

# **Key success factors of managing a wine festival**

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## ABSTRACT

Wine tourism is very much an “experience”, be it the wine, the destination or the opportunity to learn and “grow”. Competitive positioning of wine tourism regions has become a strategically important issue, as the number of wine festivals has increased considerably and numerous regions are now marketing aggressively to attract high-yield wine tourists.

The Wacky Wine Festival is one of the most unique and popular wine festivals in South Africa, and is the biggest regional wine festival. Managers of the Wacky Wine Festival need to know what visitors see as the important key success factors needed for managing a wine festival. This encourages competitiveness and attempts to be sustainable over the long term of the wine festival’s product lifecycle. When managing a wine festival, managers also need to identify whether different visitor groups have different perceptions of the managerial aspects.

Key success factors (KSFs) are a prerequisite for the success of any organisation. KSFs concern what every manager within the tourism industry must be competent at doing or must concentrate on achieving to be competitively and financially successful. KSFs are aspects which influence the organisation’s ability to thrive in the market place. It is important to identify key success factors as these will assist a business in measuring achievements and indicating the improvement a business is making towards achieving certain targets.

The main purpose of this study was therefore to determine key success factors for managing a wine festival by identifying what visitors to the Wacky Wine Festival view as important managerial aspects (KSFs). To reach the above-mentioned goal, the study is divided into 2 articles. Research for both articles was undertaken at the Wacky Wine Festival. Questionnaires were interview-administrated and distributed randomly during the course of the Festival at different wine farms. In total 424 questionnaires were completed during the visitor survey from 3-7 June 2009.

**Article 1 is titled: “Aspects concerning effective and efficient management of the Wacky Wine Festival”.** The main purpose of this article was therefore to identify the key

success factors in managing the Wacky Wine Festival. This was done to determine what people visiting the Wacky Wine Festival view important. A factor analysis was used as instrument for achieving the above-mentioned goal. Results indicated that quality and good management, wine farm attributes, effective marketing, route development, festival attractiveness, entertainment and activities and accessibility are the key success factors that are important when managing a wine festival. These results generated strategic insights on what managers need to focus on when they are organising and managing a wine festival, such as the Wacky Wine Festival.

**Article 2 is titled: “A management appraisal of the Wacky Wine Festival”.** The main purpose of this article was to identify why a management appraisal is important when managing a wine festival. An analysis of variance (ANOVA) was used to determine whether significant differences occurred between the different visitor groups of the wine festival and their perceptions regarding the managerial aspects. Results revealed that there are three different visitor groups, namely the *festinos*, the *epicureans* and the *social adventurers* that visit the Wacky Wine Festival. Each of them agreed or disagreed what managerial aspects they find are very important when managing the Wacky Wine Festival. Some of the factors were found significant, namely quality and good management, effective marketing and entertainment and activities. Hence managers of the wine festival need to regard these key success factors as important to focus on.

This research therefore revealed the key success factors for efficient management of the festival. There are further three types of visitor groups that visit the Wacky Wine Festival were also identified, namely the *festinos*, the *epicureans* and the *social adventures*. Research also indicated that specific markets have different evaluations concerning the importance of management aspects in ensuring success.

**Key words:** *The Wacky Wine Festival, Key success factors, Management, Factor analysis, ANOVA analysis, sustainability and wine tourism.*

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## OPSOMMING

Wyntoerisme is 'n uitsonderlike "ervaring", of dit nou die wyn, die bestemming of die geleentheid om te leer en te "groeï" is. Mededingende posisionering van wyntoerismestreke het 'n belangrike vraagstuk van strategiese belang geword, aangesien die aantal wynfeeste noemenswaardig toegeneem het en talle streke nou aggressief bemark om wyntoeriste wat hoë opbrengste lewer, te lok.

Die *Wacky Wynfees* is een van die gewildste en mees unieke wynfeeste in Suid-Afrika en is die grootste streekswynfees. Bestuurders van die *Wacky Wynfees* moet weet wat besoekers beskou as die belangrikste sleutel- suksesfaktore wat nodig is om 'n wynfees te bestuur. Dit moedig mededingendheid en pogings tot volhoubaarheid oor die langtermyn van die wynfees se produk lewensiklus aan. Tydens hul bestuur van 'n wynfees moet bestuurders ook vasstel of verskillende besoekersgroepe verskillende persepsies oor die bestuursaspekte huldig.

Sleutel- suksesfaktore (SSF'e) is 'n voorvereiste vir die sukses van enige organisasie. SSF'e het te make met alles waarin elke bestuurder in die toerismebedryf bekwaam moet wees om te kan uitvoer of waarop hy/sy moet konsentreer om daarin te slaag om mededingend en finansiëel suksesvol te wees. SSF'e is aspekte wat die organisasie se vermoë om in die mark te floreer beïnvloed. Dit is belangrik om sleutel- suksesfaktore te identifiseer aangesien dit die besigheid sal help om prestasies te meet en die vordering aan te dui wat 'n besigheid daarin maak om sekere doelwitte te behaal.

