

## **Major Festivals Evaluation 2004**

### **Final Report**

**Prepared by:**



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## Executive Summary

The Hawaii Tourism Authority, as part of its Product Development Program, established the Major Festivals Program to add new tourism-related products and improve existing products. The Major Festivals Program provided funds totaling over \$1.1 million to a variety of festivals in 2004 to enhance the visitor experience. As a government entity, HTA is accountable for the tax dollars it spends, and therefore evaluates the festivals that it funds, providing HTA with objective and comparable information across all festivals to use in its planning processes.

Each Major Festival is unique in certain ways, yet also similar to other events. The purpose of these evaluations was not to rank the festivals from best to worst. Instead, the purpose was to collect information about each festival using a consistent methodology so the results were comparable. The Major Festivals were categorized into three types of events for this report—large-scale events, theater events, and niche market events.

There were over 253,000 attendees at the Major Festivals in 2004, with just over 50% of them being visitors. The events generated over \$3.1 million dollars in state taxes.

Often, when assessing the “value” of an event like a festival, only the economic impact of the people who came from out of state to attend the event is typically considered. Each event is truly more valuable than just that. The “diversity effect”, or the impact of having a variety of things for visitors to do while in Hawaii, whether or not they came specifically for the event, is very important, as is a major objective of the Major Festivals Program. The evaluations done for Major Festivals in 2004 measured this diversity effect. The results showed that 43% of visitors who attended festivals but did not come to Hawaii specifically for the festivals said that the festival was one of the highlights of their trip. Almost 50,000 visitors’ trips to Hawaii were enhanced significantly because of one of the Major Festivals.

Although this report provides very useful information for HTA and the individual festivals, by no means does it provide a recipe for deciding which events should be funded and how much they should get. These evaluations focused on on-site attendance and demographics of the attendees. They did not focus on the PR or exposure that the event gets on the Mainland or elsewhere -- and the impact of that exposure can be significant. Another important aspect that should be considered is the community buy-in and involvement. It also does not address the financial need of the events.

## Introduction

The Hawaii Tourism Authority, through its Product Development Program, funded many types of events and programs in different areas in 2004. One of these areas was Major Festivals. The Major Festivals program funded nine different events in 2004. These events were some of the largest festivals in the State. The events funded by the Major Festivals Program were expected to have significant attendance and provide significant marketing opportunities within and outside the State of Hawaii.

The "Hawaii Tourism Strategic Plan: 2005-2015" (*TSP*) recognizes "Tourism Product Development" as one of nine strategic initiatives critical to the future success of Hawaii's visitor industry.

In the *TSP*, the goal for product development is:

*To provide a diverse and quality tourism product unique to Hawaii that enhances the Hawaii visitor experience and enriches residents' quality of life.<sup>1</sup>*

The objectives for product development are:

*Develop new, and strengthen existing experiential visitor activities and products*

*Develop new, and rejuvenate existing physical elements of the tourism product*

*Identify and support niche products with potential for successful market development*

The Major Festivals Program funded several of the largest events that occurred in Hawaii in 2004, which help to enhance Hawaii's tourism product. Events considered for funding under the Major Festivals Program were measured against the following criteria:

- Did it engender significant attendance and/or participation;
- Did it garner significant local, national and/or international media coverage;
- Did it assist in addressing shoulder periods;
- Did it help to provide experiences throughout the state;
- Did it target the visitor markets in line with HTA's marketing efforts;
- Did it highlight Hawaii's multi-cultural history; helped to increase visitor expenditures and/or length of stay of visitors; and
- Did it garner widespread community support.

In this Program, there are new events trying to build a customer base and reputation like the Volcano Party and the Big Island Festival, and there are events like the Aloha Festivals, which have been around for decades and have an extensive reputation both in Hawaii and outside of Hawaii..

The evaluations for the Major Festivals began in the second half of 2003, when four of the festivals were evaluated. The evaluations continued into 2004, when all Major Festivals were

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<sup>1</sup> Hawaii Tourism Strategic Plan, 2005-2015.

evaluated. These evaluations will also be conducted in 2005 with the purpose of tracking changes and improvements the festivals make over time.

As part of funding requirements, each festival was required to submit a report summarizing several key outcomes for their festival, such as attendance, number of visitors, economic impact, etc. In the past, festivals had different methods of estimating these outcomes, and there was little consistency between festivals. One of the important functions of this evaluation was to provide HTA with consistent and comparable results, using standardized techniques for determining outcomes.

## **Evaluation Objectives**

The concept behind the evaluations of these events is multi-fold. Most importantly, since HTA is a government entity and spending taxpayer dollars, these evaluations are one accountability tool for HTA, providing the agency with an objective view of what occurred at each festival.

The evaluations provide accountability because they measure the economic impact of the festivals. They provide comparability across all events, as all events have standardized techniques used for the evaluations, which was missing in the past. These evaluations also provide a quantitative base for HTA to refine its product development strategy and overall system-wide strategy.

Each evaluation assesses specific outcomes for each festival, including overall attendance, visitor attendance, visitor and resident demographics, experiential outcomes, and economic impact.

The evaluations are really more about “valuation” than evaluation. Assessing the value of a festival is more than just calculating the spending of visitors that come to Hawaii specifically for an event. There is a broader definition of the “value” of a festival. The majority of visitors that attended Major Festivals did not come to Hawaii specifically for the event, and were often excluded from the impact of event. But the Major Festivals gave those visitors something fun and exciting to do during their trip, and there is value to that, although it is very difficult to quantify and little consensus on how to quantify it. This is referred to as the diversity effect—there is always something fun and exciting to do in Hawaii. The evaluations done for the Major Festivals in 2004 estimated this additional value created by the Major Festivals.

The evaluations were also designed to benefit the festivals themselves, as well as HTA, since they can use much of the information to improve their events in the future. Actually, that was one of the most important outcomes of the evaluations: providing the festivals with information to enhance their events.

There were primary and secondary objectives to the evaluations. Of primary importance were the following:

### **Primary Objectives**

- Accurate estimates of total attendance
- Accurate estimates of visitor attendance
- Economic impact of the event
- Measuring diversity effect

There were also several secondary objectives. They were:

### **Secondary Objectives**

- Demographics of Attendees, both visitor and resident
- Identifying motivations, likes, and dislikes
- Measuring satisfaction
- Answering event-specific questions for the event directors

## **Methods**

### *Survey Methodology*

Two main types of surveys were done for the Major Festivals in 2004. The most frequent type of survey done was the intercept survey. In this type of survey, an interviewer would approach a festival attendee and ask that person a series of questions, and record their answers on a survey form. The surveys usually consisted of roughly 15-20 questions, capturing just the most important information. The intercept survey typically would take a few minutes to complete per person. The survey was kept short in order to maximize the number of surveys that could be completed during the festival.

