, being recognized as a strategic product (Benur and Bramwell, 2015; McKercher, 2016; Todd *et al.*, 2017) which can generate a variety of benefits at various levels for destinations (Hernández *et al.*, 2014). Events are seen as a competitive factor not only because of the potential to attract visitors, but also because of the ability to encourage and motivate satisfied tourists to spend more money, which results in a significant economic impact of events in the particular sector and the economy in general (Boyts *et al.*, 2017; Kelly and Fairley, 2018).

In the sphere of problematic management of the competitiveness levels of tourism, the number of events produced in a territory can be defined as an indicator of its

Received 16 December 2018  
Revised 12 March 2019  
1 May 2019  
2 May 2019  
Accepted 3 May 2019

The authors would like to thank "Tourism Project: Characterization, Impact and Sustainability of Madeira Tourism", co-financed by the Operational Program of the Autonomous Region of Madeira 2014-2020 (Portaria No. 92/2015), M14-20-01-0145-FEDER-000007, of the University of Madeira and NECE – Research Unit in Business Sciences funded by the Multiannual Funding Programme of R&D Centres of FCT – Fundação para a Ciência e a Tecnologia, under the project "UID/GES/04630/2013".

competitiveness indicating the stock of cultural resources, historical and identity resources and the capacity to transform them into events and experiences (Cibinskiene, 2012).

The importance of analyzing the issues raised from events results also from the fact that tour operators and those responsible for marketing can create an image that corresponds to the expectations of tourists, to increase customer satisfaction and take advantage of the attitudes and assessments that have developed as a result of the experience and exposure during a stay, therefore, we can assume that there is a probability of a possible view change of the event due to higher satisfaction levels (Bigné *et al.*, 2009).

In the 1970s, there were few articles and academic studies that referred to the phenomenon of events, considering that they were not likely to be considered important tourist attractions in the tourism system (Gunn, 1979). However, Donald Getz & Joe Goldblatt, in the 1990s, produced a pioneering systemic analysis of the conceptualization of events, identifying them as a special, unique resource, offering a way out of the daily routine of potential tourists (Gunn, 1988).

Although there are a large number of analyzes on the motivations and competitiveness of tourist destinations, there are still gaps regarding the empirical research that simultaneously encompasses the concepts of satisfaction, its attributes and tourism competitiveness in the analysis of multiple tourism events (Pansiri, 2014).

Some existing studies on motivation, satisfaction and competitiveness of the destination have been limited to the analysis of the tourists' perception about the destination ignoring in practice the users and agents' perception that contribute to the competitiveness of the regions (Chen *et al.*, 2016; Cracolici *et al.*, 2008; Enright and Newton, 2004).

However, another relevant question concerns the information contained in an event and its technical attributes, that is, the technical attributes are defined in the way an event type receives values of specific occurrences of that type of event. Attribute values can be derived from a specified default value in an event type definition, in which an event organizer or event user provides a certain value (Brito and Pratas, 2015; Mikulić *et al.*, 2017).

Although many of the studies have generally addressed the relationship between technical attributes of events and satisfaction, many of them have used qualitative and descriptive techniques, while quantitative empirical studies are still very incipient (Lee *et al.*, 2017). Despite some important efforts in research competitiveness, there are few studies that explore the impact of its products on the competitiveness and the essence of the attributes of a region (Chen *et al.*, 2016). Furthermore, most studies focuses primarily from the perspective of management and stakeholders to evaluate the competitiveness (Dwyer *et al.*, 2014; Mulec and Wise, 2013; Newton, 2004), but few studies address the question of the relationship satisfaction of tourists with regional competitiveness Chen *et al.* (2016).

This research aims to contribute to bridging the identified gap, regarding the role of tourist events such as product satisfaction of regional tourism competitiveness. The literature regarding the importance of events in enhancing competitiveness suggests the following research question:

*RQ1.* What is the influence of satisfaction of tourist events such as regional tourism competitiveness of products?

This study demonstrates the impact of staging successful events well rated by respondents in a number of technical characteristics (beauty, creativity, etc.) in a series of relevant situations. First, as shown above, high levels of satisfaction lead to a higher probability of recommending the destination, which will result at a certain point in time in extra tourists. Attracting more and more tourists is the ultimate aim of most destinations, and it thus looks that Madeira is well placed to achieve this target in the near future. Moreover, a number of tourists travel to the region with the sole purpose of attending the event, meaning that were

it not for the event, such tourists would not be recorded as guests. Thirdly, the region has gained a precious experience in handling a series of recurrent events in a rather successful way, which offers opportunities to bid for and to stage mega-events. If we define destination competitiveness as the region “ability to increase tourism expenditure, to increasingly attract visitors while providing them with satisfying, memorable experiences, and to do so in a profitable way, while enhancing the wellbeing of destination residents and preserving the natural capital of the destination for future generations” (Ritchie and Crouch, 2003, p. 2), it can be stated that the events under analysis reinforce the overall level of competitiveness of the destination based on the positive outcomes in terms of extra expenditure and extra tourists enjoying highly satisfying memorable experiences.

The results provided so far also helps to explain to what extent “tourist event and satisfaction with tourism events” [is] a product of regional tourism competitiveness. On the one hand, the events under analysis enhanced the destination offer and the number of high points in the low/shoulder season and expanding the tourism potential of the region based on resources other than nature and islands and capacity of local industry to move beyond a narrow focus on a number of traditional products (nature-relaxation within the global framework of leisure-based tourism) and traditional advantages (mild climate, safety and local people welcome). The local industry seems stronger, competitive and ready to take advantage of the cultural and historical resources and identity and values to devise new products and strategies and events are well placed to become key marketing assets in promoting the region elsewhere. On the other hand, success in staging esthetical and appealing events ready to become well on the way to become a core element of the tourism industry is clearly related to the experience accumulated in staging and programing events.

This article is structured as follows: after this introduction, the next section considers a related literature review, synthesis of major study area and research hypotheses. Later, the methodological options, procedures, variables and sample data are considered, while the next section is concerned with the analysis and discussion of results. Finally, the last section offers some conclusions, implications, limitations and suggestions for future lines of research.

## Theoretical background

### *Tourist events, tourism satisfaction and competitiveness*

Events can generate a variety of benefits for destinations (Hernández *et al.*, 2014), particularly in terms of strengthening the competitiveness of the destination. It is important, however, to move forward with some previous considerations, especially with regard to issues of empirical and conceptual rigor (Higgins-Desbiolhes, 2018; Ulvnes and Solberg, 2016; Ziakas and Boukas, 2013; Zhang *et al.*, 2017).

Regarding the studies of satisfaction these are one of the most important tools to gather information and opinions of a tourist destination (Alegre and Garau, 2010), thus through the analysis of events and tourist satisfaction it is possible to reach tourist competitiveness. Tourism is fundamental for the development of new clusters able to sustain regional competitiveness, bringing challenges to the tourism and cultural sector nourishing its competitiveness, (Alberti and Giusti, 2012; Jackson and Murphy, 2002; Novelli *et al.*, 2006; Zan *et al.*, 2007).

An event is considered special when occurring in a limited registration in terms of frequency, integrating a ceremonial or ritual that has the key purpose of meeting the specific needs of a particular group or organization in a territory, within the limits of the general population (Goldblatt, 1990). According to Getz (2005), a special event occurs punctually or infrequently, not integrating the usual programs or activities of an organization, thus offering an opportunity to enjoy a social or cultural experience different from the normal and recurrent options in terms of experiences of citizens (and consumers). An event can

also be an opportunity for leisure experiences, social or cultural interactions that occur outside the usual universe of routine everyday choices and activities (Getz, 1991).

Getz (1991) and Goldblatt (1990) coincide with the idea that an event is the creation of something that is unique and that translates into a special experience or moment. This same perspective is similarly present in Wilkinson (1998), suggesting that an event is a periodical, designed to meet specific needs at a given time or place. Shone and Parry (2004), share the same ideals and proposed a redefinition of the concept of an event in an attempt to introduce greater clarity in the definition, referring that an event consists of a phenomenon arising from non-routine occasions that pursues leisure, cultural, personal or organizational goals and that occurs outside the normal activity of daily life, and its sole purpose is to celebrate, entertain or challenge the experience of a group of people.

According to a study, developed by Getz (2010), focused on the construction of a conceptual model, the author privileges the process of creating events, noting that a tourism event is the result of a systematic management and marketing of the basic event (traditions and ancestral feast) organized, as factors of tourist attraction, with a view to maximizing the impact in terms of image, positioning and market strengthening. In addition to the conceptual rigor of attention, often they sought to find an economic base of the events with a growing participation and interest of tourists at events. Another issue highlighted in the literature (Higgins-Desbiolhes, 2018; Jhamb and Fang, 2017; Kelly and Fairley, 2018; Sutton, 2016) lies in the continued growth of the role of events throughout the tourist offer of short breaks and special interest tourism being the result of the growing importance of travel primarily motivated to participate in a specific event. Attendance at the event becomes one of the main reasons for tourist travel to a particular region. Another perspective concerns the long-term impact of events.

Panfiluk (2015) analyzes the effects generated by the regional events, identifying the social and economic effects of the events, but highlighting the fact that regional events affect the volume of arrivals and have an impact on loyalty behavior, especially as regards lengthening the duration of average tourist stays per night, the author considers that the longer-term effects for the development of tourism emerge when the supply meets the needs and interests of tourists, especially when participation in events creates and reinforces positive emotions associated with the image the region and its tourist attractions. Events are an important promoter of tourism and a prominent figure in the development and marketing challenges of most destinations, and the roles and impacts of events organized for tourism are increasingly important for the competitiveness of a destination (Getz, 2008).

The Cibinskiene and Snieskiene (2015) conceptual model on the competitiveness of tourism highlights internal and external environmental factors, emphasizing that internal environmental factors constitute competitive conditions for tourism. The groups of external factors include a legal political nature, economic, social, cultural, ecological, natural and technological factors, while the internal environmental factors groups concern tourism companies, tourist resources, tourism, and recreation infrastructures.

Even though this paper deals primarily with the topic of events and competitiveness, we also considered in the literature review a number of papers on the subject of the economic, social and environmental impact of events, as well as a few papers offering an ontological foundations of event tourism (Getz, 2008; Getz and Page, 2016) to establish the foundations for this research. Mair and Whitford (2013) acknowledged that future research should pay greater attention to socio-cultural and community impacts, as well as to environmental impacts and sustainability issues and policy dimensions of event tourism. For the moment, most research relates to the “commercial realities [...] prevailing in the public event discourse” (Antchak, 2017, p. 284; Stokes, 2008) through the analysis of economic impacts (Hede *et al.*, 2002, 2003; Barajas *et al.*, 2016; Arnegger and Herz, 2016), as this paper does. This study intends to describe a real-case example based on a large database containing

data pertaining to attendees' socio-demographic, motivation to attend and satisfaction to characterize in a quantitative manner the set of events under analysis. Having defined the core elements of the events in terms of demand, the profile of attendees and factors affecting satisfaction, further research must offer in-depth insight on issues such as identity, place attachment and motivations to attend through qualitative analysis.

Getz and Page (2016) offer an epistemological and ontological analysis of event tourism. Getz (2012a, 2012b, 2013a, 2013b) also offers an "ontological mapping of event studies", to define the core propositions of event tourism (Laing, 2018). In this study we analyze a number of studies on the subject of Carnival (Ferdinand and Williams, 2013; Ziakas and Boukas, 2013), cultural events in general (Hernández-Mogollón *et al.*, 2018; Qi *et al.*, 2018; Todd *et al.*, 2017) and portfolio of events (Kelly and Fairley, 2018).

To strengthen and complement the literature review, it was decided to synthesize in Table I the main publications and related intellectual knowledge on the subject of events. For this purpose, the main studies and types of events were studied, through the identification of the authors, scientific journals and titles of the publications highlighting the research questions, main research topic, methodological approach and object of study.

The data systematized in Table I were undoubtedly an important step and interlaced within the context of this study, since it allowed a more robust approach, with information about studies undertaken in this research field. Furthermore, it brings an innovative contribution, since it fosters studies and empirically proves through this study some factors that contribute to regional competitiveness.

There were thus interconnections that reinforce the importance of satisfaction, events and other factors on destination competitiveness (Boes *et al.*, 2016). In this sense, the tourism industry can contribute to more rewarding interactions and indicates that a higher level of satisfaction allows increasing recognition and loyalty towards a destination. This requires, however, the development of a framework of holistic theories based on real cases, where co-creation is reinforced as a common practice of intelligent tourist destinations, indicating that they need to be increasingly explored and studied. (Buhalis, 2014; Mistilis *et al.*, 2014; Xu *et al.*, 2017).

Although there are some studies on the motivations and competitiveness of tourist destinations, there are still gaps in relation to the empirical research that simultaneously encompasses the concepts of satisfaction, its attributes and tourism competitiveness in the analysis of multiple tourist events. Another aspect is the limitation of studies focusing only on tourists' perception of destination, ignoring in practice the perception of users and agents that contribute to the regions' competitiveness (Chen *et al.*, 2016; Cracolici *et al.*, 2008; Enright and Newton, 2004; Pansiri, 2014).

### ***Research hypotheses and conceptual framework***

Cultural attractions play a key role in tourism and attracting visitors to a destination (Molinillo and Japutra, 2015; Richards, 2002). However, the definition of cultural attractions is not consensual (Molinillo and Japutra, 2015; Leask, 2010). In this ample concept of cultural tourism (Barbieri and Mahoney, 2010; Silberberg, 1995) cultural attractions in terms of facilities, location, events or attributes motivate tourists to visit a destination due to its historic, artistic and scientific value or heritage (Molinillo and Japutra, 2015).