Die hoofdoel van hierdie studie was dus om sleutel- suksesfaktore vir die bestuur van 'n wynfees te bepaal deur te identifiseer wat besoekers aan die *Wacky Wynfees* as belangrike bestuursaspekte (SSF'e) beskou. Om bogenoemde doel te bereik is die studie in 2 artikels verdeel. Navorsing vir beide artikels is by die *Wacky Wynfees* onderneem. Vraelyste is per onderhoud toegepas "interview-administrated" en lukraak tydens die verloop van die Fees by verskillende wynplase versprei. Altesame 424 vraelyste is tydens die besoekersopname van 3-7 Junie 2009 ingevul.

**Artikel 1 is getitel: “Aspekte rakende doeltreffende en effektiewe bestuur van die Wacky Wynfees” (“Aspects concerning effective and efficient management of the Wacky Wine Festival”).** Die hoofdoel van genoemde artikel was dus om die sleutel-suksesfaktore vir die bestuur van die *Wacky Wynfees te identifiseer*. Dit is uitgevoer om vas te stel wat mense wat die *Wacky Wynfees* bywoon, as belangrik ag. ’n Faktoranalise is as maatstaf gebruik om bogenoemde doel te bereik. Resultate het aangedui dat gehalte en goeie bestuur, wynplaas eienskappe, doeltreffende bemarking, roete-ontwikkeling, fees-aantreklikheid, vermaak en aktiwiteite, en toeganklikheid die sleutel-suksesfaktore is wat belangrik is vir die bestuur van ’n wynfees. Hierdie resultate het strategiese insigte meegebring rakende dit waarop bestuurders moet fokus wanneer hulle ’n wynfees soos *Wacky Wynfees organiseer en bestuur*.

**Artikel 2 is titel: “’n Bestuursassessering van die Wacky Wynfees” (“A management appraisal of the Wacky Wine Festival”).** Die hoofdoel van hierdie artikel was om vas te stel waarom bestuursassessering belangrik is wanneer ’n wynfees bestuur word. ’n Variansie-analise (Analysis of Variance – ANOVA) is gebruik om te bepaal of betekenisvolle verskille voorgekom het tussen die onderskeie besoekersgroepe van die wynfees en hul persepsies rakende die bestuursaspekte. Resultate het aan die lig gebring dat daar drie verskillende besoekersgroepe is, naamlik feesgangers, die epikuriste en die sosiale avonturiers wat die *Wacky Wynfees* bywoon. Elkeen van hulle het saamgestem of nie saamgestem nie dat bestuursaspekte wat die besoekers vind, baie belangrik is vir die bestuur van die *Wacky Wynfees*. Sommige van die faktore is as betekenisvol bevind, naamlik gehalte en goeie bestuur, doeltreffende bemarking en vermaak en aktiwiteite. Bestuurders van die wynfees moet dus hierdie sleutel- suksesfaktore as belangrik beskou om op te fokus.

Die navorsing het dus die sleutel- suksesfaktore vir doeltreffende bestuur van die Fees aangedui. Daar is ook verder drie tipes besoekersgroepe wat die *Wacky Wynfees* bywoon, geïdentifiseer, naamlik die feesgangers, *die epikuriste* en die sosiale avonturiers. Navorsing het ook aangedui dat spesifieke teikenmarkte verskil in terme van die belangrikheid van bestuursaspekte wanneer sukses verseker word.

**Sleutelwoorde:** Die Wacky Wynfees, Sleutel- suksesfaktore, Bestuur, Faktoranalise, ANOVA, volhoubaarheid en wyntoerisme

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## CHAPTER 1

### Key success factors for managing a wine festival

# 1

#### 1.1 INTRODUCTION

Wine tourism is "...travel for the purpose of experiencing wineries and wine regions and their links to lifestyle. Wine tourism encompasses both service provision and destination marketing." Wine tourism is a form of special-interest tourism, and wine festivals as well as wine routes are examples of a well-established special interest or in this case wine tourism product. Wine tourism and the dynamic development and marketing of a wine festival as a wine tourism product are a relatively modern phenomenon (Bruwer, 2003:423).

As wine tourism forms part of special interest tourism, it is becoming increasingly important for wine-growing regions. However, wine marketers are faced with a lack of empirical data when examining wine tourists' characteristics and behaviour. Visiting wine festivals is an important component in the complete construct of wine tourism. Yuan, Cai, Morrison and Linton (2005:41) are of opinion that the knowledge of what motivates the participants to visit such an event has become critical for wine-growing destinations when they attempt to use wine festivals to promote the wineries and regions.

Sparks (2007:41) indicates that wine tourism is very much an experience, be it of the wine or the destination. In some cases it may be an opportunity to learn and grow. Therefore, it is important to create key experiences for tourists, as it is vital for the sustainability of this emerging industry.

The South African wine industry has an active wine tourism market and well-developed infrastructure and activities. Compared to other countries, South Africa's wine industry is more regionally concentrated in a geographic sense, with 95% of the country's 105,000 hectare wine grape vineyards concentrated in the Western Cape area. Furthermore, the South African wine industry is the eighth largest in the world and consists of different types of wine routes (Bruwer, 2003:424&433).