The second type of survey done was the web survey. It was not done for every festival, but if the festival had a reliable list of email addresses of its attendees, a web survey was implemented (email addresses were often collected as part of the intercept survey to supplement the festival's email list). The web survey would then be conducted about a week or two after the event ended. The advantage of the web survey was that it provided very detailed information about the attendees, including detailed satisfaction and behavioral information. The main drawback with the web survey is that the sample sizes are often on the small side due to limited email databases.

### *Estimating Attendance*

If an event was ticketed, attendance was based on tickets collected. Most events, however, had at least some components that were not ticketed. For those events, two techniques were used to estimate attendance: point-in-time counts (sweeps), and counts of persons entering and exiting the event (flow counts).

For sweeps, the venue map was divided into sections on a grid. Counters were assigned to each section and counted all persons in that section. The total point-in-time attendance was calculated by summing the people in each grid square. Sweeps were conducted several times throughout the duration of the event, typically once every hour.

For flow counts, counters were positioned at each entrance to the venue. They counted all persons entering and leaving through that entrance for a set period of time, usually 10 or 15 minutes. Flow counts were conducted at every entrance, once an hour, throughout the duration of the event.

Using the sweeps and the flow count data, it is possible to estimate the total number of attendees, the size of the crowd at any given time, and turnover rates throughout the day.

## Overview of the 2004 Major Festivals

There were nine major festivals funded in 2004. They were a diverse group of events, featuring everything from independent film to gourmet food to Japanese dance. The list of events is in Table 1 below.

**Table 1. Events funded under the 2004 Major Festivals Program**

Organization	Event	Location	Date of Event
Aloha Week Hawai'i, Inc.	Aloha Festivals	Statewide	September & October
Big Island Group	Hawai'i's Big Island Festival – A Celebration of Diversity	Hawai'i	November
Hawai'i International Film Festival	Hawai'i International Film Festival	Statewide	November
Honolulu Festival Foundation	Honolulu Festival	Oahu	March
Kintetsu International Express (USA) Inc.	Pan-Pacific Festival - Matsuri in Hawai'i	Oahu	June
Maui AIDS Foundation	The Volcano Party Festival	Oahu, Maui	April & May
Maui Economic Development Board, Inc.	Maui Film Festival	Maui	June
Maui Writers Foundation	Maui Writers Conference & Retreat	Maui	August
World Music Association	Hawai'i International Jazz Festival	Oahu, Maui	July

## Types of Events

Although every festival was different from other festivals in many ways, certain groups of festivals had important similarities as well.

This report discusses the major festivals not individually, but as types of festivals. The objective of using this grouping is to demonstrate the characteristics of the types of events, and show how each type of event has its strengths and weaknesses. It should be remembered that each event is unique. However, trying to discuss nine separate and very different festivals simultaneously in this report would be confusing and the report would be cumbersome and difficult to read.

The Major Festivals consisted of three categories of events:

**Large-scale events:** Aloha Festivals, Honolulu Festival, Pan Pacific Festival. These events included parades, block parties, or both, and took place in major tourist areas.

**Theater events:** Hawaii International Film Festival, Maui Film Festival, and Hawaii International Jazz Festival.

**Niche-market events:** Maui Writers Conference, Volcano Party (a gay–friendly event), and the Big Island Festival (a high-end gourmet food and wine event).

## Findings

The evaluations of the Major Festivals in 2004 were designed to provide HTA and the festivals with information that both would find useful for their own specific purposes. This report covers some of the key findings for the Major Festivals Program.

## Attendance

The total attendance for the nine Major Festivals was over 253,000. The attendance varied from a low of 1,250 to a high of over 117,000. One interesting discovery was that when the events self-reported their attendance, they usually reported higher than what was computed for these evaluations, sometimes noticeably higher. Measuring attendance is not difficult, but it does require a structured, systematic process to achieve accuracy.

The events that had the biggest differential in the SMS-estimated attendance vs. the self-reported attendance were those with free and open events, such as block parties and parades, in their festivals. The larger the crowd, the more difficult it is to estimate its size.

Table 2 gives some statistics on attendance by the type of event.

**Table 2. Average and Range of Attendance by Type of Event**

	<b>Large-scale events</b>	<b>Theater events</b>	<b>Niche market events</b>
<b>Total attendance</b>	221,850	27,425	4,437
<b>Average attendance per event</b>	73,950	9,142	1,479
<b>Range of attendance</b>			
<b>High</b>	117,650	15,300	1,850
<b>Low</b>	38,500	2,700	1,250

As Table 2 indicates, the large-scale events were exactly that: they had the largest attendance. This was mainly due to their location-- each event had a major function in the heart of Waikiki, and they were typically free to attend. The niche-market events had the smallest number of attendees. They were typically expensive events to attend (all had high ticket prices), and each catered to a very targeted audience.

As a rule, large attendance figures are better than low ones. However, for the niche-market events, large attendance would have a very negative effect on the event. Many of these events focused on personal attention and a feeling of belonging, which isn't possible if too many people are in attendance.

## Visitors

One of the primary goals of the evaluations was determining the number of visitors that attended each event. The primary goal of the surveys was to accurately estimate the percentage of attendees that were visitors.

Visitor attendance varied by event. The niche-market events typically had the highest percentage of attendees that were visitors, while the theater events had the lowest.

**Table 3. Visitors by Type of Event**

	<b>Large-scale events</b>	<b>Theater events</b>	<b>Niche-market events</b>
Total Visitors	122,300	3,730	2,777
Average Number of visitors	40,767	1,243	926
Visitors as a % of attendees	55%	14%	63%
Range of Visitors			
High	59,000	2,260	1,420
Low	20,200	170	457
Range of % of Visitors			
High	66%	24%	76%
Low	50%	8%	34%

There were several factors that influence the number and percentage of visitors that attend. The most important factor was location. The large-scale events had the highest number of visitors attending—but they all had major activities in the heart of Waikiki, where large numbers of visitors simply walked out of their hotels and were right in the middle of the event. The theater events were typically located away from major tourist areas, so visitors had to venture out to get to the venue hosting the festival. Thus these events had little if any walk-by traffic. The niche-market events were small enough so that they could be held at hotels or resorts, and were designed to be there as most of their attendees were visitors.

The other important factor for an event to attract visitors was post-arrival advertising. This was important for all events, but especially so for the theater-based events. Most did not have effective post-arrival advertising strategies, and thus their visitor attendance was lower than it could have been. Part of this evaluation process is to provide the festivals with information as mentioned above so they can improve in areas such as post-arrival advertising strategies.