With this in mind, it is important to approach some of the features, which directly or indirectly influence the competitiveness of a destination. In the particular case of the islands, events were seen as exempt from taxes to attract visitors who, besides being able to shop and spend money, can also enjoy the exotic beauty of the island (Zainuddin *et al.*, 2015). Tourists seek information to help them identify and assess options before purchasing, not

**Table 1** Publications and intellectual knowledge about events, festivals and types of events

Author (s)	Journal	Title	Research question	Main research theme	Approach	Study object
Perles-Ribes et al. (2017)	<i>Tourism Management</i>	Is the tourism-led growth hypothesis valid after the global economic and financial crisis? The case of Spain 1957-2014	Is the relation that exists between tourism and economic growth truth?	Study of tourism-led growth hypothesis including the Global Financial and Economic Crisis and the Arab Springs upsprings	Quantitative	Events-Tourism-led growth
Duglio and Beltramo (2017)	<i>Sustainability</i>	Estimating the Economic Impacts of a Small-Scale Sport Tourism Event: The Case of the Italo-Swiss Mountain Train CollonTrek	What are the economic and social impacts of small-scale sport events?	Economic impacts at a small-scale sport tourism event, Italo mountain endurance trail CollonTrek	Quantitative	Sport events
Tanford and Jung (2017)	<i>Tourism Management</i>	Festival attributes and perceptions: A meta-analysis of relationships with satisfaction and loyalty	What factors contribute to festival satisfaction and loyalty?	Satisfaction and loyalty	Qualitative	Festival attributes and perceptions
Montenegro (2017)	<i>Journal of Cultural Economics</i>	Motivation, satisfaction and loyalty in the case of a film festival: differences between local and non-local participants	What motivates people to attend the festival?	Motivation, satisfaction and loyalty in the case of cinema event	Quantitative	Film Festival
Chang and Mahadevan (2017)	<i>Tourism Analysis</i>	Different hearth, different worth: sustaining an emerging festival in the new cultural city of Singapore	What are the challenges for an emergent festival?	Study of a new festival and implications like how maintain sustainability	Quantitative	Cultural festivals
Barrera-Fernández and Hernández-Escampa (2017)	<i>International Journal of Event and Festival Management</i>	Events and place making: the case of the Festival International Cervantino in Guanajuato, Mexico	What are the impacts of this festival?	Perception of tourists about festival	Mixed	Cultural events
Parker et al. (2017)	<i>British Food Journal</i>	Gastronomic festivals: attitude, motivation and satisfaction of the tourist	What is the segmentation of the tourist in accordance with their perceptions with respect to gastronomy?	Study of gastronomic festival in the city of Guayaquil, Ecuador	Mixed	Food festivals
Okayasu et al. (2016b)	<i>Journal of Sport and Tourism</i>	Leveraging sport heritage to promote tourism destinations: the case of the Tour of Flanders Cyclo event	What are the strategic opportunities for tourism destination development associated with hosting heritage-based active sport tourism events?	Tour of Flandres cyclo event	Mixed	Sport events
Okayasu et al. (2016a)	<i>Managing Sport and Leisure</i>	Recreational sports event participant's attitudes and satisfaction: cross-cultural comparisons between runners in Japan and the USA	What is the relation between event participation and loyalty in a marathon event?	Understand participant's attitudes and needs	Quantitative	Sport events

(continued)

**Table I**

Author (s)	Journal	Title	Research question	Main research theme	Approach	Study object
Jurdana and Frieta (2016)	<i>Cities</i>	Satisfaction as a determinant of tourist expenditure	What is the influence of tourist satisfaction with the tourism offering on tourist expenditure in the destination?	Factors that influence daily expenditure	Quantitative	Satisfaction Events
Hinch and Holt (2016)	<i>Journal of Sport and Tourism</i>	Sustaining places and participatory sport tourism events	Is the sustainability of ultramarathons assured?	Perception about the place by residents and visiting runners	Qualitative	Sport events
Mariani and Giorgio (2016)	<i>Annals of Tourism Research</i>	The "Pink Night" festival revisited: Meta-events and the role of destination partnerships in staging event tourism	What is the role of meta-events?	Tourism planning and management	Mixed	Events tourism
Marujo et al. (2016)	<i>TURYDES - Revista Turismo y Desarrollo Local</i>	Turismo e autenticidade em cidades património mundial: o grau de satisfação do turista cultural na cidade de Évora	What is the impact of being considered UNESCO "World Heritage"?	Visitor's degree of satisfaction in the city of Évora	Quantitative	Cultural Events and Satisfaction
Dantas and Colbert (2016)	<i>International Journal of Arts Managements</i>	Festival de Lanaudière: Differentiation in Customer Experience	What are the Festival's main differentiating factors?	Study of factors that allows maintaining differentiation and longevity of this festival	Qualitative	Cultural festivals
Cudny (2016)	<i>Norsk Geografisk Tidsskrift and Norwegian Journal of Geography</i>	Manufaktura in Łódź, Poland: An example of a festival marketplace	How phenomenon of the festival marketplace works?	Marketplace and tourism	Mixed	Festivals
Wijnants et al. (2016)	<i>Multimedia Tools and Applications</i>	A Smart TV approach towards experiencing music festivals live from the living room	Possibility to be able to attend a concert from the comfort of your living room	Study of this with a Smart TV application called WanderCrouch	Quantitative	Festivals
Agbabiaka (2016)	<i>Agbabiaka, Cogent Social Sciences</i>	Physical planning implication of Eyo festival in Lagos Island, Nigeria	How physical planning of the activities influence the festival?	Challenges faced by residents	Quantitative	Festivals
Borges et al. (2016)	<i>Tourism Management</i>	Customer satisfaction and expenditure behaviour in music festivals: The optimum primavera sound case study	What is the impact of "Optimus Primavera Sound" in the city?	Satisfaction and expenditure behaviour	Quantitative	Music Festivals
Davis (2016)	<i>Tourism Management</i>	Experiential places or places of experience? Place identity and place attachment as mechanisms for creating festival environment	What is the relation between mechanism of place and construction of tourism environments?	Primary mechanisms in the construction of tourist relationships with tourist environment	Qualitative	Festivals and tourism environment
Ulvnes and Solberg (2016)	<i>Scandinavian Journal of Hospitality and Tourism</i>	Can major sport events attract tourists? A study of media information and explicit memory	Does media stimulate inbound tourism?	Explicit memory and behavioural intentions to visit host destinations	Qualitative	Sport events

(continued)

**Table 1**

Author (s)	Journal	Title	Research question	Main research theme	Approach	Study object
Santos et al. (2016)	<i>Journal of Policy Research in Tourism, Leisure and Events</i>	Cultural mega-events and the enhancement of a city's 'image': differences between engaged participants and attendees	Does hosting a mega cultural event enhance the image of the city?	Image of the city after the mega event	Quantitative	Cultural events
Fernández et al. (2016)	<i>Scandinavian Journal of Hospitality and Tourism</i>	Destination image and loyalty development: the impact of tourists' food experiences at gastronomic events	Does food experiences have an impact on destination and event loyalty?	Destination image and loyalty	Quantitative	Food experiences and gastronomic events
Sutton (2016)	<i>Anatolia (An International Journal of Tourism and Hospitality Research)</i>	From desert to destination: conceptual insights into the growth of events tourism in the United Arab Emirates	What is the relation between tourism events and development?	Growth of Event Tourism in Dubai	Mixed	Growth Events Tourism
Kruger et al. (2016)	<i>South African Journal for Research in Sport, Physical Education and Recreation</i>	Intention of Mountain Bikers to return	How can event marketing increase the number of trips?	Motives to participate in mountain bike events	Quantitative	Sport events
Geus et al. (2015)	<i>Scandinavian Journal of Hospitality and Tourism</i>	Conceptualization and Operationalization of Event and Festival Experiences: Creation of an Event Experience Scale	Event Experiences Scale	Creation of an Event Experience Scale	Mixed	Event and Festival Experiences
Marujo (2015)	<i>Revista Turismo: Estudos and Práticas</i>	Eventos turísticos e satisfação do turista: o caso da festa do fim do ano na ilha da Madeira	What is the tourist satisfaction with the event?	Satisfaction	Quantitative	Tourism Events and satisfaction
Colombo (2015)	<i>Scandinavian Journal of Hospitality and Tourism</i>	How to evaluate cultural impact of events? A model and methodology proposal	What are the impacts of events?	Study of cultural impacts	Quantitative	Cultural Impact of Events
Ferrari and Guala (2015)	<i>Leisure Studies</i>	Mega-events and their legacy: Image and tourism in Genoa, Turi and Milan	How events influence the destination image and investments?	Quality of life, perception of the local identity, visibility, image	Mixed	Mega-Events, Image and Tourism
Kulczycki and Halpenny (2015)	<i>Journal of Sport and Tourism</i>	Sport cycling tourist's setting preferences, appraisals and attachments	Are landscapes and settings important travel motivators?	Perceptions of sportscapes and travel motivations	Qualitative	Sport events
István (2015)	<i>European Journal of Regional Development and Tourism</i>	The Impact of Domestic Gastronomic Festivals on the Local Accommodations	What is the influence of food festivals in local economy?	Importance of food festival in Hungary	Quantitative	Food festivals
Tichaawa et al. (2015)	<i>African Journal for Physical, Health Education, Recreation and Dance</i>	The perceived impacts of sport tourism events: Resident's perceptions in East London, South Africa	What is the impact of hosting sport tourism events in East London South?	Positive and negative impacts associated with hosting sport events	Mixed	Sport events

(continued)



**Table 1**

Author (s)	Journal	Title	Research question	Main research theme	Approach	Study object
Tiew <i>et al.</i> (2015)	<i>Event Management</i>	Tourism Events and the nature of stakeholder power	What are the power relations among the stakeholders of a tourism event?	Sources of stakeholder power and the pattern of interdependence	Qualitative	Tourism Events and stakeholder
Akhoondnejad (2015)	<i>Tourism Management</i>	Tourist loyalty to a local cultural event: The case of Turkmen handicrafts festival	What are the relations between factors like loyalty, value and satisfaction of tourist	Study of festival quality, value, satisfaction, trust and loyalty	Quantitative	Cultural Event
Gálvez <i>et al.</i> (2015)	<i>Mediterranean Journal of Social Sciences</i>	Wine Festivals as a Vehicle of Promotion of a Tourist Destination	Can gastronomic and wine festivals be a vehicle to promote the gastronomic products?	Study of wine festival, Origin Montilla-Moriles in Spain	Quantitative	Wine festivals
Kuusik <i>et al.</i> (2014)	<i>Procedia - Social and Behavioral Sciences</i>	Country as a free sample: the ability of tourism events to generate repeat visits. Case study with mobile positioning data in Estonia	What is the long-term effect of events in destination marketing?	Ability of events to generate repeat visits	Quantitative	Ability of Tourism Events
Kim <i>et al.</i> (2014)	<i>Tourism Management</i>	Evaluating the perceived social impacts of hosting large-scale sport tourism events: Scale development and validation	What is the community-wide event support?	Multidimensional scale to evaluate the perceived social impacts of a large-scale sport tourism event	Mixed	Sport events
Hernández <i>et al.</i> (2014)	<i>European Journal of Tourism, Hospitality and Recreation</i>	Event Tourism analysis and state of the art	What is the role of events in tourism development of destinations?	Consequences of tourism events in destination image and positioning strategies	Qualitative	Events Tourism analysis
Pereira <i>et al.</i> (2014)	<i>European Sport Management Quarterly</i>	Nautical small-scale sports events portfolio: a strategic leveraging approach	Analyze the leverage process of a nautical small-scale sports events portfolio	Events and portfolios	Mixed	Nautical events
Jamieson (2014)	<i>Journal of Convention and Event Tourism</i>	Sport Tourism Events as Community Builders - How social capital helps the "locals" cope	What role have a sport tourism event in building the social capital of the community?	Study of a particular sport tourism event, the Tour Down Under	Mixed	Sport events
Marujo (2015)	<i>Investigaciones Turísticas</i>	Festa da Flor na Ilha da Madeira e as motivações dos turistas	What are the tourist's motivations to visit Flower Festival in Madeira?	Main motivations	Quantitative	Tourism and Cultural Events
Duvnjak <i>et al.</i> (2014)	<i>Researches Reviews of the Department of Geography, Tourism and Hotel Management</i>	Gastronomic manifestations in the Tourism of South-Eastern Serbia	What is the relationship between city preservation and gastronomic tourism?	Culture, tradition and preserved authenticity	Quantitative	Gastronomic festivals
Li and Wood (2014)	<i>Leisure Studies</i>	Music festival motivation in China: free the mind	How cultural and social-politic context influence music festival attendance?	Factors of motivation	Qualitative	Cultural Events

(continued)

**Table 1**

Author (s)	Journal	Title	Research question	Main research theme	Approach	Study object
Saayman and Saayman (2014)	<i>Leisure Studies</i>	Clustering attendees at the Philharmonic Orchestra's Summer Festival	What is the profile of visitors?	Study profile, add into distinct groups and compare the various clusters of Philharmonic Orchestra Festival visitors	Quantitative	Music Festivals
Prokeš (2013)	<i>Acta Académica</i>	Development of wine tourism in South Moravia	Can wine tourism increase the competitiveness of wineries in South Moravia?	Study of services and products of wine growing areas in South Moravia	Mixed	Wine tourism
Ziakas and Boukas (2013)	<i>Journal of Destination Marketing and Management</i>	Extracting meanings of event tourist experiences: A phenomenological exploration of Limassol carnival	How to increase the value of experiences and destinations?	Perceptions of tourists about carnival in Limassol, Cyprus	Quantitative	Cultural events
Attanasi et al. (2013)	<i>Journal of Socio-Economics</i>	Cultural investment, local development and instantaneous social capital: A case study of a gathering festival in the South of Italy	How investment in cultural events can develop local communities?	Socio-Economic impact of "La Notte della Taranta" Festival	Mixed	Cultural festivals
Dundon (2013)	<i>Oceania</i>	Gogodala Canoe Festivals, Customary Ways and Cultural Tourism in Papua New Guinea	How can canoe races attract tourists?	Study of Gogodala Canoe Festival	Qualitative	Canoe Festivals
Chirieleison et al. (2013)	<i>Tourism Economics</i>	Measuring the impact of a profit-oriented event on tourism: the Eurochocolate Festival in Perugia, Italy	Is Eurochocolate Festival essential to develop local tourism?	Measurement of the impact of festivals and events on tourism	Mixed	Measuring the impact on tourism events
Andersson et al. (2013)	<i>Journal of Convention and Event Tourism</i>	The "Festival Size Pyramid" in Three Norwegian Festival Populations	Are there theoretical laws governing the size and growth of festivals?	Size variable in three populations of Norwegian festivals	Mixed	Festivals Size Pyramid
Cibinskiene (2012)	<i>Economics and Management</i>	Impact Evaluation of Events As Factors of City Tourism Competitiveness	Are the models for evaluating the economic impact of events a factor in the competitiveness of urban tourism?	Study of models to evaluate the economic impact of an event	Qualitative	Impact of Events
Della (2012)	<i>Tourism Management</i>	Economic performance measurement systems for event planning and investment decision making	How to improve the economic impact of events?	Cultural event, Festival of Economics in Trento	Quantitative	Cultural events
Oom et al. (2012)	<i>Journal of Travel and Tourism Marketing</i>	Resident's participation in events, events image and destination image: a correspondence analysis	What role do residents have in repositioning the image of the Algarve?	Impact of new government program for Algarve	Quantitative	Resident's Events Participation
Robinson and Clifford (2012)	<i>Annals of Tourism Research</i>	Authenticity and Festival Foodservice experiences	How medieval festival visitor's foodservice can influence authenticity and revisitation intent?	Authenticity and revisitation intentions	Quantitative	Food festivals

(continued)