As an essential component of the wine industry, a wine route can be defined as a tourist route that connects several wine estates and wineries in a given area. In another context a wine route usually consists of a selected itinerary through the specific wine region which is signposted as well as being interpreted via a free map which notes the different vineyards and their winemakers and provides the necessary information on sites of historical and other interest (Bruwer, 2003:424).

Table 1 gives an overview of the different wine routes in the Western Cape (Hughes, Hands & Kench, 1992).

**Table 1: Different wine routes in the Western Cape**

Constantia Wine Route
Durbanville Wine Route
Stellenbosch Wine Route
Paarl Wine Route
Wellington Wine Route
Vignerons de Franschhoek
Tulbach Wine Route
Worcester Wine Route
Robertson Wine Route

The demand for wine festivals has been increasing in the Western Cape, since there are different types of wine routes. Therefore a wine festival such as the Wacky Wine Festival in the Robertson Wine Valley was introduced in 2004. The festival started with 2 500 visitors in 2004 and in the past five years there has been an enormous growth of up to 16 000 visitors in 2008. This growth rate indicates that there is a major demand for wine tasting and socialising and that festivals are in the unique position of being able to combine consumer advertising and marketing of the wine festival. Therefore management is an important aspect for a wine festival to be successful (Anon, 2009; Hall & Sharples, 2008:179).

There is, however, a lack of management knowledge and skills in the tourism industry (Saayman, 2001:226). Managers are faced with the challenge to adjust to changes in the business environment, such as mature markets, globalisation, technological changes and intense competition. Managers need to gain knowledge on how to manage a festival under the above circumstances and to adjust to changes for the festival to be successful in the long term. It is important for festival managers to be aware of what the key success factors in managing a festival are, as these are skills or abilities that

could be used by managers to organise a successful event (Kruger, 2006:6). A wine festival is designed to assist in sustaining the hospitality, food and wine industries; it is dependent on them for their own sustainability (Hall & Sharples, 2008:93).

The aim of this chapter is to give an overview of the problem statement, which will be discussed and analysed throughout the study. This will be followed by the research objectives, research methodology, concept clarification and chapter layout of the study.

## 1.2 PROBLEM STATEMENT

Research on wine tourism, both in the supply and demand spheres, has been expanding rapidly. In the literature on demand for wine and wine tourism, generational differences relating to wine consumption and tourism have emerged as an important issue that has led to the introduction of wine festivals (Getz & Carlson, 2008:257). Added to this, Hall and Sharples (2008:11) point out that wine festivals are used to promote a wine region externally to attract visitors or the community, or to promote consumption of specific wine products – all usually with an economic motivation.

For the tourism industry, wine is an important component of the attractiveness of a destination and can be a major motivating factor for enthusiasts to visit a specific destination (Hall, Sharples, Cambourne & Macionis, 2000:1). While the primary motivations for winery tourists or visitors are wine related (quality, sampling and buying), Hall *et al.* (2000:86) identified a number of secondary motivations that are integral to the total wine experience. These include:

- Attending wine festivals or events;
- Socialising with friends or enjoying a day out;
- Meeting the wine maker;
- Enjoying the country setting or vineyard destination;
- Learning about wine or wine making (education);
- Eating at a winery restaurant/picnic;
- Tour of winery (education);
- Visiting or experiencing other attractions and activities;
- Entertainment.

By recognising and addressing the broad and multi-faceted nature of these motivations, individual wine tourism practitioners are able to develop their wine tourism products and ensure visitor satisfaction with respect to the wine product (Hall *et al.*, 2000:86). According to Saayman (2001:83), tourism is part of an extremely competitive environment because of the daily increase in tourism products and because tourists expect the very best. Hence it is very important to plan and manage events effectively and efficiently. This implies identifying the key success factors that have an influence on the effective and efficient planning of events.

It is therefore essential to take a closer look at the key success factors (KSFs) for the wine tourism industry. KSFs are aspects that affect the ability of wine product owners to grow in the market place and include certain strategic elements, product characteristics, resources that are used, certain abilities, business outcomes and competitive capabilities that explain the difference between profit and loss. KSFs set out what every manager in the wine tourism industry must be capable of doing and what he/she should concentrate on achieving with a view to financial and competitive success (Thompson & Strickland, 1999:96).

Key success factors can further be used to identify possible obstacles facing managers in the tourism industry and these may include (Van der Westhuizen, 2003:5; Kruger, 2006:5, 6):

- The lack of experience in management.
- The lack of management skills and managerial knowledge.
- The lack of knowledge regarding different tourism trends.
- The lack of certain planning functions such as marketing and finance.

Bennett (2000:12) and Van der Westhuizen (2003:41) indicate that the following managerial aspects are very important in managing a guesthouse: accessibility, signage, car parking and management.

Despite wine tourism's growing social and economic significance, relatively few systematic studies have been undertaken regarding its development, the approach according to which it is managed and marketed and the tourists who visit wine regions and experience the wine tourism product. Many relevant factors affecting wine tourism supply and demand are constantly changing; thus one of the purposes of trend analysis is to identify key factors that influence wine tourism supply and demand (Hall *et al.*, 2000:23; Dwyer, Edwards, Mistilis, Roman & Scott, 2009:64).