**Table 4. How They Heard About Event, All Attendees**

	Large scale	Theater events	Niche market
Passing by	7%		
Hotel; concierge	7%	1%	1%
Hotel information channel	1%	0%	
Word of mouth	28%	43%	48%
Internet	3%	4%	18%
Festival Website	0%		6%
Poster, banner		4%	2%
Magazine		0%	8%
Newspaper	25%	28%	11%
TV	7%	9%	
Radio	12%	9%	2%
Direct mail	0%	6%	2%
Repeat attendee	8%	1%	10%
Email	0%	4%	0%
Travel agent	1%	0%	3%
Other source	14%	8%	13%
No recollection		2%	0%

Different types of events used different means of promoting their events. Word of mouth was the highest for each type of event, and newspaper was next for the large-scale and theater events, whereas the niche markets were much more reliant on the Internet.

For those visitors who came to Hawaii specifically for a festival, word of mouth was still very high, but Internet becomes much more important for all types of events. It seemed having an effective Internet marketing strategy was very important in getting visitors to come to Hawaii specifically for an event.

**Table 5. How They Heard About Event, Visitors Who Came to Hawaii for the Event**

	Large scale	Theater events	Niche market
Hotel; concierge	8%	3%	
Word of mouth	24%	40%	36%
Internet	9%	20%	33%
Magazine			10%
Newspaper	4%	10%	11%
Repeat attendee	21%		4%
Email		7%	1%
Travel agent	9%		3%
Other source	28%	20%	11%

For those visitors that did not come to Hawaii specifically for an event, word of mouth was again very important, but many visitors read the local newspaper when they are on vacation, and they read about the festival here. The other area that was very important was hotels. Events can

increase their number of visitors to their event significantly if they have effective promotion of their event at the hotels. Working with concierges to help promote their events is definitely worth the effort.

**Table 6. How They Heard About Event, Visitors Who Did Not Come to Hawaii for the Event**

	Large scale	Theater events	Niche market
Passing by	17%		
Hotel; concierge	19%	13%	6%
Hotel information channel	4%	1%	
Word of mouth	16%	29%	32%
Internet	4%	9%	31%
Poster, banner		9%	
Newspaper	16%	23%	10%
TV	6%	2%	
Radio	2%	5%	
Repeat attendee	6%	2%	
Travel agent	2%	1%	16%
Other source	17%	11%	6%

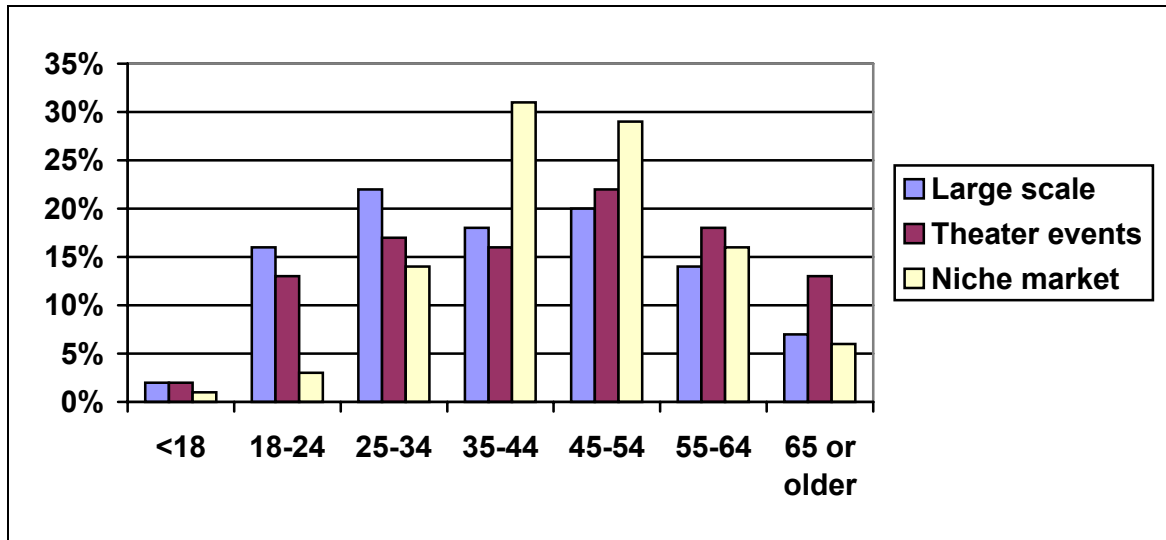
### Attendee Characteristics

The evaluation was designed to yield information to support decision-making for strategic planning purposes. Of particular interest is to know who attends certain types of events. It makes sense to fund diversity—different events that appeal to different parts of the visitor population. The current mix of festivals in the Major Festivals Program appears to be doing just that. Different types of events are attractive to different types of people.

#### Age

Examining the events by age distribution is particularly interesting. Figure 1 shows the distribution, and that the large-scale events have a younger audience and the Theater events have an older audience. The large-scale events often consisted of block parties and parades. The block parties had a younger audience than the parades, even though much of the entertainment was the same—but the venue and how the entertainment was presented appealed to different types of people. The niche market has attendees heavily concentrated in the 35-54 year age groups.

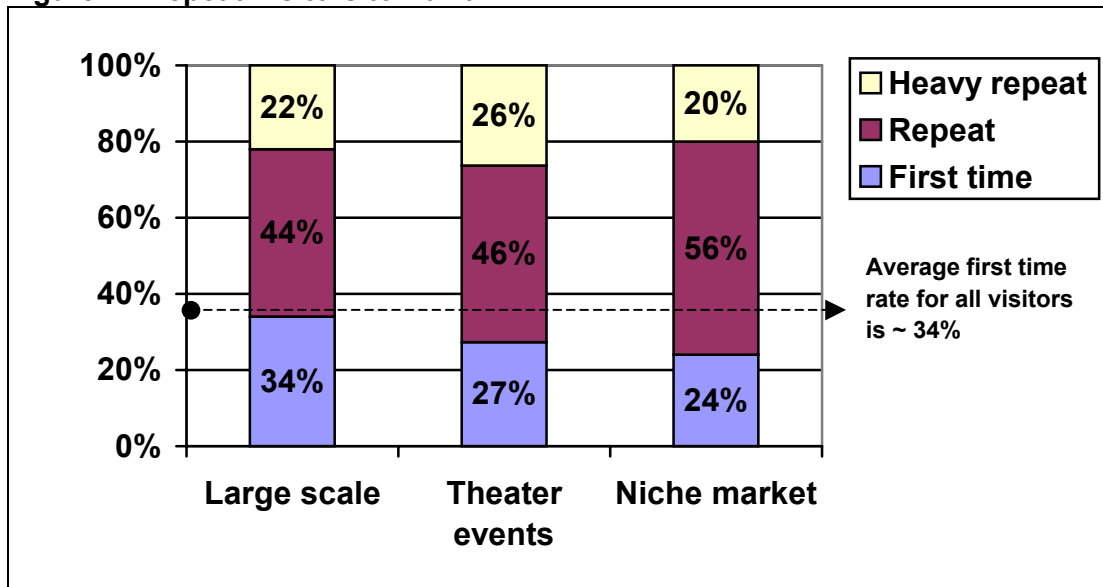
**Figure 1. Age of Attendees by Type of Event**