**Table 1**

Author (s)	Journal	Title	Research question	Main research theme	Approach	Study object
Axelsen and Swan (2010)	<i>Journal of Travel Research</i>	Designing Festival Experiences to Influence Visitor Perceptions: The Case of a Wine and Food Festival	Can wine festivals be a way to promote wine?	Festival Moonlight Wine Tour	Quantitative	Wine festivals
Marais and Saayman (2010)	<i>Acta Académica</i>	Key success factors of managing the Robertson Wine Festival	What factors make a successful wine festival?	Key success factors of managing a wine festival	Quantitative	Wine festivals
Fourie and Santana (2010)	<i>Tourism Management</i>	The impact of mega-events on tourist arrivals	Mega-events influence tourist arrivals to the host country.	Gain of mega-events	Mixed	Mega-Events and influence
Saayman and Rossouw (2010)	<i>Development Southern Africa</i>	The Cape Town International Jazz Festival: More than just jazz	What impact has a jazz festival in a specific region?	Economic impact in accordance with visitor and organizer spending	Quantitative	Music festivals
McIntyre (2009)	<i>International Journal of Tourism Research</i>	Museum and Art Gallery Experience Space Characteristics: an Entertaining Show or a Contemplative Bath?	What are the perceptions and attitudes surrounding museum art gallery visits?	Study of development project of a combined museum and art gallery on the South Coast of England	Qualitative	Cultural Experience Touristic
Hede et al. (2009)	<i>Journal of Travel and Tourism Marketing</i>	Network analysis of tourism events: an approach to improve marketing practices for sustainable tourism	Is network essential for farmer's market?	Network of stakeholders associated with farmer's market	Qualitative	Tourism Events
Parolo et al. (2009)	<i>Event Management</i>	Optimization of tourism impacts within protected areas by means of algorithms	How conciliate nature conservation and tourism development within protected areas?	New model for optimizing the allocation of tourist infrastructures and apply it to a protected area	Quantitative	Tourism Impacts
Einarsen and Mykletun (2009)	<i>Scandinavian Journal of Hospitality and Tourism</i>	Exploring the Success of the Gladmatfestival (The Stavanger Food Festival)	What are the success factors of festival?	Study of Gladmat festival in Stavanger, Norway	Qualitative	Food festivals
Quinn (2009)	<i>School of Hospitality Management and Tourism</i>	Festival, Events and Tourism	What is the importance of festival and events in tourism?	Tourism-events-festivals link	Qualitative	Events in tourism
Jaeger and Mykletun (2009)	<i>Scandinavian Journal of Hospitality and Tourism</i>	The Festivalscape of Finnmark	What are the festivals in Finnmark, Noruega?	Creating a festival map	Mixed	Festivals Map in Noruega
Wang (2009)	<i>Tourism Management</i>	The impact of crisis events and macroeconomic activity on Taiwan's international inbound tourism demand	How crisis events affect the demand for inbound tourism?	Study of disasters and how they influence tourism	Quantitative	Impact of crisis events
Lamont and Dowell (2008)	<i>Journal of Vacation Marketing</i>	A process model of small and medium enterprise sponsorship of regional sport tourism events	What is the relation between sponsorship and regional sport tourism events?	Processes and interactions in sponsorship agreements between SMEs and events	Qualitative	Sport events

(continued)

**Table 1**

Author (s)	Journal	Title	Research question	Main research theme	Approach	Study object
Hsiao, et al. (2008)	<i>Journal of Business Research</i>	Information diffusion and new product consumption: A bass model application to tourism facility management	How information diffusion influences tourists' consumption patterns?	Total and advertising expenditures	Quantitative	Coffee Festival
Eitzinger and Wiedemann (2008)	<i>Risk Analysis</i>	Trust in the Safety of Tourist Destinations: Hard to Gain, Easy to Lose? New Insights on the Asymmetry Principle	Is notion of asymmetry in relation to confidence in the safety of events true?	Positive and negative events and the impact of them	Qualitative	Asymmetry Events
Yuan, et al. (2008)	<i>International Journal of Tourism Research</i>	A Model of Wine Tourist Behaviour: A Festival approach	What are the impact of satisfaction and perceived value in tourist's behavior?	Consumer attitudes, satisfaction, perceived value and intentions	Mixed	Wine festivals
Tassiopoulos and Haydam (2007)	<i>Tourism Management</i>	Golf tourists in South Africa: A demand-side study of a niche market in sports tourism	What is the profile of golf tourists an international golf event in South Africa?	Level of development of golf tourism and factors for its success	Quantitative	Sport events
Chang (2005)	<i>Tourism Management</i>	Segmenting tourists to aboriginal cultural festivals: An example in the Rukai tribal area, Taiwan	What is the profile tourists?	Motives and demographic characteristics	Quantitative	Cultural Festivals
Chalip and Costa (2005)	<i>Sport in Society</i>	Sport Event Tourism and the Destination Brand: Towards a General Theory	What is the role of sport events in brand of their host destinations?	Event, strategy and marketing plan	Qualitative	Sport events
Page et al. (2005)	<i>Annals of Tourism Research</i>	Tourist safety in New Zealand and Scotland	Are experiences of this adventure operator's safety?	Compare safety experience of adventure operators in two destinations	Quantitative	Sport events
Getz and Brown (2004)	<i>Tourism Management</i>	Critical success factors for wine tourism regions: a demand analysis	What are the success factors for wine tourism regions?	Preferences of visitors	Quantitative	Wine tourism
Durbarry and Sinclair (2003)	<i>Annals of Tourism Research</i>	Market shares analysis: The case of French Tourism Demand	Is price competitiveness a key variable in market shares?	Magnitudes and determinants of changes in destination's shares	Quantitative	Events and price competitiveness
Carmichael (2002)	<i>Canadian Geographer</i>	Global competitiveness and special events in cultural tourism: the example of the Barnes Exhibit at the Art Gallery of Ontario, Toronto	Do cultural events raise the destination competitiveness?	Spatial impact of the Barnes Exhibit	Mixed	Cultural events
Pretes (1995)	<i>Annals of Tourism Research</i>	Postmodern Tourism: The Santa Claus Industry	Can marketing and new tourist attractions increase destination's visits?	New tourism strategy in Lapland	Qualitative	"Santa Claus Land" and Marketing Plans

only to improve the quality of the trip but also to maximize the use of scarce resources (Wong and McKercher, 2011).

In contrast with other features, Cai *et al.* (1999) point out that local shopping sites, historic sites, places of worship, museums, theme parks and river cruises are the most popular places for travelers. Facilities and safety are the most important factors in the choice of travel destinations, followed by attractions, practical accessibility and the quality of accessibility symbols (Lai and Graefe, 2000). Cai *et al.* (1999) conclude that safety is a necessary attribute when choosing travel destinations, followed by scenic beauty, price of the trip and quality of hotel and restaurant service (Mok and Armstrong, 1995). In this sense, the following research hypothesis is proposed:

*H1.* The beauty factor positively influences tourists' satisfaction levels in regards to a regional/island destination.

Creativity has become increasingly more relevant for the development of tourism in the past few years. Creativity has been used in several ways in tourism: to develop products and tourism experiences, revitalize existing products, value cultural and creative assets and provide economic spin-off for creative development using creative techniques to improve the tourism experience and environment of the place (Richards, 2014).

Creativity offers a series of advantages towards a destination's brand, including the ability of segmenting the members of the creative luxury class, flexibility, attractiveness of creative lifestyles and the ties between creativity and social networks (Trueman *et al.*, 2008; McRobbie, 2006; Richards, 2014; Zenker, 2009).

For example, over the last few decades' companies have become increasingly interested in the creativity factor (Bittner and Heidemeier, 2013; Boytos *et al.*, 2017; Castillo *et al.*, 2018; Przychodzen *et al.*, 2016) and the importance of creativity has an impact on companies' competitiveness (Berg, 2016; Castillo *et al.*, 2018; Groza *et al.*, 2016).

There is evidence, which indicates that creativity is an important stimulus and a feature of successful businesses (Ludvig *et al.*, 2016). It helps to discover new business model opportunities and highlights the fundamental role of innovation and entrepreneurship as sources of economic growth (Teixeira *et al.*, 2018; Tu and Yang, 2013). The aforementioned discussion supports the formulation of the following research hypothesis:

*H2.* The creativity factor positively influences tourist satisfaction in a regional/island destination

An important factor in the determination of the amount of resources spent on the organization of events is the analysis of the impact of an event on the satisfaction of the visitors' needs. In this sense, the role of events in the development of tourism should be preferred to meet the tourists' interests (Panfiluk, 2015). Organization is a term, which means conceptual effort throughout the entire organization process as a means to increase efficiency and feasibility of an organization by economizing and contributing towards the company's competitiveness. (Shatrevich, 2014).

Organization quality and satisfaction are two concepts which are analyzed in most of the literature on brand loyalty (Gong and Tung, 2016; Jurdana and Frlleta, 2016; Lee *et al.*, 2017; Montenegro, 2017; Oom *et al.*, 2012; Okayasu *et al.*, 2016a; Santos *et al.*, 2016; Yürük *et al.*, 2017).

Another relevant factor in the analysis of the relation between tourist events and competitiveness lies in human resources. They are an essential factor in the process of competitiveness and job creation, via the hiring of skilled and creative labor. In other words, the investment in human resources means the investment in creating competitiveness, as it allows to create highly skilled workers which are essential for an increase in productivity (Sekuloska, 2014). These arguments support the formulation of the following research hypothesis:

*H3.* The quality of the organization of tourist events is an important factor in tourist satisfaction in a regional/island destination

Tourism, in its cultural dimension may be interpreted by the way in which tourists use their cultural resources (Peters *et al.*, 2011; Teixeira and Ferreira, 2018). Their current cultural models define different groups of tourists distinguished by their fruition of culture and products at their disposal (Swarbrooke, 1995). Thus, Jatzold's (1993) classification is based on the destination's available resources (Goeldner and Ritchie, 2009; Hughes, 2000; Jatzold, 1993; Peters *et al.*, 2011; Ritchie and Crouch, 2003; Siller, 2010). Cultural tourism is an adequate field of studies to carryout research from a management (Peters *et al.*, 2011) and cultural resources point of view, which are characterized by a high level of immobility and may be particularly valuable in the market, as well as from the perspective which considers the clients' motivation for traveling (Goeldner and Ritchie, 2009; Ritchie and Crouch, 2003; Siller, 2010).

Based on Porter (1980, 1985) as well as other researchers in the field of strategic management (Almeida-Santana and Moreno-Gil, 2018; Munjal *et al.*, 2018) several models and analysis structures have been developed for the formulation of strategies regarding strong and weak points of destinations, in addition to environmental and local threats and opportunities, to better understand the sources of competitive advantages (Learned *et al.*, 1969; Porter, 1980, 1985).

The models and theories centered on the analysis of a destinations' competitiveness (Chen *et al.*, 2016; Dwyer *et al.*, 2014; Erbas, 2016) emphasize the way a destination's resources are dynamized rather than comparing a destination's performance according to the resources it possesses.

The globalization of countries has, to a certain degree, forced regions to increase their economic efficiency standards due to interest and concern in competitiveness, and for that reason nations, regions and cities have no other choice but to try hard to be competitive and survive in the global market, based on an economy shaped by information and knowledge (Gardiner *et al.*, 2004; Stanickova, 2015). Other attributes, which are undoubtedly important in terms of competitiveness of a destination, are related to the quality of the organization of resources, event, calendar, promotion, activities and other characteristics (Fraj *et al.*, 2015; Husain *et al.*, 2015; Siriphattrasophon, 2017; Stavroulakis and Papadimitriou, 2016). In this sense, we raised the following research hypothesis:

*H4.* The scheduling of tourist events is an important characteristic of tourist satisfaction in a Regional/island destination

Recreational facilities and the distance of the destination of choice are of less importance. We also discovered that tourists place an increased value on the innovation and authenticity of attractions, visiting historic sites, tasting local food, partaking in sport activities and getting to know new environments and cultures during their trips (Hsieh *et al.*, 1992; Wong and Lau, 2001).

According to Wong and Yan (2004), some of the relevant factors and criteria in the selection of trips are, among many, the place and quality of services, attractions, hotels and airlines, promotion and customer service, referral, personal interests, word-of-mouth publicity, schedules, motivations and travel time are also fundamental technical attributes. Therefore, we propose the following research hypothesis:

*H5.* The promotion of regional tourist events influences tourist satisfaction in a regional/ island destination.

Motivation is understood as a psychological/biological necessity and the wish to awaken, direct and integrate individuals' behavior (Dann, 1981; Pearce, 1993). Motivation explains behaviors in specific moments and represents a stimulus, which leads us to act in a certain way. It is the driving force behind all behaviors and affects numerous aspects such as

involvement, perception and satisfaction (Castaño *et al.*, 2003; Prebensen *et al.*, 2012). Motivation is complex, multidimensional and dynamic and may vary from person to person, from one market sector to another and from one decision to the next (Kozak, 2002).

In this context, tourism, by means of traveling, and far from being a passive activity of mere contemplation and imposition of itineraries and schedules, is an active instrument of knowledge and social participation. It is a phenomenon conducive to offering experiences which contrast and differ from those experienced on a day-to-day basis and may lead to self-knowledge, an improved feeling of self-worth and personal fulfillment (Fromer, 2003). According to the presented arguments, we propose the following research hypothesis:

*H6.* Motivation to participate in a tourist event has a positive effect on the visitors' level of satisfaction in a regional/island destination

To develop the competitiveness of a tourist destination, it is essential that the brand and diversity factor of these main events is strategically implanted to produce prominent differentiation points rooted in a richer and more complex perception of identities and images of the destination (Ren and Blichfeldt, 2011). According to Xu (2010) and Smith (1994), tourism products are essentially experiences, regarded as fundamental for the choice and satisfaction of the tourist. In addition to this, higher levels of satisfaction are associated to higher levels of daily expenses (Borges *et al.*, 2016; Jurdana and Frlita, 2016). According to the aforementioned arguments, one can suggest the following research hypothesis:

*H7.* The greater the level of expense of the tourist events the greater the satisfaction level of the tourists.

Thus, it is necessary to consider not only the tangible aspects but also equally the primary intangible products of the destinations and the experiences that they harness, as well as the interconnection between them. In this sense, one of the difficulties stems from the fact that tourist destinations develop several tourism products amongst themselves, emphasizing a synergistic relationship between them, though it may hamper their analysis. The assessment of the role of primary tourism products, obviously recognizes that synergy between the products and their combination of destinations, with on-going attempts to systematize and conceptualize them (Benur and Bramwell, 2015).

Another relevant issue is related to the systems used for recommending events, which have recently gained prevalence with the arrival of social networks (Jhamb and Fang, 2017). Therefore, recommendations are, according to Son and Lee (2011) and Tanford and Jung (2017) a loyalty factor. In other words, recommendation and intention are attributes with multiple relationships between these variables. In short, the most important factor is eventually a recommendation of the destination, which allows for the creation of networks based on the tourist experience, namely with the destination and attributes associated to events and leads to client loyalty, the best publicity possible for a tourist destination (Jhamb and Fang, 2017). In this context and as a result we can formulate the following research hypothesis:

*H8.* The recommendation of a tourist event has a positive effect on its satisfaction in a regional/island destination

In the context of the constant development of event production, innovation in some of the primary products becomes rather complex for some destinations, due to complex factors associated to those very same products. The main tourism products involve, to a certain extent, a differentiated mixture of elements such as physical premises, natural features and climate, services and hospitality (Benur and Bramwell, 2015; Smith, 1994).

Amongst some of the more intangible product's emphasis is placed on representations and images of tourism products which the tourism industry and other communication channels may promote, as well as cultural and symbolic meanings which the tourist associates to these products (Morgan, 2014; Murphy *et al.*, 2000).

The level of tourist satisfaction with a tourism product constitutes a fundamental concept in the analysis of brand loyalty (Murray and Kline, 2015). In this context, and providing the reasoning of the aforementioned literature, the following research hypothesis is formulated:

*H9.* Satisfaction based on the increase in revenue and the recommendation of the regional/island destination contributes towards regional competitiveness.

From the literature review and the formulated research hypotheses, the conceptual research model was designed (Figure 1).