Based on the above-mentioned, the following key success factors are identified for managing operations of special events (Getz, 1997:99, 248):

- A suitable, accessible venue for the event
- Facilities that are suitable and meet the specific criteria for the event
- High levels of hygiene
- A safe environment
- Risk management that must be applied to all aspects of the event while it is taking place
- Crowd control
- The implement of an emergency response process
- Quality service

Various studies have been undertaken on key success factors for managing tourism services and event tourism and are summarised in Table 1.2. For an event to be successful the following key success factors is important: accessibility to the event, hygiene levels, signage, trained and informed staff, sufficient parking, suitable accommodation and a safe environment. Based on the information reflected in the afore-mentioned table, these studies mainly focus on leisure, cultural events and organisational events. However, key success factors specifically for a wine festival have not yet been determined.

**Table 2: Studies done on key success factors and event tourism (De Witt, 2006)**

<b>Studies that focus on key success factors of a guesthouse</b>	Van der Westhuizen (2003); Cloete (2001).
<b>Studies that focus on cultural events</b>	Van der Wagen (2005); McKercher, Wan and Tse (2006); Tohmó (2005); Carmichael (2002).
<b>Studies that focus on leisure events</b>	Lee and Taylor (2005); Daniels, Norman and Henry (2004); Gibson, Willming and Holdnak (2003); Van der Wagen (2005); Swart (2005); Watt (1998); Grovers (2003).
<b>Studies that focus on organisational events</b>	Van der Wagen (2005); Saayman and Slabbert (2001).

Based on Table 2, key success factors are a vital component in the event industry and ensure success. The information gathered in this study will assist wine festival managers in planning and developing the appropriate wine tourism product for a wine festival. To plan and manage wine tourism successfully, it is very important to analyse wine tourism as part of event management and therefore within the context of a wine festival.

The research question this study will therefore attempt to address is:

**What are the key success factors for managing a wine festival?**

### **1.3. RESEARCH OBJECTIVES**

#### **1.3.1 Primary objective**

To determine key success factors in the management of a wine festival.

#### **1.3.2 Secondary objectives**

##### **Objective 1:**

To do a literature review to identify the key aspects in managing a wine festival.

##### **Objective 2:**

To determine if visitors have different perceptions regarding managerial aspects of a wine festival.

##### **Objective 3:**

To draw conclusions and make recommendations regarding the management aspects of a wine festival.

### **1.4 METHOD OF RESEARCH**

#### **1.4.1 Literature study**

A literature study was conducted based on a variety of keywords, including *key success factors, tourism management, guidelines, events, wine routes, wine festivals and wine tourism*. The following resources were used: strategic management and tourism-related literature sources including books, journal articles and dissertations. Information searches were conducted on library indexes and catalogues and on the Internet. A variety of Internet resources were used. Internet search engines that were used are EbscoHost, Science Direct and Google Scholar.

## **1.4.2 Empirical study (surveys)**

### **1.4.2.1 Research design**

Exploratory research will be conducted in the instances where quantitative and qualitative research will be done.

#### **Quantitative research**

According to Kruger (2008), the advantages of a quantitative approach include the:

- Suitability for collecting demographic information, for example gender, age and income
- Relative simple nature which helps tabulate and analyse the data using statistical programmes
- Inexpensive nature

### **1.4.2.2 Sampling method**

#### **Quantitative research**

The survey followed a non-probability sampling method. An availability or convenience sample was used to conduct the surveys during the duration of the wine festival. The survey consisted of a self-administrated questionnaire. A destination-based survey took place, where interviews were held on site during the event. The interviews took place at several locations throughout the city of Robertson on various wine farms and areas where numerous visitors gathered for planned activities. Visitors were randomly selected as they entered or departed from the wine farms and when they were relaxing at the different venues.

To ensure that the key goal of the study was reached by administering the questionnaire, the field workers present provided the necessary contextual information. Respondents were briefed for the purpose of the research beforehand to ensure that they participate willingly, while responding openly and honestly. The questionnaires were handed out during the wine festival, which provided a more accurate account of visitors attending the festival. Questionnaires were distributed during of the wine festival during in 2009.

#### **1.4.2.3 Development of the questionnaire**

The Institute for Tourism and Leisure Studies at the Potchefstroom Campus of the North-West University developed the questionnaire in collaboration with the festival organisers. The questionnaire included demographic information (target audiences were segmented into age groups from 20-35; 36-50 and 50+).

Field workers were used to distribute the questionnaires. Questionnaires collected information the tourists' demographics that included the tourists' age, gender, and income and occupational group. Other key questions included their motivations behind visiting the wine festival, what their opinions were of the festival, what positive and negative aspects they could point out regarding the festival (parking, accessibility, friendliness of the staff and management), their spending patterns and marketing (brochures, website, information, accommodation, transport, fees and special packages).

In this approach, the researcher was interested in the meaning of the participants' experiences concerning the festival. Therefore, a structured questionnaire was used to identify different target audiences who attended the wine festival. The questions regarding managerial aspects included open as well as closed-ended questions. The questions focused on specific perceptions as well as the general impact of the wine festival.