*Repeat Visitors to Hawaii*

One pattern that emerged from these evaluations was that the visitors that attend these events were more likely to be repeat visitors to Hawaii. They had done the typical sightseeing activities, but when they came back to Hawaii, they were looking for something different to do, and these festivals provided those extra activities. Notice in Figure 2, the large-scale events had a repeat rate similar to visitors overall. This was due to the location of the events being in the middle of Waikiki. The theater events and niche markets events had a higher repeat visitor rate.

**Figure 2. Repeat Visitors to Hawaii**



Note: Heavy repeat means at least 10 trips to Hawaii

### *Repeat Festival Attendance*

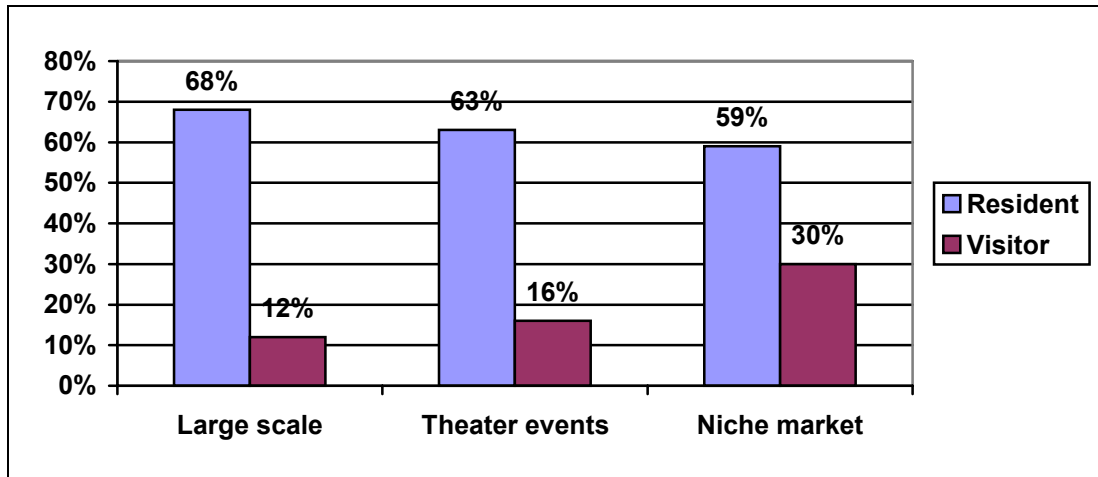
As one would expect, residents were much more likely to be repeat attendees than visitors. But examining the results shows some insight into travel behaviors of the festival attendees. Those that attended the event more than once fell into one of three categories:

- 1) those who came to Hawaii for the event;
- 2) those who would come to Hawaii anyway, but schedule their trip so they can attend the event; and
- 3) those who come to Hawaii at the same time of year, but their timing is unrelated to the festival.

The size of the group in (1) was measured as part of this evaluation. Groups (2) and (3) were not measured separately, but anecdotally. A significant number of visitors did in fact schedule their trips to Hawaii around festivals, although they had a separate purpose for coming to Hawaii.

As expected, the large-scale events had the lowest repeat visitor attendance, due to the large number of attendees that they get in major tourist areas. The niche markets had the largest number of repeat visitor attendees, which was surprising because two of the three events have been around for three years or less. Even though the niche market group had the lowest number of visitors on the average, there is obvious benefit to having niche market events, as they consist of events that people keep coming back for, and they are young events with the potential for growth.

**Figure 3. Repeat Attendance at the Event by Visitor/Resident**

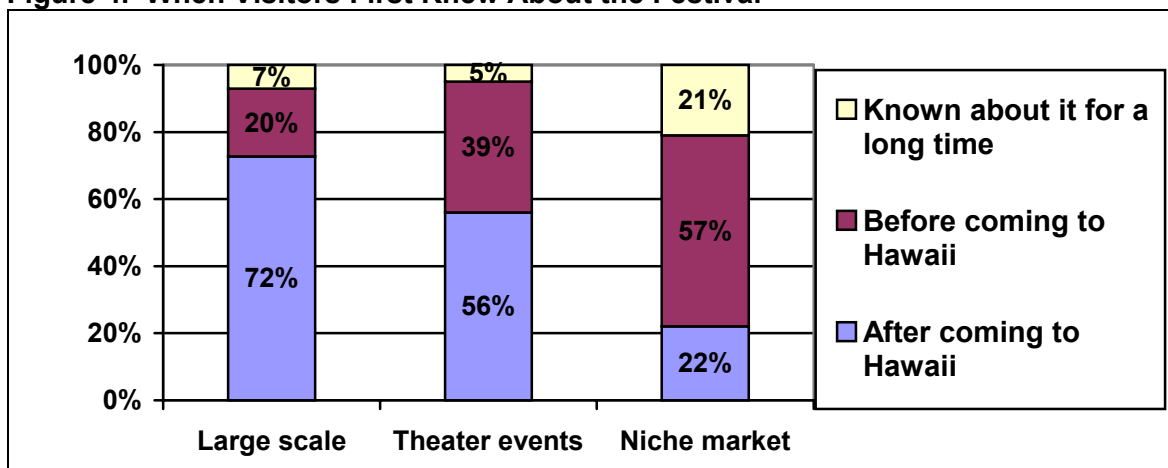


**Impacts**

One of HTA’s expectations of a Major Festival is that it will market itself abroad and bring visitors to Hawaii. Festivals did this in different ways. Some festivals brought large numbers of participants that come and perform in parades and other venues (i.e., Honolulu Festival and Pan Pacific Festival), while others relied on attendees to come and generate that impact.

This economic impact began with promotion—how many people knew about the event before arriving in Hawaii. The niche market events had the largest percentage of attendees that knew about it before arriving in Hawaii, while the large-scale events had the smallest. Reaching the most people was the first step in generating economic impact for Hawaii.