## Methodology

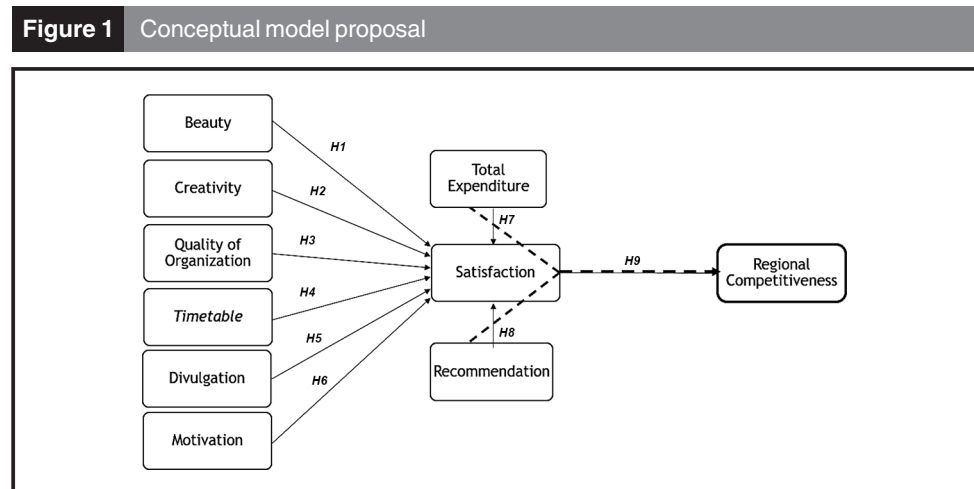
### *Data, variables and methods*

The analysis developed in this study is based on the examination of four tourist events organized by the Madeira Regional Tourism Board (DRT): Carnival, Flower Festival, Atlantic Festival and the Wine Festival. These events were selected, amongst many registered by the organization, as a means to encompass well-established events with others which are on the rise. Data collection, supported by the DRT, was carried out during 2017. The survey respondents were selected based on sampling (centered on the weighting of each nationality of guest arrivals in the region) as a means to ensure the representation of the tourist population at the time of the event.

The survey questionnaire was translated into four languages (English, German, French and Spanish) and validated by the DRT. Sampling and data treatment processes were organized by a team of the Tourism Observatory at the University of Madeira and carried out, essentially, at the departures of the International Airport of Madeira – Cristiano Ronaldo and the main hotels in the region. A total of 2262 questionnaires were compiled. Sample values are compatible with the margin of error guideline values of 5 at a 95 per cent level of confidence, considering the population of tourists staying overnight on the island at the date of the events.

The contextual setting under analysis offers the possibility to analyze a real-life portfolio of events, which has rarely been done before (Getz and Page, 2016; Laing, 2018; Antchak, 2017).

Questionnaires mainly include closed-ended questions related to the level of satisfaction of the event and assessed on a 7-point Likert scale (Marinao *et al.*, 2017) bearing in mind different dimensions and analysis variables related to the production of events as we can see in Table II.





**Table II** Study variables

<i>Dimension</i>	<i>Variables</i>	<i>Variable measurement</i>	<i>Authors</i>
Demographic Data	Age	Age group: [15-24]; [25-34]; [35-44]; [45-54]; [55-64]; over 65	Lai (2018), Marinao <i>et al.</i> (2017); Jurdana and Frleta (2016)
	Gender	Female; Male	
	Marital Status	Single, Married/Domestic Partnership, Divorced, Widow	
	Country of Residence	Portugal, Germany, Great Britain, France, Other (Which?)	
	Qualifications	Basic, Secondary, Undergraduate Degree, Masters/Doctorate	
	Professional Status	Employed, self-employed, student, unemployed, retired, Other (which?)	
Trip Profile	First visit	Yes, No	Cibinskiene and Snieskiene (2015), Okayasu <i>et al.</i> (2016a, 2016b), Jurdana and Frleta (2016)
	Support	Yes, No	
	Previous knowledge	Yes, No	
	Main motivation	Yes, No	
	Number of Nights	Number of Nights?	
	Traveling with someone	Number of people?	
	Expenses (euros €)	Less than 500; [501-1000]; [1001-1500]; [1501-2500]; [2501-3500]; [3501-5000]; [5001-7500]; more than 7500	
	Income (euros €)	Menos 500; [501-1000]; [1001-1500]; [1501-2500]; [2501-3500]; [3501-5000]; [5001-7500]; more than 7500	
Satisfaction Level	Beauty	Likert Scale 1-7	Blanco-Cerradelo <i>et al.</i> (2018), Okayasu <i>et al.</i> (2016a, 2016b); Jurdana and Frleta (2016)
	Creativity	Likert Scale 1-7	
	Quality of the Organization	Likert Scale 1-7	
	Schedule/Calendar	Likert Scale 1-7	
	Promotion/Exposure	Likert Scale 1-7	
	Motivation	Likert Scale 1-7	
	Overall Satisfaction	Likert Scale 1-7	
	Recommendation	Yes, No	

The questionnaire was self-administered to ensure a higher response rate and freedom of expression of the respondents, mainly in terms of the “space” for criticisms and/or recommendations for improvements.

The retrieved data was later analyzed using the *IBM SPSS Statistics for Windows, Version 23.0 Armonk, NY: IBM Corp.* Data processing included two components: relative use of univariate analysis and model estimation based on structural equation modeling as a means to identify interesting causal links and therefore confirm or rebut the outlined research hypotheses.

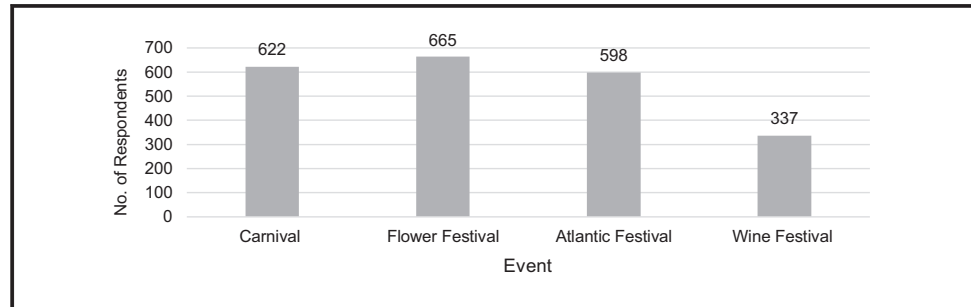
### Sample

The target population consisted of all the tourists staying on the Autonomous Region of Madeira during the year 2017 in which the events occurred. Sampling was carried out after each of the events under the following dates: Carnival (February 22 to March 1); Flower Festival (May 4-21); Atlantic Festival (June 3, 10, 17 and 24); Wine Festival (August 27 to September 10). In total, the sampling encompasses 2262 tourists redistributed throughout the four events: 662 at the carnival, 665 at the flower festival, 337 at the wine festival and 598 at the Atlantic festival (Figure 2).

### Results

#### *Descriptive analysis of data*

Sampling is evenly divided between men and women, in which the average age of participants is 56 years. Most of the respondents are married (66 per cent), travel in family

**Figure 2** Number of respondents per event

and are Portuguese (20 per cent), German (25 per cent), British (25 per cent) and French (15 per cent). Around 30 per cent of the sample has a university diploma, and 35 per cent reported secondary level education. The respondents stay on the island, an average of, 9 days. About 45 per cent are repeating visitors and 25 per cent (on average) have already participated in this event. In [Table III](#), it is possible to identify the key overall indicators of this study, in regard to each event.

In line with [Tanford and Jung \(2017\)](#), satisfaction is defined as the “general satisfaction with the festival”, so we analyze the satisfaction and its specific attributes that we classify in the category of relevant attributes. Beauty refers to the visual beauty of floral arrangements, flowery floats and dancers in traditional costumes and other elements present in the parade. Creativity refers to the respondents’ perception and evaluation of the innovativeness and capacity to produce ingenious and imaginative solutions in terms of the elements present in the lowered floats, cancers choreography and themes. Organization values issues such as access to the key areas of the event, provision of information *in situ*, and accessibility by bus. Timetable refers to the opening and closing of the main event and divulgation (advertising) refers to all aspects pertaining to the event’s promotion prior to the event itself. Motivation is defined as a binary variable, coded with value 1 when the respondent declared to be traveling to the region mainly to assist to the event and 0 otherwise. A recommendation is defined as a binary variable in similar terms.

For estimation purposes, the value of the level of income reported by respondents was defined as the mean of each income class listed in the questionnaire. In this study, we included the following classes: 500 €or less; 501€-1,000€; 1,001€-1,500€; 1,501-2,500€; 2,501-3,500€; 3,501€-5,000€; 5,001€-7,500€; 7,500€or more. The value of the level of

**Table III** Key statistics

indicators	Events				Observations
	Carnival	Flower festival	Atlântic festival	Wine festival	
Satisfaction	5,73	5,77	6,20	5,70	Average
Beauty	6,07	5,91	6,60	6,12	Average
Creativity	5,89	5,72	6,33	6,12	Average
Organization	5,81	5,87	6,47	6,10	Average
Timetable	5,64	6,03	6,14	6,16	Average
Advertising	5,31	5,39	5,89	5,65	Average
Motivation	12,7%/87,3%	3,7%/96,3%	42,1%/57,9%	2,7%/97,3%	Perc. Yes/No
Recommendation	80,1%/19,9%	72,7%/27,3%	87,1%/12,9%	61,7%/38,3%	Perc. Yes/No
Income	3744,63	3229,60	3158,12	3393,18	Average
Expenditure	2705,12	2670,86	2913,37	2525,13	Average
Sample size	662	598	665	337	

expenditure reported by respondents was defined in the questionnaire as a mean of each expenditure class, as in the previous case, with similar classes employed in each case.

As the literature suggests, high levels of satisfaction shared by participants in events lead to high levels of intention of recommending a destination (Jhamb and Fang, 2017) which may be associated to a positive word-of-mouth, positive assessment on Social Networks and return in the near future. Improvements in satisfaction and probability of return, besides a positive word-of-mouth, contribute towards the competitiveness of the destination.

### Multivariate analysis

The research hypotheses were successfully tested resorting to structural equation modeling (SEM), via STATA 13.0, in all four events. Table IV shows the path coefficients of the four models. Model 1 refers to Carnival, Model 2 to the Atlantic Festival, Model 3 to the Flower Festival and Model 4 to the Wine Festival.

The models relate the observed variables according to the causal sequence and the estimates provide paths coefficients for each structural path (research hypotheses). Conventional tests were applied to assess the statistical significance of each hypothesized relationship. To assess the suitability of SEM to model the data we examined the incremental and absolute fit indexes according to practice in addition to chi-square statistics. (Hair et al., 2010).

The absolute fit indexes are employed to assess the extent to which (how well) the structural equation modeling “reproduces the sampling data” (Whittaker and Stapleton, 2006). The “most common fit indexes” available in standard software packages “include” Chi-Square statistics, Standardized Root Mean Residual (SRMR) and the Root Mean Square Error of Approximation (RMSEA). The most common incremental fit indexes are the comparative fit index (CFI), and the Tucker Lewis Index (TLI). By definition, both the CFI and the TLI exhibit figures ranging between 0 and 1, with higher scores indicating greater improvement in the fit.

Table V highlights the Goodness of fit measures, for the different models related to each event, and the results of structural equation modeling are analyzed as follows: Likelihood ratio ( $\chi$ ), Prob > chi2, RMSEA, 90 per cent CI, lower bound, upper bound, pclose, CFI, TLI,

**Table IV** Path coefficients

	Model 1: Carnival		Model 2: Atlantic		Model 3: Flower		Model 4: Wine	
	Coef.	Significance	Coef.	Significance	Coef.	Significance	Coef.	Significance
<i>Satisfaction</i>								
Beauty → Satisfaction	0,2594	0,001*	0,1556	0,002*	0,1787	0,032**	0,3661	0,006*
Creativity → Satisfaction	0,2300	0,001*	0,1567	0,001*	0,0291	0,644	...	...
Organisation → Satisfaction	0,1082	0,075***	0,0737	0,062***	0,2481	0,001*	0,2468	0,087***
Timetable → Satisfaction	0,0757	0,165	-0,0047	0,899	0,9659	0,066***	0,0002	0,998
Divulgarion → Satisfaction	0,0963	0,006*	0,0596	0,036**	0,0165	0,620	0,1178	0,087***
Motivation → Satisfaction	0,0963	0,097***	0,0246	0,881	0,1779	0,049**	0,1797	0,715
<i>Recommendation</i>								
Satisfaction → Recommendation	0,0709	0,000*	0,0987	0,000*	0,1304	0,000*	0,1905	0,000*
Timetable → Recommendation	0,0547	0,000*	0,0041	0,638	-0,0209	0,203	0,0675	0,052**
Motivation → Recommendation	0,0787	0,133	-0,0315	0,508	-0,0328	0,338	0,0598	0,810
Divulgarion → Recommendation	...	...	...	...	...	...	-0,0946	0,006*
<i>Expenditure</i>								
Satisfaction → Expenditure	-0,1156	0,036**	0,0442	0,603	0,1283	0,093***	-0,1904	0,028**
Income → Expenditure	0,3518	0,000**	0,3018	0,000*	0,2174	0,000*	0,3125	0,000*
Motivation → Expenditure	...	...	...	...	...	...	1,9528	0,007*
Divulgarion → Expenditure	...	...	...	...	-0,1739	0,001*	...	...

Notes: \* $p < 0.01$ ; \*\* $p < 0.05$ ; \*\*\* $p < 0.10$

**Table V** the Goodness of fit measures

	<i>Carnival</i>	<i>Atlantic</i>	<i>Flower</i>	<i>Wine</i>
Likelihood ratio ( $\chi$ )	12,76	16,119	18,20	14,001
Prob > chi2	0,466	0,243	0,109	0,122
RMSEA	0,012	0,022	0,033	0,056
90% CI, lower bound	0,000	0,000	0,000	0,000
upper bound	0,047	0,053	0,062	0,111
pclose	0,975	0,927	0,809	0,375
CFI	0,998	0,989	0,970	0,969
TLI	0,996	0,979	0,939	0,927
SRMR	0,016	0,023	0,015	0,038
CD	0,547	0,353	0,290	0,563

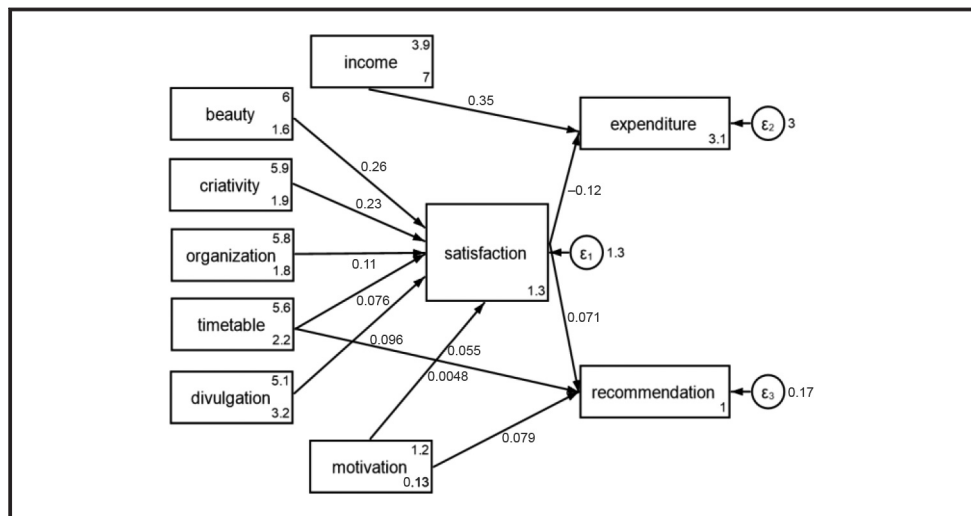
SRMR, CD. The results of the statistic goodness of it measures are shown in [Figures 3-6](#) for each event.