A five-point Lickert scale was applied. The following signifiers were used: 1-Totally disagree; 2-Disagree; 3-Neutral; 4-Agree and 5-Totally agree. The Lickert scale was used to identify the tourist attitudes and perceptions of the wine festival and to determine the key success factors of managing a wine festival.

#### **1.4.2.4 Data analysis**

The data analysis was done after the research had been conducted at the Wacky Wine Festival in the Robertson Valley from the 4th of June to the 7th of June 2009. By using Microsoft Excel for data capturing, SPSS 16.0 (SPSS Inc., 2007) was applied. A factor analysis was done and reported in Article one. A regression analysis and ANOVA was done for Article two. A brief description of each analysis is provided in the subsequent section.

##### **a) Factor Analysis**

The aim of factor analysis is to determine the underlying factors or dimensions in a set of opinion-related questions that will be conducted at the Wacky Wine Festival. The aim of factor analysis is to analyse similarities between pairs of variables and to identify groups of variables in such a manner that variables in the same group are highly similar but essentially dissimilar to the variables in another group (Eiselen, Uys & Potgieter, 2005:104, 105).

##### **b) ANOVA analysis (Analysis of Variance)**

An ANOVA, occasionally called an *F*-test, is closely related to the *t*-test. The major difference is that, where the *t*-test assesses the difference between the means of two groups, an ANOVA assesses the difference between the means of two or more groups. The purpose of an ANOVA is therefore to test whether there is a statistically significant difference in the population means of more than two groups (Eiselen *et al.*, 2005:119). ANOVA-analysis was carried out to determine differences between demographic groups that visited the Wacky Wine Festival.

### **1.5. CONCEPT CLARIFICATION**

The following terms are used throughout the study and therefore require clarification:

#### **1.5.1 Tourism**

Saayman (2000:17) describes tourism as the total experience that originates from the interaction between tourists, job providers, government institutions and local communities in the process of attracting, entertaining, transporting and accommodating tourists. Bennett (2000:6) defines tourism as

any activity concerned with the momentary movement of people to destinations outside their normal living and working environment, as well as their activities during their stay at these destinations.

### **1.5.2 Event tourism**

Getz (1997:16) argues that event tourism is “the systematic planning, development, and marketing of events as tourist attractions, catalysts for other developments, image builders and animators of attractions and destination areas”.

### **1.5.3 Management**

Wehrich and Koontz, as quoted by Van der Westhuizen (2003:12), defines management as the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish certain selected aims. Added to this, Robbins and Coulter, as quoted by Van der Westhuizen (2003:13), describe management as the process of co-ordinating work activities so that it can be completed effectively and efficiently through and with other people.

### **1.5.4 Key success factors (KSFs)**

Thompson and Strickland (1999:96) explain that KSFs are a prerequisite for the success of any organisation. KSFs determine what every manager within the tourism industry should be competent at or must concentrate on achieving to be competitively and financially successful. KSFs are aspects which influence the organisation’s ability to thrive in the market place. Added to this, Reyna (2005:1) states that it is important to identify key success factors as these will assist a business in measuring achievements and indicating the improvement a business is making towards achieving certain targets.