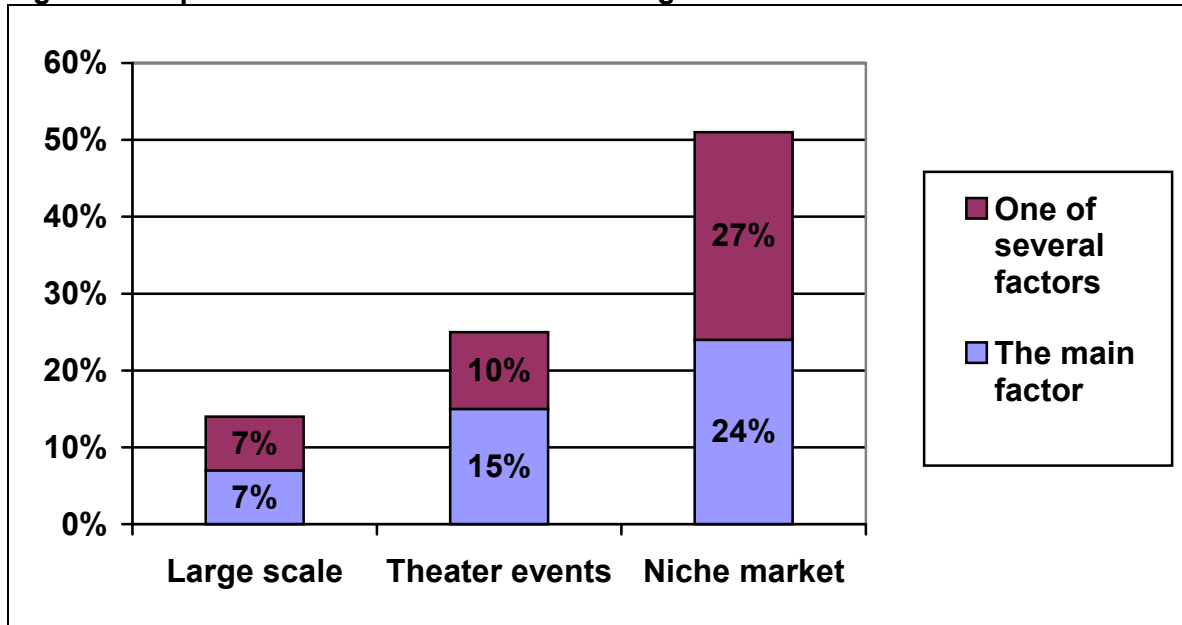
**Figure 4. When Visitors First Knew About the Festival**



The second step was getting those visitors to come to Hawaii for the event. Figure 5. shows that niche markets had the highest percentage of visitor that came for their events. This was

ultimately balanced out with the size of their attendance-- large-scale events had the highest attendance, but the lowest percentage of visitors that came for the event. Niche market events, on the other hand, had the lowest attendance figures, but the highest percentage of visitors that said they came for the event.

**Figure 5. Importance of the Festival in Deciding to Come to Hawaii**



The large-scale events also received the most funding from HTA. The large-scale events are the biggest, have been around the longest, and generate the most economic activity in the state. Table 7 presents the economic impact of the different types of events.

**Table 7. Economic Impacts by Type of Event**

	Large-scale events	Theater events	Niche markets
Total number of visitors that came for it	14,875	832	1,555
Total visitors spending (est)	\$26.6M	\$1.7M	\$3.4M
Taxes Generated <sup>1</sup>	\$2,638,000	\$165,000	\$334,000
HTA Grant	\$700,000	\$250,000	\$175,000

Note: The table reflects all 3 events within each group combined, not averaged.

<sup>1</sup> Calculated using Type II multipliers from the 1997 Hawaii State Input-Output Model.

The economic impact of the event can be measured numerous different ways and can have several parts to it. Ultimately, not everyone will agree on how to best estimate the economic impact. In order to know how to interpret the economic impact figures in this report, one needs to understand what they represent and how they were computed.

The economic impact was based on the tax dollars generated by the number of visitors that said they came to Hawaii for the event. They were included in this group if they said that the festival was the main reason for their trip, or if it was one of several reasons. The economic impact does not include the effects of advertising and PR efforts in major visitor markets.

For the Major Festivals Program overall, there was a 2.8 to 1 ratio<sup>2</sup> between taxes generated by the Major Festivals and the grants given to the festivals, i.e., for every tax dollar HTA gave to the festivals, the festivals generated two dollars and eighty cents.

### **Satisfaction and Diversity Effect**

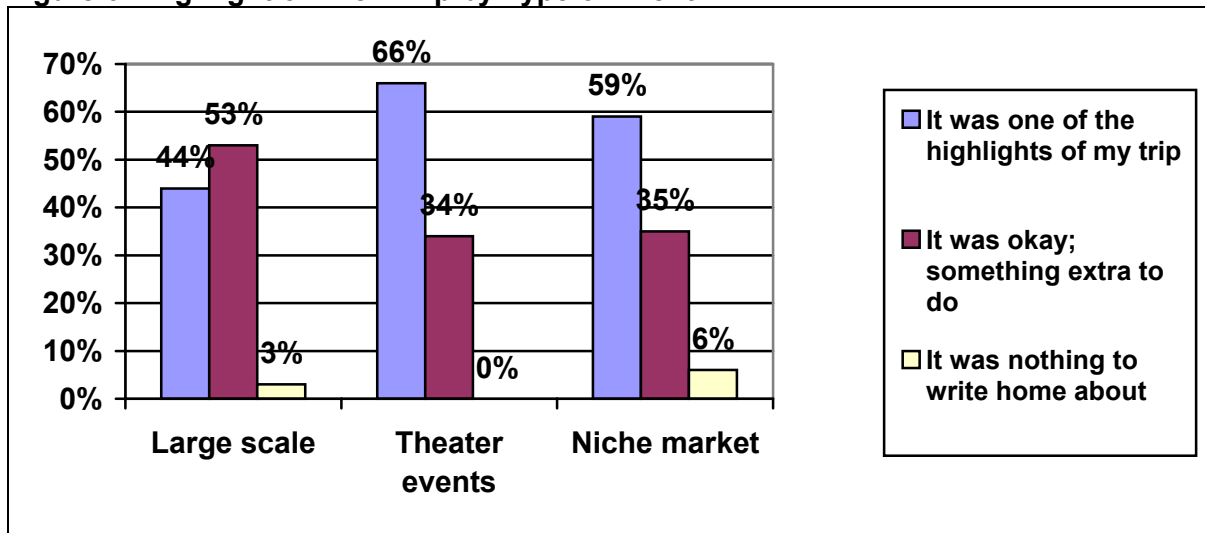
The impact of these festivals was not limited to just the narrow definition of economic impact as discussed in the earlier section. There was a significant impact from providing visitors that did not come to Hawaii for the festival something fun and entertaining to do while in Hawaii. This is the “diversity effect,” and one of the major objectives of the Major Festivals Program—there’s always something fun and exciting to do in Hawaii, no matter what your interests may be. So obviously having different events provides diversity, but what was unknown until now was how significant of an effect these events had on visitors. Having a diverse range of events that visitors do not get very excited about is not the goal of either HTA or the events. The goal is to have events where visitors truly enjoy themselves, taking their trip to a whole different level so that, ultimately, they take their experiences back home and tell their friends and family about what a wonderful place Hawaii is to visit. A question was asked of visitors if the event they were at was “one of the highlights of their trip”. This question was designed to answer this very important question.