The results of structural equation modeling ([Table V](#)) reveal an acceptable fit for all models. Likelihood ratio figures (12,76; 16,119; 18,20; 14,001), Prob > chi2 = (0,466; 0,243; 0,109; 0,122), indicate an adequate fit for the data. The CFI (0,998; 0,989; 0,970; 0,969) and TLI measures (0,996; 0,979; 0,939; 0,927) are located above the recommended “cut-off point” of 9,9 for a well-fit model. The RMSEA (0,012; 0,022; 0,033; 0,056) figures are in conformity with the recommended “cut-off point” of 0,08 for an acceptable model fit ([Hair et al., 2010](#)).

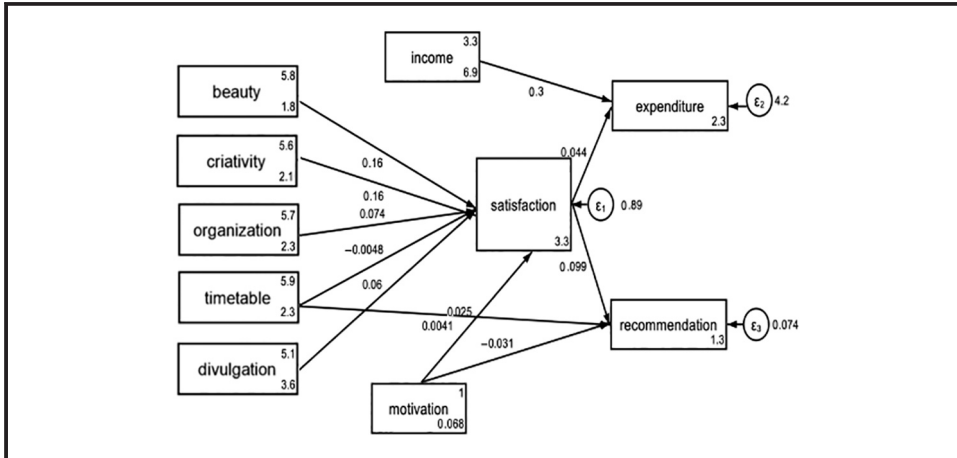
## Discussion

*H1* is supported as the beauty factor shows a direct positive and strong relation to satisfaction in all models and events. These results are corroborated in several studies ([Blanco-Cerradelo et al., 2018](#); [Lowe et al., 2018](#); [Madzík et al., 2015](#)).

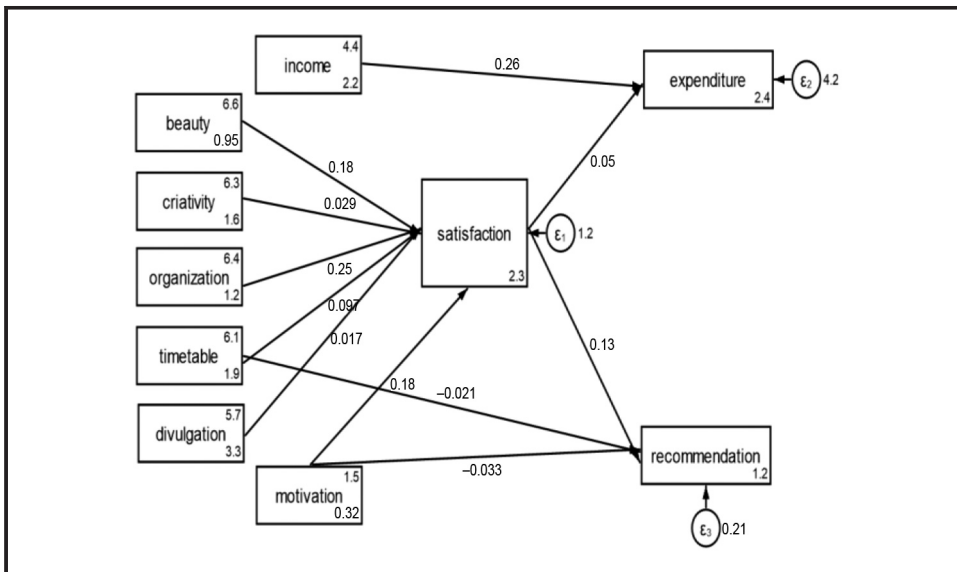
Regarding *H2*, it is clear that the creativity factor is irrelevant in the determination of the level of satisfaction at the Flower Festival and is rejected in this model but accepted in other events. It is not possible to, therefore, state that *H2* is entirely confirmed. Being creative is equally important in this respect, but not decisive ([Bittner and Heidemeier, 2013](#); [Boyotos et al., 2017](#); [Przychodzen, et al., 2016](#)).

**Figure 3** Structural model of the carnival event

**Figure 4** Structural model of the atlantic festival event



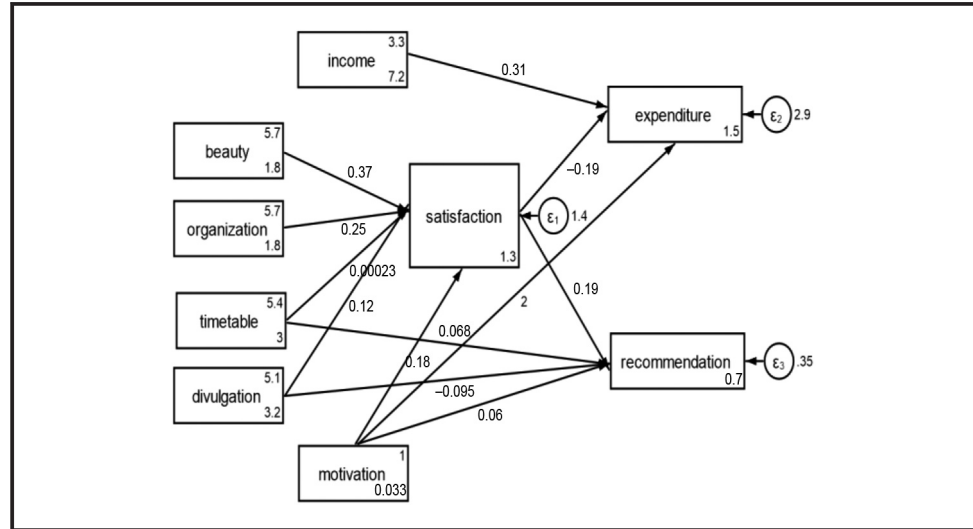
**Figure 5** Structural model of the flower festival event



In regard to *H3*, the variable organization is statistically significant in all models and therefore the hypothesis is accepted. However, the coefficient path of creativity in regard to satisfaction is merely statistically significant in two models (Carnival and Atlantic). It is possible, nonetheless, to advance that matters of organization, information and accessibility are considered important for most of the respondents. From this we can conclude that they value all the information and support, which allows one to know how to get to the area of the event and understand its choreography. In this sense, it is possible to refer that the organizers of the event are forced to stand out in offering attractive, well-planned and aesthetically appealing events. This result is in line with previous studies in the literature. The respondents seem to be time sensitive individuals willing to recommend well-planned events (Abebe and Angriawan, 2014; Fraj et al., 2015; Shatrevich, 2014).

In what concerns *H4*, one can state that the schedule in which the event is carried out is only accepted in regard to the Flower Festival. The schedule variable is not statistically

**Figure 6** Structural model of the wine festival event



significant to explain the level of satisfaction reported by participants in the remainder events. Besides this, the scheduling variable seems to significantly affect the probability of recommending the event in Models 1, 2 and 4. Also, [Marinao, et al. \(2017\)](#) study refers to this aspect evidencing results in the same sense.

*H5*: The promotion of regional events influences tourist satisfaction and competitiveness, and in light of the results, does not seem to be at all relevant, as this hypothesis is merely supported in the model regarding the flower festival and rejected in the remainder events. Matters related to promotion and details of schedules are of less importance, which suggests that the core of the concerns of the organization should be centered on creative solutions, which attract the attention of participants ([Marinagi et al., 2014](#)).

In what concerns *H6*, the results are not globally consistent. Significant results were only found in the Carnival and Flower Festival.

The results indicate a direct effect between motivation and satisfaction in model 1 (significance level of 10 per cent) and model 3 (significance level 5 per cent). It is possible to conclude that the events in analysis meet the expectations of motivated participants, besides also matching the interests of those who travel specifically for an event. These results emphasize the importance of attracting and “satisfying” not only tourists who travel on purpose as well as those who attend an event by chance. Event organizers have managed to create attractive events for an ample base of potential “clients”, equally “satisfying” the interests of tourists traveling to the island for general purposes as some studies in the literature state ([Molinillo and Japutra, 2015](#); [Montenegro, 2017](#)).

*H7* is only accepted in Model 3 (flower festival) and rejected in the remaining models seeing that the highest level of satisfaction does not seem to positively influence the level of expense. Contrarily, greater levels of satisfaction are matched to lower levels of expense, which is the case for the Carnival, Atlantic and Wine Festival. However, higher levels of income lead to greater levels of expense. In other words, being a motivated participant leads to a higher level of expense. In addition to this, the promotion seems to lead to higher levels of expense, as evidenced in the study of [Ferrari et al. \(2018\)](#).

In regard to *H8*, we can observe that in terms of recommendation, traveling with the sole purpose of attending an event is relevant. This hypothesis is accepted in all the

analyzed models and events for which a recommendation may be considered as an important attribute for the destination and cultural events (Jhamb and Fang, 2017).

H9 refers that the most satisfied participants would be willing to recommend a destination and spend more money. The results indicate a statistically significant direct effect of satisfaction on the probability of recommending the destination in all models, for which this hypothesis is accepted. These results corroborate some of the studies revealed in the literature (Alegre and Garau, 2010; Parker et al., 2017; Tsai et al., 2009).

Table VI summarizes the results of the formulated hypotheses for each of the four events.

Most hypotheses are quite simple (and quite predictable) from a methodological point of view. However, as stated above, we offer insights into a real-life portfolio of events. In terms of conclusions, and in a number of instances, the findings vary depending on the event under analysis, which adds an element of complexity to the analysis.

The obtained results are used to relate event participation and the positive assessment of a series of technical features of events with greater satisfaction levels, resulting in a greater interest in returning to the destination. Generally speaking, results suggest that the organization of events reached a considerable level of success in the transformation of cultural resources (which includes geography, history of the local streets, secular tradition in organizing events on specific streets of the city) and the value of decades-worth of experience in organizing attractive popular events such as the Carnival, for most of the respondents who traveled on purpose for such events or other reasons. The reliance of satisfaction levels with issues such as beauty and organization suggest two routes for event organization.

There is an obvious on-going focus on providing aesthetically appealing events that bear in mind the importance of factors such as the local natural beauty, comfort and safety that the island of Madeira offers as a destination. In this sense factors such as the venues for key events, accessibility issues (on foot, public transports), the interpretation of resources and downtime are continuously subject to improvements. Thus, in a general sense one can state that a greater level of satisfaction with technical features associated to local/regional events has an impact on the level of competitiveness.

## Conclusions

### Theoretical conclusions

The purpose of this study was to analyze the contribution of satisfaction levels with tourism events as a product of regional competitiveness. A few existing studies on motivation, satisfaction and destination competitiveness have been limited to the analysis of the tourist's perception regarding the destination, ignoring in practice the perception of tourists

**Table VI** Result of hypotheses

Events Hypothesis	Carnival	Atlantic	Flower	Wine
H1 - Beauty	Not Reject	Not Reject	Not Reject	Not Reject
H2 - Creativity	Not Reject	Not Reject	Reject	*
H3 - Quality of Organisation	Not Reject	Not Reject	Not Reject	Not Reject
H4 - Timetable	Reject	Reject	Not Reject	Reject
H5 - Divulgation	Reject	Reject	Not Reject	Reject
H6 - Motivation	Not Reject	Reject	Not Reject	Reject
H7 - Expenditure	Reject	Reject	Not Reject	Reject
H8 - Recommendation	Not Reject	Not Reject	Not Reject	Not Reject
H9 - Satisfaction	Not Reject	Not Reject	Not Reject	Not Reject

Note: This variable was not analyzed at the Wine Festival

as consumers of tourism products. Studies have been focused on competitiveness, yet they have ignored tourists' perceptions (Chen *et al.*, 2016; Cracolici *et al.*, 2008; Enright and Newton, 2004; Pansiri, 2014).

It is an essential investment for the reinforcement of destination competitiveness. Another relevant implication results from the fact that higher levels of satisfaction are related to a higher level of initial visits in the near future as well as the probability of an increased volume of positive publicity. Another result with implications is the number of participants who participate by chance. In this sense, there should be a concern with this segment, and action plans and strategies should be outlined to captivate and actively involve this type of participant. To sum up, we can conclude that events have an impact on tourist satisfaction, which leads to recommendations, tourist loyalty and an increase in tourism demand and regional competitiveness.

### *Practical conclusions*

In terms of practical contributions, it is important to emphasize that we also sought to analyze the relationship between the tourist's satisfaction and their intention to recommend the destination. In terms of implications, it matters to refer that the results indicate that additional investments in terms of conception, production and organization of pleasant events are profitable as they contribute towards higher satisfaction levels and consequently a greater probability in recommending the event. It is of a greater implication of this study. As managerial implications, it is important that the DRT invests in technical skills in terms of the analyses of the partakers' preferences, and in the design and conception of scenarios and experiences. It is an essential investment for the reinforcement of destination competitiveness. Another relevant implication results from the fact that higher levels of satisfaction are related to a higher level of initial visits in the near future as well as the probability of an increased volume of positive publicity. Another result with implications is the number of participants who participate by chance. In this sense, there should be a concern with this segment, and action plans and strategies should be outlined to captivate and actively involve this type of participant. To sum up, we can conclude that events have an impact on tourist satisfaction, which leads to recommendations, tourist loyalty and an increase in tourism demand and regional competitiveness.

These findings suggest that it will be worthwhile to take into consideration esthetical aspects plus organizational elements inherent to the events to identify possible strategies and initiatives to improve the design and the overall performance of the events under analysis. Staging well-planned events increase the overall competitiveness of the destination via positive word of mouth and attraction of extra tourists and show a clear aptitude to transform raw cultural and historical resources into interesting and appealing products, a process that in itself provides evidence to suggest an increasing proficiency in understanding and managing the level of competitiveness of the destination. Nevertheless, this study demonstrates that the enhancement of the competitiveness of the destination lies in a number of practical issues such as creativity, organization and timetables, essentially fall within the competence of the event organizers. Instead of setting higher levels of a grand strategy on the subject of events, the DMO and event' organizers should focus their attention on the fine tune management of a few practical aspects relating to the implementation and post-event phases. This is one of the main contributions of this paper for theory and practice.

The results obtained in this study and answering the initial question raised, indicating that the organization of aesthetically appealing, well-organized events with appealing schedules, among other technical characteristics which offer experiences which lead to a higher level of satisfaction, reflect greater competitiveness in terms of the destination. Furthermore, it matters to refer that the results indicate that additional investments in terms



of conception, production, and organization of pleasant events are profitable as they contribute towards higher satisfaction levels and consequently a greater probability in recommending the event. It is of a greater implication of this study. As managerial implications, it is important that the DRT invests in technical skills in terms of the analyses of the partakers' preferences, and in the design and conception of scenarios and experiences.