### 1.5.5 The Wacky Wine Weekend

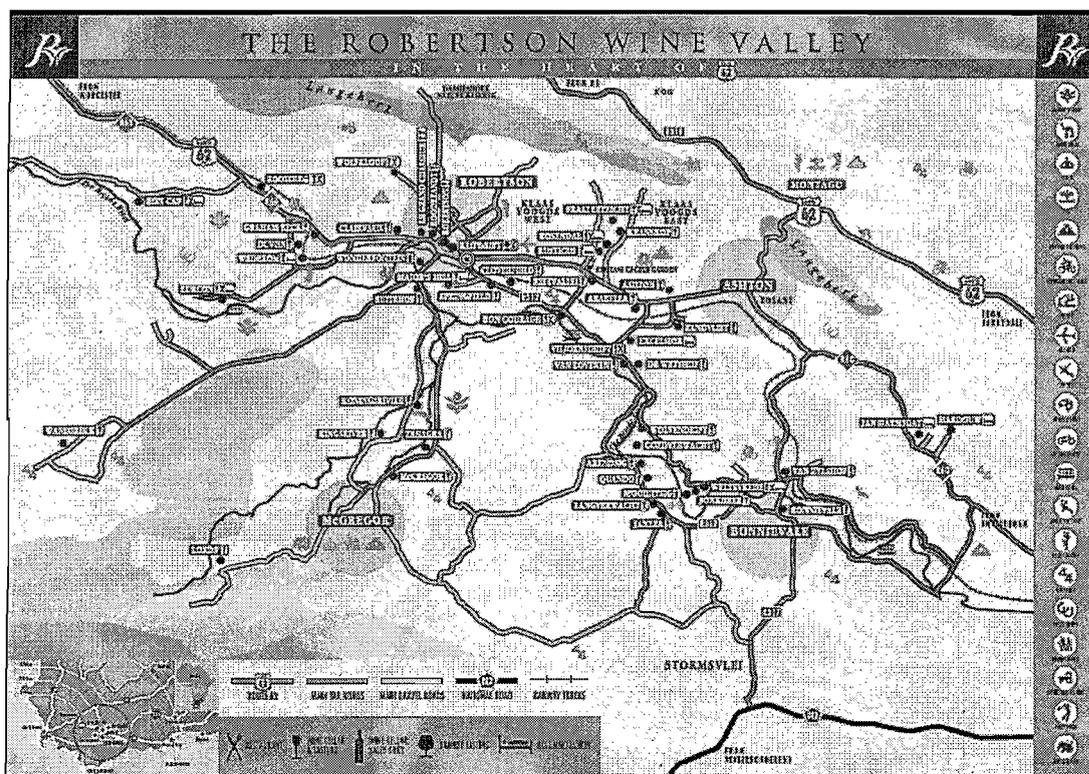


Figure 1: Map of the Robertson Wine Valley

With more than 16 000 visitors in 2008, the Wacky Wine Weekend is definitely South Africa's largest regional wine festival. From the 4th of June to the 7th of June 2009, the festival celebrated its 6th birthday and the Robertson Wine Valley proudly hosted the festival. The festival offered the visitors activities taking place at wine farms in the valley, and included food and wine, sport, outdoor, adventure, family-fun activities and live music shows (Anon, 2009).

### 1.6. CHAPTER LAYOUT

Chapter one will provide an introduction and problem statement, which is followed by the research objectives and research methodology. Chapter two will consist of Article one that will concentrate on the key success factors when managing a wine festival. Chapter three will focus on the socio-demographic aspects regarding the tourist and management perception when organising a wine festival. In Chapter four conclusions will be drawn and recommendations made regarding the key success factors that need to be borne in mind when managing a wine festival.

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## CHAPTER 2

### Aspects concerning effective and efficient management of the Wacky Wine Festival



#### ABSTRACT

The Wacky Wine Festival in Robertson, South Africa, is one of the country's largest wine festivals. The originality of this wine festival lies in it taking place on an existing wine route where 48 wine farms actively participate in the wine festival. This paper presents the results of a survey that was conducted during the festival in June 2009 when a sample audience (visitors to the festival) completed 420 questionnaires. The aim was to identify the key success factors in managing a wine festival. A factor analysis was used to analyse the data. The results identified seven key success factors that managers must take into consideration when organising a successful wine festival.

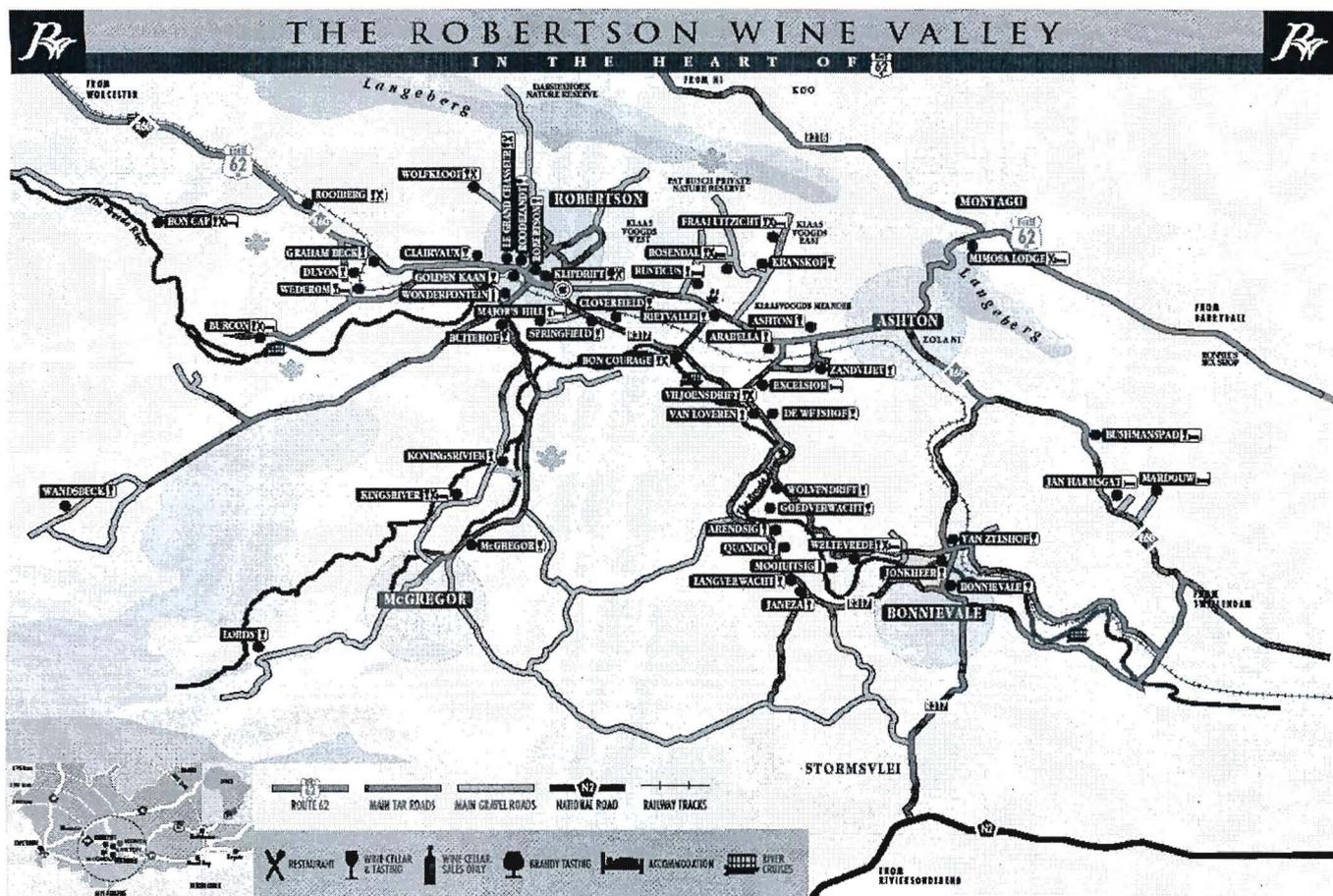
**Key words:** *Wacky Wine Festival, Key success factors, Management, Factor analysis, sustainability and wine tourism.*