The theater and niche market events all scored very high on this measure-- their visitors were likely to say the event was a highlight of their trip. The large-scale events scored the lowest on this measure, most likely due to the fact that they were in major tourist areas, and the visitors attending their event were much more likely to stumble across it because it was in the middle of Waikiki, whereas for the theater and niche market events the visitors had to deliberately seek out the event. This brings up an important point—these types of events are designed to provide different things. The theater and niche market events are designed to meet the specific desires of a particular group, while the large-scale events are designed to appeal to a very broad population.

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<sup>2</sup> The economic impact also uses Type II multipliers from the Hawaii State Input-Output Model. For every dollar a visitor spent, a total of 9.9 cents in state taxes was generated.

**Figure 6. Highlight of Their Trip by Type of Event**

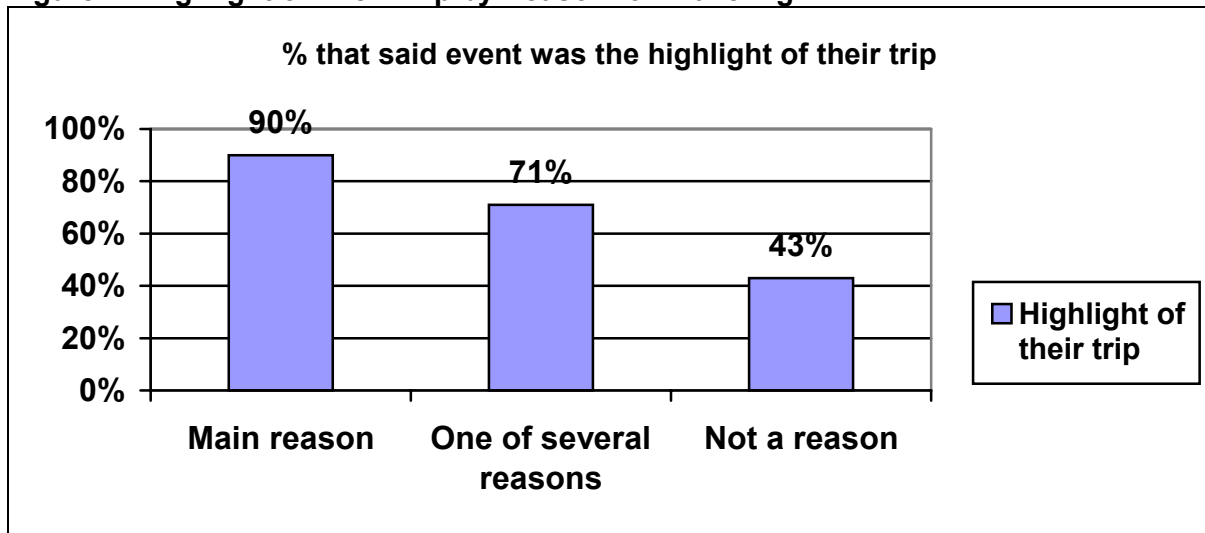


Note: Niche market represents only the Big Island Festival here, since the surveys for Maui Writers Conference and Volcano Party were conducted at the beginning of their events.

This diversity effect can be broken down further by how different visitors felt about the event when considering whether or not they came for it. Figure 7 demonstrates that almost all of those visitors whose main reason for coming to Hawaii was the event said that the event was the highlight of their trip, which is what one would expect. That number drops to 71% for those that said it was one of several reasons for their trip. But the diversity effect is really about the third group—those that did not come to Hawaii for the event. Here, 43% of them said that it was the highlight of their trip<sup>3</sup>. They did not come to Hawaii for it, most did not even know about the event, but they went to it, and it truly enhanced their vacation. The 43% was approximately equivalent to 50,000 visitors.

<sup>3</sup> It should be noted that most of the surveys were completed at the event, so if the question was asked during a web-based survey a week or two after the event was complete, the percent that would say that the event was the highlight of their trip would likely be lower.

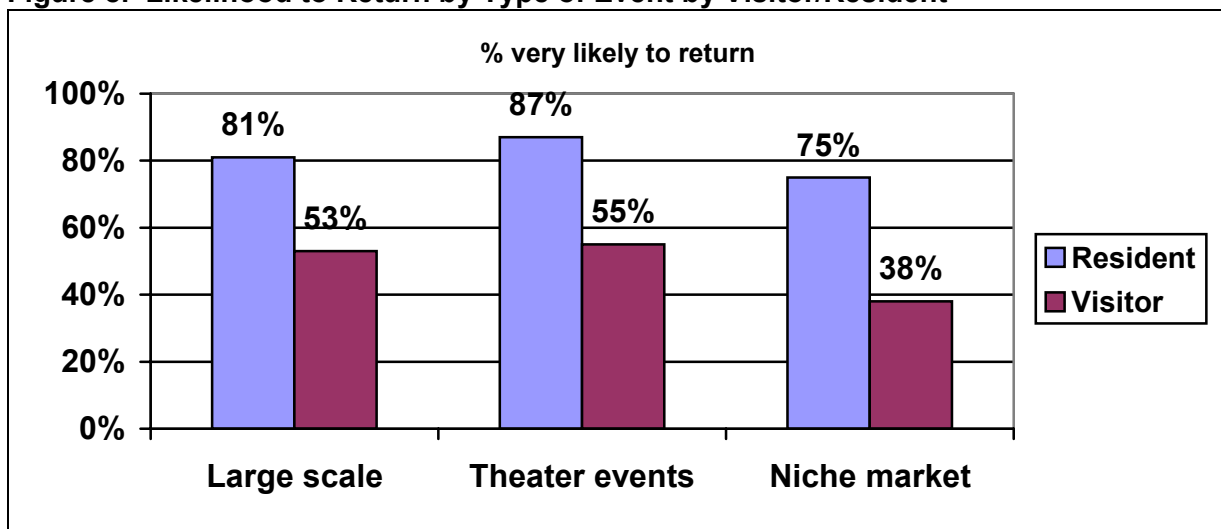
**Figure 7. Highlight of Their Trip by Reason for Traveling**



**Likelihood to Return to Festival in Future Years**

Likelihood to return is an indirect measure of satisfaction. If a person was not satisfied with an event, they would be unlikely to return to that event. Attendees for all types of events had relatively high likelihood to return. The niche markets did not do as well as the others, with the lowest likelihood to return among both visitors and residents. The theater events had the highest rate for both residents and visitors, and the large-scale events also had high likelihood to return.