It should be highlighted the importance of learning how to accumulation and transfer of knowledge and experience from one event to the other. Events seem to follow a main narrative throughout the year, rather than an individual line of action.

### ***Limitations and suggestions for future research***

Results have enabled the identification of several interesting results, which allow for a wider line of research and extension to other fields of research. For instance, due to the number of participants involved in a casual manner (who did not travel specifically to the island for an event) it would be interesting to analyze the reason behind their participation in the event (ex. information given by the hotel reception, advice and information passed on by other guests).

This is an issue of greater importance, seeing that the majority of participants end up casually involved in the events. Another line of research would be to identify the resources or tools, which may ease the involvement of participants in learning sessions regarding local cultural resources. Only a small number of participants partake in other activities besides the key activities or sessions of the events. Another interesting issue to research would be to explore and analyze the role that some of these crafts may have on the island's competitiveness, that is, on the region's gross domestic product or even on a national level.

With the intention of an overall panorama, it would be extremely interesting to also analyze competitiveness factors and the innovation of companies in the tourism sector. Thus, we would have an extremely important transversal analysis focused on the identification of research gaps, the analysis of tourist satisfaction with these products and their contribution towards regional competitiveness. In addition to that, other fields for future research may be to highlight the importance of local crafts as a competitive factor and advantage as well as the way that companies in the tourism sector work.

This study also contributes to an increasingly mature perspective of intelligent destinations. Offering the main current challenges of destinations, companies and government strategies to achieve greater competitiveness. It is also important to mention the importance of information technology in the tourism industry by increasing its demand, enabling these technological tools to be an imperative partner in the promotion, coordination, marketing and efficient cooperation of industry by increasing their cooperation on a global scale (Buhalis, 2014; Mistilis *et al.*, 2014; Xu *et al.*, 2017).

### **References**

- Abebe, M.A. and Angriawan, A. (2014), "Organizational and competitive influences of exploration and exploitation activities in small firms", *Journal of Business Research*, Vol. 67 No. 3, pp. 339-345.
- Abreu, N.M., Ruhanen, L. and Arcodia, C. (2018), "Destination competitiveness: a phenomenographic study", *Tourism Management*, Vol. 64, pp. 324-334.
- Agbabiaka, H.I. (2016), "Physical planning implication of eyo festival in Lagos island, Nigeria", *Cogent Social Sciences*, Vol. 2 No. 1, pp. 1-14.
- Akhoondnejad, A. (2015), "Tourist loyalty to a local cultural event: the case of Turkmen handicrafts festival", *Tourism Management*, Vol. 52, pp. 468-477.

- Alberti, F.G. and Giusti, J.D. (2012), "Cultural heritage, tourism and regional competitiveness: the motor valley cluster", *City, Culture and Society*, Vol. 3 No. 4, pp. 261-273.
- Alegre, J. and Garau, J. (2010), "Tourist satisfaction and dissatisfaction", *Annals of Tourism Research*, Vol. 37 No. 1, pp. 52-73.
- Almeida-Santana, A. and Moreno-Gil, S. (2018), "Understanding tourism loyalty: horizontal vs. destination loyalty", *Tourism Management*, Vol. 65, pp. 245-255.
- Andersson, T.D., Getz, D. and Mykletun, R. (2013), "The festival size pyramid in three Norwegian festival populations", *Journal of Convention & Event Tourism*, Vol. 14 No. 2, pp. 81-103.
- Antchak, V. (2017), "Portfolio of major events in Auckland: characteristics: perspectives and issues", *Journal of Policy Research in Tourism, Leisure and Events*, Vol. 9 No. 3, pp. 280-297.
- Arnegger, J. and Herz, M. (2016), "Economic and destination image impacts of mega-events in emerging tourist destinations", *Journal of Destination Marketing & Management*, Vol. 5 No. 2, pp. 76-85.
- Attanasi, G., Casoria, F., Centorrino, S. and Urso, G. (2013), "Cultural investment, local development and instantaneous social capital: a case study of a gathering festival in the South of Italy", *The Journal of Socio-Economics*, Vol. 47, pp. 228-247.
- Axelsen, M. and Swan, T. (2010), "Designing festival experiences to influence visitor perceptions: the case of a wine and food festival", *Journal of Travel Research*, Vol. 49 No. 4, pp. 436-450.
- Barajas, A., Coates, D. and Sanchez-Fernandez, P. (2016), "Beyond retrospective assessment: sport event economic impact studies as a management tool for informing event organization", *European Research on Management and Business Economics*, Vol. 22 No. 3, pp. 124-130.
- Barbieri, C. and Mahoney, E. (2010), "Cultural tourism behaviour and preferences among the live-performing arts audience: an application of the univorous-omnivorous framework", *International Journal of Tourism Research*, Vol. 12 No. 5, pp. 481-496.
- Barrera-Fernández, D. and Hernández-Escampa, M. (2017), "Events and placemaking: the case of the festival internacional cervantino in Guanajuato", *International Journal of Event and Festival Management*, Vol. 8 No. 1, pp. 24-38.
- Benur, A.M. and Bramwell, B. (2015), "Tourism product development and product diversification in destinations", *Tourism Management*, Vol. 50, pp. 213-224.
- Berg, J. (2016), "Balancing on the creative highwire: forecasting the success of novel ideas in organizations", *Administrative Science Quarterly*, Vol. 61 No. 3, pp. 433-468.
- Bigné, A.E., Sánchez, G.I. and Sanz, B.S. (2009), "The functional-psychological continuum in the cognitive image of a destination: a confirmatory analysis", *Tourism Management*, Vol. 30 No. 5, pp. 715-723.
- Bittner, J.V. and Heidemeier, H. (2013), "Competitive mindsets, creativity, and the role of regulatory focus", *Thinking Skills and Creativity*, Vol. 9, pp. 59-68.
- Blanco-Cerradelo, L., Gueimonde-Canto, A., Fraiz-Brea, J.A. and Diéguez-Castrillón, M.I. (2018), "Dimensions of destination competitiveness: analyses of protected areas in Spain", *Journal of Cleaner Production*, Vol. 177, pp. 782-794.
- Boes, K., Buhalis, D. and Inversini, A. (2016), "Smart tourism destinations: ecosystems for tourism destination competitiveness", *International Journal of Tourism Cities*, Vol. 2 No. 2, pp. 108-124.
- Borges, A.P., Rodrigues, P. and Matias, Á. (2016), "Customer satisfaction and expenditure behaviour in musical festivals: the optimus primavera sound case study", *Tourism Economics*, Vol. 22 No. 4, pp. 825-836.
- Boyto, A., Smith, K. and Kim, J.H. (2017), "The underdog advantage in creativity", *Thinking Skills and Creativity*, Vol. 26, pp. 96-101. <https://doi.org/10.1016/j.tsc.2017.10.003>.
- Brito, P.Q. and Pratas, J. (2015), "Tourism brochures: linking message strategies, tactics and brand destination attributes", *Tourism Management*, Vol. 48, pp. 123-138.
- Buhalis, D. (2014), "Tourism and information technologies: past, present and future", *Tourism Recreation Research*, Vol. 25 No. 1, pp. 41-58.
- Cai, L.A., Boger, C. and O'Leary, J. (1999), "The Chinese travelers to Singapore, Malaysia, and Thailand: a unique Chinese outbound market", *Asia Pacific Journal of Tourism Research*, Vol. 3 No. 2, pp. 2-13.

- Carmichael, B.A. (2002), "Global competitiveness and special events in cultural tourism: the example of the Barnes exhibit at the art gallery of Ontario", *The Canadian Geographer/Le Géographe Canadien*, Vol. 46 No. 4, pp. 310-324.
- Castañó, J.M., Moreno, A., García, S. and Crego, A. (2003), "Aproximación psicosocial a la motivación turística: variables implicadas en la elección de Madrid como destino", *Estudios Turísticos*, Vol. 158, pp. 5-41.
- Castillo, V.M., Alvarez, M.A. and Placencio, H.D. (2018), "A bibliometric analysis of creativity in the field of business economics", *Journal of Business Research*, Vol. 85, pp. 1-9.
- Chalip, L. and Costa, C.A. (2005), "Sport event tourism and the destination brand: towards a general theory", *Sport in Society*, Vol. 8 No. 2, pp. 218-237.
- Chang, J. (2005), "Segmenting tourists to aboriginal cultural festivals: an example in the Rukai tribal area", *Tourism Management*, Vol. 27 No. 6, pp. 1224-1234.
- Chang, S. and Mahadevan, R. (2017), "Different hearth, different worth: sustaining an emerging festival in the new cultural city of Singapore", *Tourism Analysis*, Vol. 22 No. 1, pp. 93-98.
- Chen, C.M., Chen, S.H., Lee, H.T. and Tsai, T.H. (2016), "Exploring destination resources and competitiveness: a comparative analysis of tourists' perceptions and satisfaction toward an island of Taiwan", *Ocean & Coastal Management*, Vol. 119, pp. 58-67.
- Chirieleison, C., Montrone, A. and Scrucca, L. (2013), "Measuring the impact of a profit-oriented event on tourism: the Eurochocolate festival in Perugia", *Tourism Economics*, Vol. 19 No. 6, pp. 1411-1428.
- Cibinskiene, A. (2012), "Impact evaluation of events as factors of city tourism competitiveness", *Economics and Management*, Vol. 17 No. 4, pp. 1333-1339.
- Cibinskiene, A. and Snieskiene, G. (2015), "Evaluation of city tourism competitiveness", *Procedia - Social and Behavioral Sciences*, Vol. 213, pp. 105-110.
- Colombo, A. (2015), "How to evaluate cultural impacts of events? A model and methodology proposal", *Scandinavian Journal of Hospitality and Tourism*, Vol. 16 No. 4, pp. 500-511.
- Cracolici, M.F., Nijkamp, P. and Rietveld, P. (2008), "Assessment of tourism competitiveness by analysing destination efficiency", *Tourism Economics*, Vol. 14 No. 2, pp. 325-342.
- Cudny, W. (2016), "Manufaktura in Łódź, Poland: an example of a festival marketplace", *Norsk Geografisk Tidsskrift - Norwegian Journal of Geography*, Vol. 70 No. 5, pp. 276-291.
- Dann, G.M.S. (1981), "Tourism motivation: an appraisal", *Annals of Tourism Research*, Vol. 8 No. 2, pp. 187-219.
- Dantas, D. and Colbert, F. (2016), "Festival de Lanaudière: differentiation in customer experience", *International Journal of Arts Management*, Vol. 18 No. 3, pp. 79-85.
- Davis, A. (2016), "Experiential places or places of experience? Place identity and place attachment as mechanisms for creating festival environment", *Tourism Management*, Vol. 55, pp. 49-61.
- Della, L.M. (2012), "Economic performance measurement systems for event planning and investment decision making", *Tourism Management*, Vol. 34, pp. 91-100.
- Duglio, S. and Beltramo, R. (2017), "Estimating the economic impacts of a small-scale sport tourism event: the case of the Italo-Swiss Mountain trail CollonTrek", *Sustainability*, Vol. 9 No. 3, doi: [10.3390/su9030343](https://doi.org/10.3390/su9030343).
- Dundon, A. (2013), "Gogodala canoe festivals, customary ways and cultural tourism in Papua New Guinea", *Oceania*, Vol. 83 No. 2, pp. 88-101.
- Durbary, R. and Sinclair, M.T. (2003), "Market shares analysis", *Annals of Tourism Research*, Vol. 30 No. 4, pp. 927-941.
- Duvnjak, N., Vrakela, J., Mladenović, M. and Petrović, N. (2014), "Gastronomical manifestations in the tourism of South-Eastern Serbia", *Researches Reviews of the Department of Geography. Tourism and Hotel Management*, Vol. 642, pp. 210-220.
- Dwyer, L., Dragičević, V., Armenskid, T., Mihalic, T. and Cvelbar, L.K. (2014), "Achieving destination competitiveness: an importance-performance analysis of Serbia", *Current Issues in Tourism*, pp. 1-28.

- Einarsen, K. and Mykletun, R.J. (2009), "Exploring the success of the gladmatfestival, the Stavanger food festival", *Scandinavian Journal of Hospitality and Tourism*, Vol. 9 Nos 2/3, pp. 225-248.
- Eitzinger, C. and Wiedemann, P.M. (2008), "Trust in the safety of tourist destinations: hard to gain, easy to lose? New insights on the asymmetry principle", *Risk Analysis: An Official Publication of the Society for Risk Analysis*, Vol. 28 No. 4, pp. 843-853.
- Enright, M.J. and Newton, J. (2004), "Tourism destination competitiveness: a quantitative approach", *Tourism Management*, Vol. 25 No. 6, pp. 777-788.
- Erbas, E. (2016), "Competitive determinance-performance analysis: an illustration on Turkish winter tourism destinations", *Tourism Analysis*, Vol. 21 No. 1, pp. 93-106.
- Ferdinand, N. and Williams, N.L. (2013), "International festivals as experience production systems", *Tourism Management*, Vol. 34, pp. 202-210.
- Fernández, F.A.J., Mogolhón, H.M.J. and Duarte, P. (2016), "Destination image and loyalty development: the impact of tourists' food experiences at gastronomic events", *Scandinavian Journal of Hospitality and Tourism*, Vol. 17 No. 1, pp. 92-110.
- Ferrari, G., Jiménez, J.M. and Secondi, L. (2018), "Tourists' expenditure in Tuscany and its impact on the regional economic system", *Journal of Cleaner Production*, Vol. 171, pp. 1437-1446, available at: <https://doi.org/10.1016/j.jclepro.2017.10.121>
- Ferrari, S. and Guala, C. (2015), "Mega-events and their legacy: image and tourism in Genoa, Turin and Milan", *Leisure Studies*, Vol. 4367, pp. 1-19.
- Fourie, J. and Santana, G.M. (2010), "The impact of mega-events on tourist arrivals", *Tourism Management*, Vol. 32 No. 6, pp. 1364-1370.
- Fraj, E., Matute, J. and Melero, I. (2015), "Environmental strategies and organizational competitiveness in the hotel industry: the role of learning and innovation as determinants of environmental success", *Tourism Management*, Vol. 46, pp. 30-42.
- Fromer, B. (2003), *Tourism and Senior Citizens*, Aleph, São Paulo.
- Gálvez, P.J.C., Muñoz, F.G.A. and López, G.T. (2015), "Wine festivals as a vehicle of promotion of a tourist destination", *Mediterranean Journal of Social Sciences*, Vol. 6 No. 3, pp. 574-581.
- Gardiner, B., Martin, R. and Tyler, P. (2004), "Competitiveness, productivity and economic growth across the European regions", *Regional Studies*, Vol. 38 No. 9, pp. 1045-1067.
- Getz, D. (1991), *Festivals, Special Events and Tourism*, Van Nostrand Reinhold, New York, NY.
- Getz, D. (2005), *Festivals, Special Events and Tourism*, 2nd ed., Van Nostrand Reinhold, New York, NY.
- Getz, D. (2008), "Event tourism: definition, evolution, and research", *Tourism Management*, Vol. 29 No. 3, pp. 403-428.
- Getz, D. (2010), *Event Tourism: Pathways to Competitive Advantage*, University of Queensland, School of Tourism, Brisbane.
- Getz, D. (2012a), *Event Studies: Theory, Research and Policy for Planned Events*, 2nd ed., Routledge, Abingdon.
- Getz, D. (2012b), "Event studies", in Page, S. and Connell, J. (Eds), *Routledge Handbook of Events*, Routledge, London.
- Getz, D. (2013a), *Event Tourism: Concepts, International Case Studies, and Research*, Cognizant, New York, NY.
- Getz, D. (2013b), "Ecotourism events", in Ballantyne, R. (Ed.), *International Handbook on Ecotourism*, Edward Elgar Press, Cheltenham.
- Getz, D. and Brown, G. (2004), "Critical success factors for wine tourism regions: a demand analysis", *Tourism Management*, Vol. 27 No. 1, pp. 146-158.
- Getz, D. and Page, S. (2016), "Progress and prospects for event tourism research", *Tourism Management*, Vol. 52, pp. 593-631.
- Geus, S., Richards, G.W. and Toepoel, V. (2015), "Conceptualisation and operationalisation of event and festival experiences: creation of an event experience scale", *Scandinavian Journal of Hospitality and Tourism*, Vol. 16 No. 3, pp. 274-296.