# Aspects concerning effective and efficient management of the Wacky Wine Festival

## 2.1 INTRODUCTION

The nature of the wine industry according to Bruwer (2003:423) lends itself to a “marriage with tourism”, while the products of both industries consists of *physical components* (vehicles, wine, accommodation and food), a *service component* (deliver quality service) and an *experience* (Saayman, 2001:7). Wine tourism was ultimately established. Sparks (2007:41) indicates that wine tourism is very much an experience, be it of the wine or of the destination or its tendency to give the tourist an opportunity learn, grow and relax. Wine is a beverage that is associated with communion with others, relaxation, as a complement to food, a learning experience of new things and most important of all, hospitality. Therefore, it is important to create key experiences for tourists, as these are vital for the sustainability of this attraction/product or event. Wine tourism has been also defined in terms of activities and motives and can be seen as visitation to vineyards, wine festivals, wineries and wine shows for which grape wine tasting and/or experiencing the attributes of a grape wine region are the prime motivating factors for visitors to a wine region and more comprehensively as a combination of consumer behaviour, a destination development strategy, and a marketing opportunity for the wine industry (Poitras & Getz, 2006:426). Visiting wine festivals, according to Sparks (2007:41), is an important component of the complete construct of wine tourism.

In South Africa today, tourism routes are being actively developed and these routes involve linking together the tourism resources of an area and marketing them as a single tourism destination or region. Examples of tourism routes in South Africa include the Garden Route and the Heritage Route. This concept is something that the wine growing regions have realised and has led to the development of wine routes such as Stellenbosch, Franschoek, Paarl, Route 62 and the Northern Free State Wine Routes (Lourens, 2007:476). These wine routes have special and unique features that attract wine tourists to their specific regions and have become very competitive.



**Figure 2: Map of the Robertson Wine Valley**

An increase in wine routes has also led to an increase in wine festivals of which the Wacky Wine Festival is South Africa's largest regional wine festival (Anon, 2009). The Wacky Wine Festival (see Figure 2) started with just 2 500 visitors in 2004 and, in the past five years, has experienced a significant growth of up to 16 000 visitors in 2008. The Wacky Wine Festival had the first concept of a decentralised festival that took place at the wine cellars combined with a wide variety of supporting activities. The Wacky Wine Festival was the first tourism wine route festival and has 48 wine farms that participate in the festival (Anon, 2009).

For festivals such as the Wacky Wine Festival to remain competitive, Shone and Parry (2004:81) emphasise that the event managers have to think ahead of the event and identify key issues or key success factors (KSFs) when managing this event. Adding to the latter, Allen, O'Toole, Harris and McDonnell (2002:134) indicate that the event managers need to have a clear understanding of why the

event exists, what the goals of the event are, and for whom the event managers are organising the event. Poitras and Getz (2006:425) state that the wine route and event must be concerned with long term economic sustainability because of the increasing competition from other destinations and routes. In this regard, Van der Westhuizen (2003:14) believes that identifying key success factors is paramount in achieving the above. Therefore, the aim of this article is to determine and identify the key success factors of managing a wine festival to organise a wine festival successfully and in a sustainable manner. To achieve this goal, the article is organised as follows: a literature review will include specific key success factors that have to be managed for an event to be successful. The literature review is then followed by a description of the survey, a discussion of the results and finally, the implications and the conclusions.

## **2.2 LITERATURE REVIEW**

Given that festivals are growing in number and diversity, increased competition is inevitable. Competitive positioning of wine tourism regions has become a strategically important issue, as the number of wine festivals has increased considerably and numerous regions are now attracting high-yield wine tourists. Organisers find themselves searching for a competitive advantage to ensure a festival's success and endurance in the tourism industry (Weiler, Truong & Griffiths, 2004:3).

Adding to the complexity of managing events, Shone and Parry (2004:81) emphasise that the event manager has to plan the event and identify the key issues of managing an event. To do this requires a systematic approach in which the event plan is broken down into smaller sections. Thompson and Strickland (1999:96) define the Key Success Factors (KSFs) as "concerns that every manager within the tourism industry must be competent at doing or must concentrate on achieving to be competitively and financially successful". In support of the above, De Witt (2006:9) goes so far as to state that key success factors (KSFs) are a prerequisite for the success of any event.