**Figure 8. Likelihood to Return by Type of Event by Visitor/Resident**



## Major Festivals' Impacts on Tourism

The major festivals drew about 17,000 visitors to Hawaii in 2004 and entertained almost 130,000 visitors. Those may not seem like large numbers when compared to the almost 7 million visitors that came to Hawaii in 2004. But consider, for instance, the large-scale events, which averaged over 40,000 visitor attendees. The average daily census of visitors on Oahu (which is where most of the large scale events are held) is around 75,000-80,000. That means that over half of the visitors to Oahu attended a large-scale event when one was held on-island.

## Improving the Events

The festival evaluations not only served the needs of HTA, but also the needs of the festivals. The surveys used to gather information at the festivals were designed to:

- 1) give the festivals a baseline indication of the demographics of their attendees
- 2) estimate satisfaction, and identify areas that can be improved
- 3) allow the festival directors to ask any questions they would like on the survey

Each festival was given a full report for their individual event covering all of the data collected.. The festivals were encouraged to use the information in their individual evaluations to improve their events. How they can use that information to improve their events is not covered in this report, as the results vary widely from event to event, but the festival directors used the surveys to gather information of specific interest to them for their own strategic planning purposes. The festival directors are now beginning to use the information gathered from these evaluations to make adjustments to their venue, scheduling, content, and promotion. The festival directors have indicated to HTA how valuable they consider the evaluations to be. The evaluations of the Major Festivals continues into 2005, which gives both the HTA and the festivals a year-to-year comparison of their performance in several areas, so that they can track the impact of any changes they may have made.

## Policy Implications

The evaluations done for the major festivals were designed to have multiple objectives, one of which was to help HTA refine its strategic plan for its Product Development Program. These evaluations are not the sole criteria for deciding which events get funded or if there is to be a shift in policy regarding the entire program. At best, these evaluations are one tool that provides quantitative information for decision-making purposes, but should not be considered the sole criteria for making policy or funding decisions. For instance, certain events get significant exposure through media outlets, which can be very valuable from HTA's standpoint. However this factor is not part of this evaluation.

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<sup>4</sup> The advertising information is reported directly to HTA by the festivals themselves.

**Figure 9. Festivals Results Matrix**

	<b>Large-scale events</b>	<b>Theater events</b>	<b>Niche market events</b>
Attendance	221,850	27,425	4,437
# of visitors	122,300	1,243	926
% visitors	55%	14%	63%
# of visitors that came for event	14,875	832	1,555
% of visitors that came for event	14%	25%	51%
Taxes Generated	\$2.6M	\$165,000	\$334,000
HTA funding	\$700,000	\$250,000	\$175,000
Diversity Effect/	44%	66%	59%
Highlight of their trip			
Likelihood to return	53%	55%	38%

Ultimately, one event or even a type of event cannot provide high measurements across the board. Each type of event generates different things. In sum:

**Large-scale events:**

- a) Had very high attendance, including visitor attendance;
- b) Had large economic impact due to the large numbers of people that come to attend or participate in their events; and
- c) Had (relatively) low satisfaction scores.

**Theater events**

- a) Had lower visitor attendance, and thus a lower economic impact;
- b) Had high satisfaction scores;
- c) Had the largest potential for media exposure, due to the nature of their events
- d) Had the highest likelihood to return rates among visitors; and
- e) Were typically not the purpose of someone's trip to Hawaii, but is often the highlight of their trip.

**Niche market events**

- a) Had low visitor attendance;
- b) Had positive economic impact;
- c) Had a high satisfaction rating;
- d) Had higher repeat attendance among visitors; and
- e) Were typically the purpose of someone's trip to Hawaii

**All events**

- a) provided diversity in activities that add to the events available year round
- b) were attractive to different types of visitors
- c) allowed the visitors to interact with the community
- d) provided authentic multi-ethnic cultural experiences for the visitors