- Goeldner, C. and Ritchie, J. (2009), *Tourism Principles, Practices, Philosophies*, 11th ed., Wiley, New York, NY.
- Goldblatt, J.J. (1990), *Special Events: The Art and Science of Celebration*, John Wiley & Sons, New York, NY.
- Gong, T. and Tung, V.W.S. (2016), "The impact of tourism mini-movies on destination image: the influence of travel motivation and advertising disclosure", *Journal of Travel and Tourism Marketing*, Vol. 8408, pp. 1-13.
- Groza, M., Locander, D. and Howlett, C. (2016), "Linking thinking styles to sales performance: the importance of creativity and subjective knowledge", *Journal of Business Research*, Vol. 69 No. 10, pp. 4185-4193.
- Gunn, C.A. (1979), *Tourism Planning*, Russack and Company, New York, NY.
- Gunn, C.A. (1988), *Tourism Planning*, 2nd ed., Taylor and Francis, Abingdon.
- Hair, J.F., Black, W.C., Barry, J.B. and Anderson, R.E. (2010), *Multivariate Data Analysis*, Prentice Hall, Upper Saddle River, NJ.
- Hede, A., Jago, L. and Deery, M. (2002), "Special event research 1990-2001: key trends and issues", Events and place marketing, proceedings of the Australian conference for event management, Sydney, *University of Technology, Sydney*, pp. 335-338.
- Hede, A., Jago, L. and Deery, M. (2003), "An agenda for special event research: lessons from the past and directions for the future", *Journal of Hospitality and Tourism Management*, Vol. 10, pp. 1-14.
- Hede, A.M., Stokes, R. and Hede, A. (2009), "Network analysis of tourism events: an approach to improve marketing practices for sustainable tourism", *Journal of Travel and Tourism Marketing*, Vol. 8408, pp. 37-41.
- Hernández, M.J.M., Folgado, F.J.A. and Duarte, P.A.O. (2014), "Event tourism analysis and state of the art", *European Journal of Tourism, Hospitality and Recreation*, Vol. 5 No. 2, pp. 83-102.
- Hernández-Mogollón, J., Duarte, P. and Folgado-Fernández, J. (2018), "The contribution of cultural events to the formation of the cognitive and affective images of a tourist destination", *Journal of Destination Marketing & Management*, Vol. 8, pp. 170-178.
- Higgins-Desbiolhes, F. (2018), "Event tourism and event imposition: a critical case study from Kangaroo island", *South Australia. Tourism Management*, Vol. 64, pp. 73-86.
- Hinch, T. and Holt, N. (2016), "Sustaining places and participatory sport tourism events", *Journal of Sustainable Tourism*, Vol. 9582, pp. 1084-1099.
- Hsiao, J.P.H., Jaw, C. and Huan, T.C. (2008), "Information diffusion and new product consumption: a bass model application to tourism facility management", *Journal of Business Research*, Vol. 62 No. 7, pp. 690-697.
- Hsieh, S., O'Leary, J.T. and Morrison, A.M. (1992), "Segmenting the international travel market by activity", *Tourism Management*, Vol. 13 No. 2, pp. 209-223.
- Hughes, H. (2000), *Arts, Entertainment and Tourism*, Butterworth-Heinemann, Oxford.
- Husain, Z., Dayan, M. and Di Benedetto, C.A. (2015), "The impact of networking on competitiveness via organizational learning, employee innovativeness, and innovation process: a mediation model", *Journal of Engineering and Technology Management*, Vol. 40, pp. 15-28.
- Island, K. and Higgins, D.F. (2018), "Event tourism and event imposition: a critical case study from", *Tourism Management*, Vol. 64, pp. 73-86.
- István, B. (2015), "The impact of domestic gastronomic festivals on the local accommodations", *European Journal of Regional Development and Tourism*, Vol. 7 No. 2, pp. 188-205.
- Jackson, J. and Murphy, P. (2002), "Tourism destinations as clusters: analytical experiences from the new world", *Tourism and Hospitality Research*, Vol. 4 No. 1, pp. 36-52.
- Jaeger, K. and Mykletun, R.J. (2009), "The festival scape of Finnmark", *Scandinavian Journal of Hospitality and Tourism*, Vol. 9 Nos 2/3, pp. 327-348.
- Jamieson, N. (2014), "Sport tourism events as community builders-how social capital helps the 'locals' cope", *Journal of Convention & Event Tourism*, Vol. 15 No. 1, pp. 57-68.

- Jatzold, R. (1993), "Differenzierungs- und Förderungsmöglichkeiten des Kulturtourismus und die Erfassung seiner Potentiale am Beispiel des Ardennen-Eifel-Saar-Moselraumes", in Becker, C. and Steinecke, A. (Eds), *Kulturtourismus in Europa: Wachstum ohne Grenzen?*, Europäisches Tourismus Institut, Trier, pp. 135-144.
- Jhamb, Y. and Fang, Y. (2017), "A dual-perspective latent factor model for group-aware social event recommendation", *Information Processing & Management*, Vol. 53 No. 3, pp. 559-576.
- Jurdana, D. and Frleta, D. (2016), "Satisfaction as a determinant of tourist expenditure", *Current Issues in Tourism, Online (May)*, pp. 1-14.
- Kelly, D.M. and Fairley, S. (2018), "What about the event? How do tourism leveraging strategies affect small-scale events?", *Tourism Management*, Vol. 64, pp. 335-345.
- Kim, W., Jun, H.M., Walker, M. and Drane, D. (2014), "Evaluating the perceived social impacts of hosting large-scale sport tourism events: scale development and validation", *Tourism Management*, Vol. 48, pp. 21-32.
- Kozak, M. (2002), "Comparative analysis of tourism motivations by nationality and destinations", *Tourism Management*, Vol. 23 No. 3, pp. 221-232.
- Kruger, M., Hallmann, K. and Saayman, M. (2016), "Intention of mountain bikers to return", *South African Journal for Research in Sport, Physical Education and Recreation*, Vol. 38 No. 3, pp. 95-111.
- Kulczycki, C. and Halpenny, E.A. (2015), "Sport cycling tourists' setting preferences, appraisals and attachments", *Journal of Sport & Tourism*, Vol. 19 No. 2, pp. 169-197.
- Kuusik, A., Nilbe, K., Mehine, T. and Ahas, R. (2014), "Country as a free sample: the ability of tourism events to generate repeat visits: case study with mobile positioning data in Estonia", *Procedia - Social and Behavioral Sciences*, Vol. 148, pp. 262-270.
- Lai, K. (2018), "Influence of event image on destination image: the case of the 2008 Beijing Olympic games", *Journal of Destination Marketing & Management*, Vol. 7, pp. 153-163.
- Lai, L.H. and Graefe, A.R. (2000), "Identifying market potential and destination choice factors of Taiwanese overseas travelers", *Journal of Hospitality & Leisure Marketing*, Vol. 6 No. 4, pp. 45-65.
- Laing, J. (2018), "Festival and event tourism research: current and future perspectives", *Tourism Management Perspectives*, Vol. 25, pp. 165-168.
- Lamont, M. and Dowell, R. (2008), "A process model of small and medium enterprise sponsorship of regional sport tourism events", *Journal of Vacation Marketing*, Vol. 14 No. 3, pp. 253-266.
- Learned, E.P., Christensen, C.R., Andrews, K. and Guth, W.D. (1969), *Business Policy*, Irwing, Homewood.
- Leask, A. (2010), "Progress in visitor attraction research: towards more effective management", *Tourism Management*, Vol. 31 No. 2, pp. 155-166.
- Lee, J.S., Choi, Y. and Chiang, C.H. (2017), "Exploring the dynamic effect of multi-quality attributes on overall satisfaction: the case of incentive events", *International Journal of Hospitality Management*, Vol. 64, pp. 51-61.
- Li, Y.N. and Wood, E.H. (2014), "Music festival motivation in China: free the mind", *Leisure Studies*, Vol. 4367, pp. 1-20.
- Lowe, J., Maggioni, I. and Sands, S. (2018), "Critical success factors of temporary retail activations: a multi-actor perspective", *Journal of Retailing and Consumer Services*, Vol. 40, pp. 74-81, available at: <https://doi.org/10.1016/j.jretconser.2017.09.005>.
- Ludvig, A., Tahvanainen, V., Dickson, A., Evard, C., Kurttila, M., Cosovic, M. and Gerhard, W. (2016), "The practice of entrepreneurship in the non-wood Forest products sector: support for innovation on private Forest land", *Forest Policy and Economics*, Vol. 66, pp. 31-37.
- Mair, J. and Whitford, M. (2013), "An exploration of events research: event topics, themes and emerging trends", *International Journal of Event and Festival Management*, Vol. 4 No. 1, pp. 6-30.
- Madžik, P., Piteková, J. and Danöková, A. (2015), "Standard of living as a factor of countries competitiveness", *Procedia Economics and Finance*, Vol. 34 No. 15, pp. 500-507.
- Marais, M. and Saayman, M. (2010), "Key success factors of managing the Robertson wine festival", *Acta Academica*, Vol. 43 No. 1, pp. 146-166.

- Mariani, M. and Giorgio, L. (2016), "The pink night festival revisited: meta-events and the role of destination partnerships in staging event tourism", *Annals of Tourism Research*, Vol. 62, pp. 89-109.
- Marinagi, C., Trivellas, P. and Sakas, D.P. (2014), "The impact of information technology on the development of supply chain competitive advantage", *Procedia - Social and Behavioral Sciences*, Vol. 147, pp. 586-591, available at: <https://doi.org/10.1016/j.sbspro.2014.07.161>.
- Marinao, E., Chasco, C. and Torres, E. (2017), "Journal of destination marketing & management determinants of trust towards tourist destinations", *Journal of Destination Marketing & Management*, Vol. 6, pp. 1-8, available at: <https://doi.org/10.1016/j.jdmm.2017.03.003>.
- Marujo, N. (2015), "Eventos turísticos e satisfação do turista: o caso da festa do fim-do-ano na ilha da Madeira", *Revista Turismo: Estudos e Práticas*, Vol. 4 No. 2, pp. 35-54.
- Marujo, N., Serra, J. and Borges, M. (2016), "Turismo e autenticidade em cidades património mundial: o grau De satisfação do turista cultural Na cidade De Évora-Portugal", *Turydes - Revista Turismo Y Desarrollo Local*, Vol. 9 No. 21, pp. 1-14.
- McIntyre, C. (2009), "Museum and art gallery experience space characteristics: an entertaining show or a contemplative bathe?", *International Journal of Tourism Research*, Vol. 11 No. 2, pp. 155-170.
- McKercher, B. (2016), "Towards a taxonomy of tourism products", *Tourism Management*, Vol. 54, pp. 196-208.
- McRobbie, A. (2006), "Creative London, creative Berlin: notes on making a living in the new cultural economy", available at: [www.ateliereuropa.com/2.3\\_essay.php](http://www.ateliereuropa.com/2.3_essay.php).
- Mikulić, J., Prebežac, D., Šerić, M. and Krešić, D. (2017), "Campsite choice and the camping tourism experience: investigating decisive campsite attributes using relevance-determinance analysis", *Tourism Management*, Vol. 59, pp. 226-233.
- Mistilis, N., Buhalis, D. and Gretzel, U. (2014), "Future destination marketing: perspective of an Australian tourism stakeholder network", *Journal of Travel Research*, Vol. 53 No. 6, pp. 778-790.
- Mok, C. and Armstrong, R.W. (1995), "Leisure travel destination choice criteria of Hong Kong residents", *Journal of Travel & Tourism Marketing*, Vol. 4 No. 1, pp. 99-104.
- Molinillo, S. and Japutra, A. (2015), "Factors influencing domestic tourist attendance at cultural attractions in Andalusia", *Journal of Destination Marketing & Management*, Vol. 6 No. 4, pp. 456-464.
- Montenegro, A.F. (2017), "Motivation, satisfaction and loyalty in the case of a film festival: differences between local and non-local participants", *Journal of Cultural Economics*, Vol. 41 No. 2, pp. 173-195.
- Morgan, N. (2014), "Problematizing place promotion and commodification", in Lew, A., Hall, M. and Williams, A. (Eds), *The Wiley Blackwell Companion to Tourism*, Wiley, Chichester, pp. 210-219.
- Mulec, I. and Wise, N. (2013), "Indicating the competitiveness of Serbia's Vojvodina region as an emerging tourism destination", *Tourism Management Perspectives*, Vol. 8, pp. 68-79.
- Munjaj, S., Requejo, I. and Kundu, S.K. (2018), "Offshore outsourcing and firm performance: moderating effects of size, growth and slack resources", *Journal of Business Research*, available at: <https://doi.org/10.1016/j.jbusres.2018.01.014>.
- Murphy, P., Pritchard, M.P. and Smith, B. (2000), "The destination product and its impact on traveller perceptions", *Tourism Management*, Vol. 21 No. 1, pp. 43-52.
- Murray, A. and Kline, C. (2015), "Rural tourism and the craft beer experience: factors influencing Brand loyalty in rural North Carolina, USA", *Journal of Sustainable Tourism*, Vol. 23 Nos 8/9, pp. 1198-1216.
- Novelli, M., Schmitz, B. and Spencer, T. (2006), "Networks, clusters and innovation in tourism: a UK experience", *Tourism Management*, Vol. 27 No. 6, pp. 1141-1152.
- Okayasu, I., Nogawa, H., Casper, J.M. and Morais, D.B. (2016a), "Recreational sports event participants' attitudes and satisfaction: cross-cultural comparisons between runners in Japan and the USA", *Managing Sport and Leisure*, Vol. 21 No. 3, pp. 164-180.
- Okayasu, I., Nogawa, H., Casper, J. and Morais, D. (2016b), "Leveraging sport heritage to promote tourism destinations: the case of the tour of Flanders cyclo event", *Journal of Sport and Tourism*, Vol. 20 Nos 3/4, pp. 263-283.