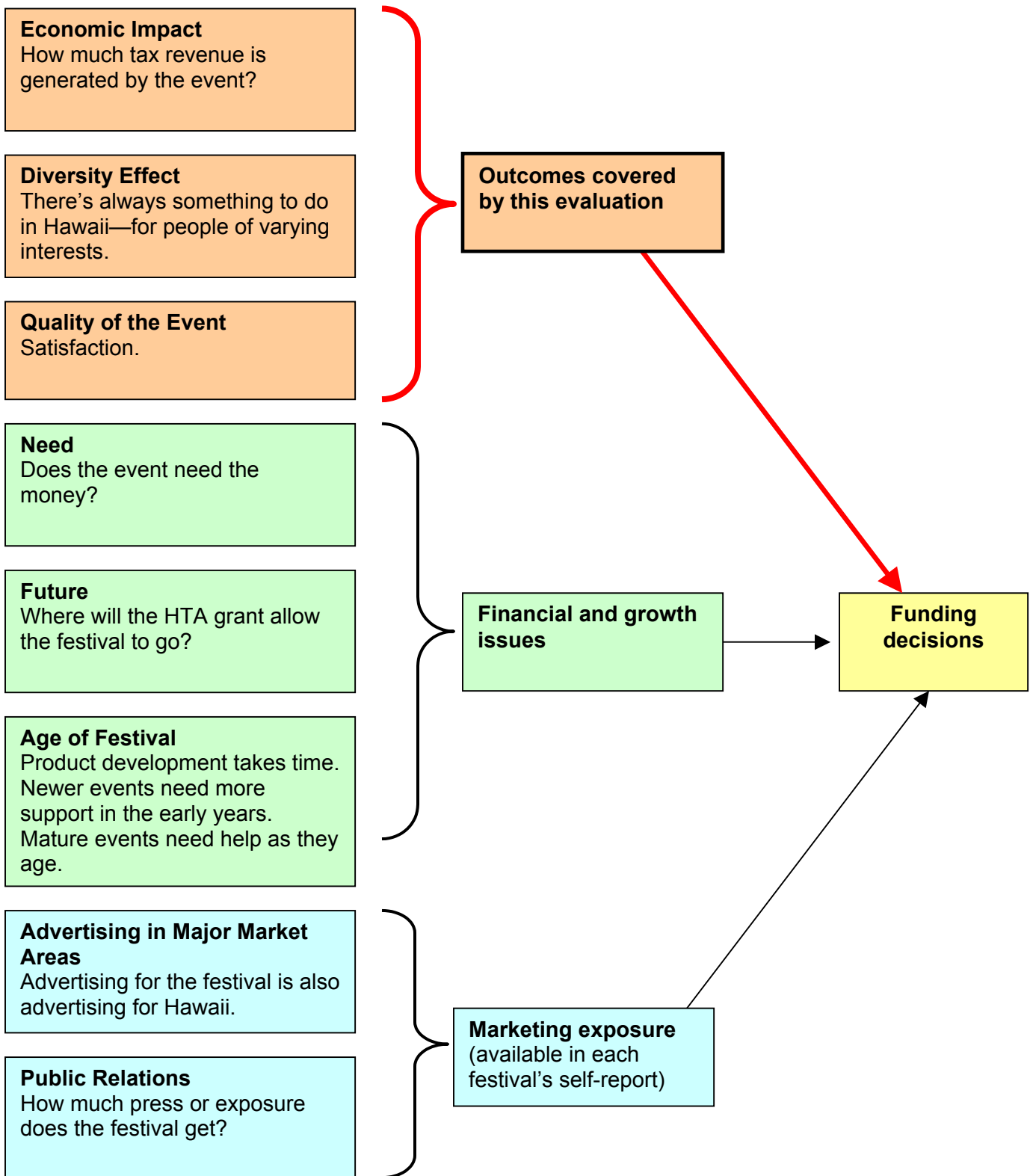
The Major Festival event evaluations provided a base of information useful to both HTA and the festivals for several purposes. They did not, however, provide a comprehensive picture of the festival. These evaluations are useful in helping refine the strategic goals of HTA, and would be one set of information that goes into both the refinement of strategic goals and funding decisions, but the evaluations are not the only piece of information that needs to be considered.

A rather important piece of information that is not covered by the evaluations is the advertising/PR exposure, which the individual festivals report separately to HTA. This piece can be significant in terms of the dollar value to both the festivals and HTA, and this component should be recognized as part of the value of the festival.

Figure 10 provides a visual description of a funding decision tree. As seen in that figure, the evaluations are only part of any funding decision.

Financial need and the potential for growth and development that any funding provides, are probably the most important factors in deciding which festivals to fund and at what level.

**Figure 10. Flow chart for funding decisions**



## Appendix

**Table A-1. Large-scale Events Summary**

	Honolulu Festival	Pan Pacific Festival	Aloha Festivals
Attendees	38,500	65,700	117,650
Visitors	20,200	43,100	59,000
% Visitor	52%	66%	50%
# of Visitors that came for the event	5,900	3,750	5,225
Visitor Spending	\$10,700,000	\$5,500,000	\$10,450,000
Taxes Generated	\$1,059,300	\$544,500	\$1,034,550
HTA Grant	\$200,000	\$200,000	\$300,000

**Table A-2. Theater Events Summary**

	Hawaii International Film Festival	Maui Film Festival	Hawaii International Jazz Festival
Attendees	15,300	9,425	2,700
Visitors	1,200	2,260	270
% Visitor	8%	24%	10%
# of Visitors that came for the event	241	540	51
Visitor Spending	\$482,000	\$1,080,000	\$102,000
Taxes Generated	\$47,718	\$106,920	\$10,098
HTA Funding	\$100,000	\$100,000	\$50,000

**Table A-3. Niche Market Events Summary**

	Big Island Festival	Volcano Party	Maui Writers Conference
Attendees	1,857	1,330	1,250
Visitors	1,420	457	900
% Visitor	76%	34%	72%
# of Visitors that came for the event	423	232	900
Visitor Spending	\$1,016,000	\$465,000	\$1,890,000
Taxes Generated	\$ 100,584	\$46,035	\$187,110
HTA Funding	\$50,000	\$50,000	\$75,000

**Table A-4. Category Summary**

	All Events	Large-Scale Events	Theater Events	Niche Market Events
Attendees	253,712	221,850	27,425	4,437
Visitors	128,807	122,300	3,730	2,777
% Visitor	51%	55%	14%	63%
# of Visitors that came for the event	17,262	14,875	832	1,555
Visitor Spending	\$31,685,000	\$26,650,000	\$1,664,000	\$3,371,000
Taxes Generated	\$3,136,815	\$ 2,638,350	\$164,736	\$333,729
HTA Funding	\$1,125,000	\$700,000	\$250,000	\$175,000

**Table A-5. Sample size and Error Rates by Event**

Festival	Event	Surveys	Sample error
Aloha Festivals	Total Surveys	1345	
	Downtown Ho'olaule'a	212	6.7%
	Waikiki Parade	189	7.1%
	Waikiki Ho'olaule'a	227	6.5%
	Hilo Ho'olaule'a	287	5.8%
	Kauai Ho'olaule'a	191	7.1%
	Waimea Parade and Ho'olaule'a	175	7.4%
	Best of Maui Makahiki	64	12.0%
Big Island Festival	Total Surveys	121	
	Web survey	56	13.0%
	Seminar evaluations	65	12.0%
Hawai'i International Film Festival	Total Surveys	803	
	Delegate Survey	17	-
	Sunset on the Beach Survey	74	11.0%
	Intercept Survey	539	2.7%
	Web survey	173	7.3%
Honolulu Festival	Total Surveys	914	
	Convention Center	695	3.6%
	Parade	219	6.6%
Pan-Pacific Festival	Total Surveys	436	
	Waikiki Ho'olaule'a	220	6.6%
	Kapiolani Park	52	13.0%
	Parade	164	7.6%
The Volcano Party Festival	Total Surveys	388	
	Intercept Survey Oahu	218	5.9%
	Intercept Survey Maui	170	7.0%
Maui Film Festival	Total Surveys	743	
	Intercept survey	536	4.1%
	Web survey	207	6.7%
Maui Writers Conference & Retreat	Total Surveys	338	
	Intercept survey	229	5.2%
	Retreat survey	109	6.3%
Hawai'i International Jazz Festival	Total Surveys	506	
	Intercept Survey Oahu	417	4.3%
	Intercept Survey Maui	55	12.0%
	Web survey	34	17.0%
Total		5,594	