- Oom, V.P., Mendes, J. and Guerreiro, M. (2012), "Residents' participation in events, events image, and destination image: a correspondence analysis", *Journal of Travel & Tourism Marketing*, Vol. 29 No. 7, pp. 647-664.
- Page, S.J., Bentley, T. and Walker, L. (2005), "Tourist safety in New Zealand and Scotland", *Annals of Tourism Research*, Vol. 32 No. 1, pp. 150-166.
- Panfiluk, E. (2015), "Impact of a tourist event of a regional range on the development of tourism", *Procedia - Social and Behavioral Sciences*, Vol. 213, pp. 1020-1027.
- Pansiri, J. (2014), "Tourist motives and destination competitiveness: a gap analysis perspective", *International Journal of Hospitality & Tourism Administration*, Vol. 15 No. 3, pp. 217-247.
- Parker, D., Charlton, J., Ribeiro, A. and Pathak, R.D. (2017), "Gastronomic festivals: attitude, motivation and satisfaction of the tourist", *British Food Journal*, Vol. 119 No. 2, pp. 267-283.
- Parolo, G., Ferrarini, A. and Rossi, G. (2009), "Optimization of tourism impacts within protected areas by means of genetic algorithms", *Ecological Modelling*, Vol. 220 No. 8, pp. 1138-1147, doi: [10.1016/j.ecolmodel.2009.01.012](https://doi.org/10.1016/j.ecolmodel.2009.01.012).
- Pearce, P. (1993), "Fundamentals of tourist motivation", in Pearce, D. and Butler, R. (Eds), *Tourism Research: Critiques and Challenges*, Routledge, London, pp. 113-134.
- Pereira, E.C.S., Mascarenhas, M.V.M., Flores, A.J.G. and Pires, G.M.V.S. (2014), "Nautical small-scale sports events portfolio: a strategic leveraging approach", *European Sport Management Quarterly*, Vol. 15 No. 1, pp. 27-47.
- Perles-Ribes, R.J.F., Ramón, R.A.B., Rubia, A. and Moreno, I.L. (2017), "Is the tourism-led growth hypothesis valid after the global economic and financial crisis? The case of Spain 1957-2014", *Tourism Management*, Vol. 61, pp. 96-109.
- Peters, M., Siller, L. and Matzler, K. (2011), "The resource-based and the market-based approaches to cultural tourism in alpine destinations", *Journal of Sustainable Tourism*, Vol. 19 No. 7, pp. 877-893.
- Porter, M.E. (1980), *Competitive Strategy: techniques for Analyzing Industries and Competitors*, Free Press. Competitive advantage, New York, NY.
- Porter, M.E. (1985), *Competitive Strategy: techniques for Analyzing Industries and Competitors*, Free Press. Competitive advantage, New York, NY.
- Prebensen, N.K., Woo, E., Chen, J.S. and Uysal, M. (2012), "Motivation and involvement as antecedents of the perceived value of the destination experience", *Journal of Travel Research*, Vol. 52 No. 2, pp. 253-264.
- Pretes, M. (1995), "Postmodern tourism", *Annals of Tourism Research*, Vol. 22 No. 1, pp. 1-15.
- Prokeš, M. (2013), "Development of wine tourism in South Moravia", *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, Vol. 61 No. 7, pp. 2669-2675.
- Przychodzen, W., Przychodzen, J. and Lerner, D.A. (2016), "Critical factors for transforming creativity into sustainability", *Journal of Cleaner Production*, Vol. 135, pp. 1514-1523.
- Qi, H., Smith, K. and Yeoman, I. (2018), "Cross-cultural event volunteering: challenge and intelligence", *Tourism Management*, Vol. 69, pp. 596-604.
- Quinn, B. (2009), *Festivals, Events and Tourism*, Dublin Institute of Technology School of Hospitality Management and Tourism, Dublin, 1-48, doi: [10.4135/9780857021076.n27](https://doi.org/10.4135/9780857021076.n27).
- Ren, C. and Blichfeldt, B.S. (2011), "One clear image? Challenging simplicity in place branding", *Scandinavian Journal of Hospitality and Tourism*, Vol. 11 No. 4, pp. 416-436.
- Richards, G. (2002), "Tourism attraction systems: exploring cultural behavior", *Annals of Tourism Research*, Vol. 29 No. 4, pp. 1048-1064.
- Richards, G. (2014), "Creativity and tourism in the city", *Current Issues in Tourism*, Vol. 17 No. 2, pp. 119-144.
- Ritchie, J.R.B. and Crouch, G. (2003), *The Competitive Destination a Sustainable Tourism Perspective*, CAB International, Wallingford.
- Robinson, R.N.S. and Clifford, C. (2012), "Authenticity and festival foodservice experiences", *Annals of Tourism Research*, Vol. 39 No. 2, pp. 571-600.
- Saayman, M. and Rossouw, R. (2010), "The cape town international jazz festival: more than just jazz", *Development Southern Africa*, Vol. 27 No. 2, pp. 255-272.



- Saayman, M. and Saayman, A. (2014), "Clustering attendees at the philharmonic orchestra's summer festival", *Leisure Studies*, Vol. 4367, pp. 1-18.
- Santos, J., Vareiro, L., Remoaldo, P. and Ribeiro, J. (2016), "Cultural mega-events and the enhancement of a city's image: differences between engaged participants and attendees", *Journal of Policy Research in Tourism, Leisure and Events*, Vol. 9 No. 2, pp. 1-23.
- Sekuloska, J.D. (2014), "Higher education and training as crucial pillars in creating the competitiveness of nation", *Procedia - Social and Behavioral Sciences*, Vol. 156, pp. 241-246.
- Shatreovich, V. (2014), "Industrial structures as competitive factor in organization development", *Procedia - Social and Behavioral Sciences*, Vol. 110, pp. 871-878.
- Shone, A. and Parry, B. (2004), *Successful Event Management*, 2nd ed., Thomson, London.
- Silberberg, T. (1995), "Cultural tourism and business opportunities for museums and heritage sites", *Tourism Management*, Vol. 16 No. 5, pp. 361-365.
- Siller, L. (2010), *Strategisches Management Alpiner Destinationen*, Erich Schmidt Verlag, Berlin. Available at: [www.esv.info/978-3-503-12692-7](http://www.esv.info/978-3-503-12692-7).
- Siriphattarasophon, S. (2017), "Multi-level factors affecting firm competitiveness in ASEAN region of small and medium enterprises of Thailand", *Kasetsart Journal of Social Sciences*, pp. 1-7.
- Smith, S. (1994), "The tourism product", *Annals of Tourism Research*, Vol. 21 No. 3, pp. 582-595.
- Son, S.M. and Lee, K.M. (2011), "Assessing the influences of festival quality and satisfaction on visitor behavioral intentions", *Event Management*, Vol. 15 No. 3, pp. 293-303.
- Stanickova, M. (2015), "Classifying the EU competitiveness factors using multivariate statistical methods", *Procedia Economics and Finance*, Vol. 23, pp. 313-320.
- Stavroulakis, P.J. and Papadimitriou, S. (2016), "The strategic factors shaping competitiveness for Maritime clusters", *Research in Transportation Business & Management*, Vol. 19, pp. 34-41.
- Stokes, R. (2008), "Tourism strategy making: insights to the events tourism domain", *Tourism Management*, Vol. 29 No. 2, pp. 252-262.
- Sutton, J. (2016), "From desert to destination: conceptual insights into the growth of events tourism in the United Arab Emirates", *Anatolia*, Vol. 27 No. 3, pp. 352-366.
- Swarbrooke, J. (1995), *The Development and Management of Visitor Attractions*, Butterworth Heinemann, Oxford, available at: <https://trove.nla.gov.au/version/19716362>.
- Tanford, S. and Jung, S. (2017), "Festival attributes and perceptions: a meta-analysis of relationships with satisfaction and loyalty", *Tourism Management*, Vol. 61, pp. 209-220.
- Tassiopoulos, D. and Haydam, N. (2007), "Golf tourists in South Africa: a demand-side study of a niche market in sports tourism", *Tourism Management*, Vol. 29 No. 5, pp. 870-882.
- Teixeira, S.J. and Ferreira, J.J.M. (2018), "Entrepreneurial artisan products as regional tourism competitiveness", *International Journal of Entrepreneurial Behavior & Research Entrepreneurial*, available at: <https://doi.org/10.1108/IJEBR-01-2018-0023>.
- Teixeira, S.J., Casteleiro, C.M.L., Rodrigues, R. and Guerra, M. (2018), "Entrepreneurial intentions and entrepreneurship in European countries", *International Journal of Innovation Science*, Vol. 10 No. 1, pp. 22-42, available at: <https://doi.org/10.1108/IJIS-07-2017-0062>.
- Tichaawa, T.M., Moyo, S., Swart, K. and Mhlanga, O. (2015), "The perceived impacts of sport tourism events: residents' perceptions in east London, South Africa", *African Journal for Physical, Health Education, Recreation and Dance*, Vol. 21, pp. 1218-1232.
- Tiew, F., Holmes, K. and Bussy, N. (2015), "Tourism events and the nature of stakeholder power", *Event Management*, Vol. 19 No. 4, pp. 525-541.
- Todd, L., Leask, A. and Ensor, J. (2017), "Understanding primary stakeholders' multiple roles in hallmark event tourism management", *Tourism Management*, Vol. 59, pp. 494-509.
- Trueman, M., Cook, D. and Cornelius, N. (2008), "Creative dimensions for branding and regeneration: overcoming negative perceptions of a city", *Place Branding and Public Diplomacy*, Vol. 4 No. 1, pp. 29-44.
- Tsai, H., Song, H. and Wong, K.K.F. (2009), "Tourism and hotel competitiveness research", *Journal of Travel & Tourism Marketing*, Vol. 26 Nos 5/6, pp. 522-546.

Tu, C. and Yang, S. (2013), "The role of entrepreneurial creativity in entrepreneurial processes", *International Journal of Innovation, Management and Technology*, Vol. 4 No. 2, pp. 286-289.

Ulvnes, A.M. and Solberg, H.A. (2016), "Can major sport events attract tourists? A study of media information and explicit memory", *Scandinavian Journal of Hospitality and Tourism*, Vol. 16 No. 2, pp. 143-157.

Wang, Y.S. (2009), "The impact of crisis events and macroeconomic activity on Taiwan's international inbound tourism demand", *Tourism Management*, Vol. 30 No. 1, pp. 75-82.

Whittaker, T.A. and Stapleton, L.M. (2006), "The performance of cross-validation indices used to select among competing covariance structure models under multivariate nonnormality conditions", *Multivariate Behavioral Research*, Vol. 41 No. 3, pp. 295-335.

Wijnants, M. Rovelto, G. Quax, P. and Lamotte, W. (2016), "WanderCouch: a smart TV approach towards experiencing music festivals live from the living room", *Multimedia Tools and Applications*, pp. 1-33, doi: [10.1007/s11042-016-3888-y](https://doi.org/10.1007/s11042-016-3888-y).

Wilkinson, D. (1998), *The Event Management and Marketing Institute*, IBD, Ontario, Canada.

Wong, C.K.S. and Yan, K.W.Y. (2004), "Outbound tourist selection criteria for choosing all-inclusive package tours", *Tourism Management*, Vol. 25 No. 5, pp. 581-592.

Wong, C.U.I. and McKercher, B. (2011), "Tourist information center staff as knowledge brokers: the case of Macau", *Annals of Tourism Research*, Vol. 38 No. 2, pp. 481-498.

Wong, S. and Lau, E. (2001), "Understanding the behavior of Hong Kong Chinese tourists on group tour packages", *Journal of Travel Research*, Vol. 40 No. 1, pp. 57-67.

Xu, F., Buhalis, D. and Weber, J. (2017), "Serious games and the gamification of tourism", *Tourism Management*, Vol. 60, pp. 244-256.

Xu, J.B. (2010), "Perceptions of tourism products", *Tourism Management*, Vol. 31 No. 5, pp. 607-610.

Yuan, J., Morrison, A.M., Cai, L.A. and Linton, S. (2008), "A model of wine tourist behaviour: a festival approach", *International Journal of Tourism Research*, Vol. 10 No. 3, pp. 207-219.

Yürük, P., Akyol, A. and Şimşek, G.G. (2017), "Analyzing the effects of social impacts of events on satisfaction and loyalty", *Tourism Management*, Vol. 60, pp. 367-378.

Zainuddin, Z., Radzi, M.S., Zahari, M.S.M., Souto, J.E., Pulido, F.J.I., Rodriguez, D.B. and Alén, G.E. (2015), "Perceived destination competitiveness of Langkawi island, Malaysia: a preliminary finding", *Tourism Management*, Vol. 20, pp. 131-140.

Zan, L., Bonini Baraldi, S. and Gordon, C. (2007), "Cultural heritage between centralisation and decentralization: insights from the Italian context", *International Journal of Cultural Policy*, Vol. 13 No. 1, pp. 49-70.

Zenker, S. (2009), "Who's your target? the creative class as a target group for place branding", *Journal of Place Management and Development*, Vol. 2 No. 1, pp. 23-32.

Zhang, M., Hu, M., Guo, L., Liu, W., Zhang, M. and Liu, W. (2017), "From place branding to placemaking: the role of events", *International Journal of Event and Festival Management*, Vol. 8 No. 1, pp. 8-23.

Ziakas, V. and Boukas, N. (2013), "Extracting meanings of event tourist experiences: a phenomenological exploration of Limassol carnival", *Journal of Destination Marketing & Management*, Vol. 2 No. 2, pp. 94-107.

## Further Reading

Chen, L.J. (2008), "Strategic capabilities, innovation intensity, and performance of service firms", *Journal of Service Science and Management*, Vol. 1 No. 2, pp. 111-122.

IBM Corp. Released (2014), *IBM SPSS Statistics for Windows, Version 23.0*, IBM Corp, Armonk, New York, NY.

Poirier, R.A. (1995), "Tourism and development in Tunisia", *Annals of Tourism Research*, Vol. 22 No. 1, pp. 157-171.

### About the author

Sérgio Jesus Teixeira is Investigator in Tourism at the University of Madeira, Ph.D. in Management at the University of Beira Interior. He is an integrated member of UBI Research Unit for Business Sciences (NECE), Portugal. He is also a reviewer for several international scientific journals. His research on tourism competitiveness, events and innovation has been presented at some international conferences and published in international journals. Sérgio Jesus Teixeira is the corresponding author and can be contacted at: [jesusteixeira1984@gmail.com](mailto:jesusteixeira1984@gmail.com)

João J.M. Ferreira is an Associate Professor at the University of Beira Interior (UBI), Portugal. He holds a PhD in Entrepreneurship and Small Business Management from the Autonomous University of Barcelona (UAB), Spain. Currently, he is the scientific coordinator of the UBI Research Unit for Business Sciences (NECE), Portugal. He has published over 200 papers in premier international journals and edited or co-edited several books on innovation and entrepreneurship. His research interests include strategy, competitiveness and entrepreneurship.

António Almeida is an Assistant Professor at the University of Madeira (UMa), Portugal. PhD in Economics, and he is president of the Observatory of Tourism of the University of Madeira. He has published several articles in international journals, is a reviewer of others and has published several as an author and coauthor in the field of tourism, management, economics and business finance

Eduardo Parra-Lopez is Full Professor at Department of Business Studies and Tourism, Faculty of Economics, Business Studies and Tourism, University of La Laguna (ULL), Islas Canarias Spain. Degree in administration and management (Universidad of La Laguna). Master in International Trade (EOI). PhD in administration and management. He has published in premier international journals, and edited or co-edited several books.

---

For instructions on how to order reprints of this article, please visit our website:  
[www.emeraldgrouppublishing.com/licensing/reprints.htm](http://www.emeraldgrouppublishing.com/licensing/reprints.htm)  
Or contact us for further details: [permissions@emeraldinsight.com](mailto:permissions@emeraldinsight.com)