Hoeksema (2009:78) adds that there are a wide variety of aspects that event managers have to consider in offering the wine tourism experience, for example:

- Events, festivals and vintage celebrations
- Restaurants and dining
- Wine touring
- Tasting and cellar door sales

- Education about the wine and interpretation
- Hospitality and accommodation
- Specialist accommodation in or close to the wine route
- Travelling around in the region – including other tourism attractions. Information about the wine- verbal detail and written information
- Retail outlets – selling local handcrafts, art and specialty foods

A wine tourism strategy has been developed that emphasised four key developments when organising an event such as a wine festival. These are the number and quality of wineries that can participate in the wine festival, the number and quality of restaurants, the local use of products in the area, and basic tourism infrastructure such as accommodation and customer service. This strategy found that food and wine are the most important attracting factors needed to attract visitors to the wine festival (Getz & Brown, 2006:148).

In addition, Sparks (2007:10) identified the following aspects as important when visitors tour a wine region: the scenery and natural beauty of the region; the great/good wine and wineries; accessibility to the wine region; the people (community of the area); different activities at the wine farms; quality accommodation and the food served with the wine tasting at the different wine farms. Saayman (2002:73) agrees that access involves the accessibility of the product but concludes that accessibility also refers to dissemination of information, layout of facilities, infrastructure as well as proper signage.

The key aspects explained above were determined by previous studies and emphasise what types of key success factors are important to consider when an event manager has to organise and manage an event. These key success factors are used to show the complexity of the wine tourism industry.

Table 1 below gives an overview of the previous studies that were identified and that focused on specific key success factors in tourism. There are apparent differences revealed between the visitors' and the tourism industries' perceptions of critical success factors. Key success factors differ in terms of different products (for example, weddings, guesthouses and conferences) as well as different sectors (for example, tourism, sport and transport sector) (Getz & Brown, 2006:156).

The previous studies done by Getz (1997); van der Westhuizen (2003); Kruger (2006); de Witt (2006) and Hoeksema (2008) focused on important key success factors such as: proper planning for the event, high levels of hygiene, services meeting the needs of visitors, sufficient parking at the venues,

the accessibility of the venues, ensuring a safe environment for all visitors, the overall image of the event and quality service - all of which must be provided.

**Table 1: Studies conducted on key success factors**

<p>Event Management and events tourism</p>	<p>Getz (1997)</p>	<ul style="list-style-type: none"> <li>• Find a suitable venue for the event.</li> <li>• Facilities must be suitable and meet the criteria of the event.</li> <li>• Ensure that the venue (wine farm) is accessible.</li> <li>• Ensure high levels of hygiene.</li> <li>• Attention must be given to food safety requirements.</li> <li>• Event managers must ensure a safe environment.</li> <li>• Crowds must be managed.</li> <li>• Risk management must be applied to all aspects of the event.</li> <li>• Quality service must be provided.</li> <li>• Implement an emergency response process.</li> </ul>
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<p>Key success factors for developing and managing a guesthouse</p>	<p>Van der Westhuizen (2003)</p>	<ul style="list-style-type: none"> <li>• Ensure high levels of hygiene;</li> <li>• Facilities must meet the needs of the visitors;</li> <li>• Show courtesy to guests;</li> <li>• The ability to establish and uphold high standards of quality;</li> <li>• The ability to keep promises;</li> <li>• Welcome guests in a personal manner upon arrival at the guesthouse in the case of the study at the different wine farms;</li> <li>• The ability to share positive information freely with the visitors;</li> <li>• Services must meet the needs of visitors.</li> </ul>
<p>Key success factors in managing a conference centre in South Africa</p>	<p>Kruger (2006)</p>	<ul style="list-style-type: none"> <li>• Having a functional layout and providing the right variety of facilities;</li> <li>• To perform marketing management;</li> <li>• To have operational aspects in place;</li> <li>• To do proper planning;</li> <li>• Providing an attractive venue and conducting a post-conference evaluation.</li> </ul>

Key success factors for managing special events: the case of wedding tourism	De Witt (2006)	<ul style="list-style-type: none"> <li>• Is there sufficient parking at the venues?</li> <li>• Is there special seating for the elderly and children?</li> <li>• Are there facilities for the disabled, if they are needed?</li> <li>• Are there toilets/changing rooms on the premises?</li> <li>• Is there suitable accommodation for out of town guests?</li> <li>• Is the reception area a reasonable distance from the wine farms. Is it hard to find?</li> <li>• Are the wine farms capable of meeting the organisers' needs?</li> <li>• Are the wine farms capable of meeting the visitors' needs?</li> </ul>
A marketing strategy for the Northern Free State Wine Route	Hoeksema (2009)	<ul style="list-style-type: none"> <li>• The events facilities and services for example, restaurants and transport services;</li> <li>• The accessibility of the event;</li> <li>• The overall image and perceptions of the event;</li> <li>• The cost to the visitor.</li> </ul>

The aim of this article is, therefore, to identify the key success factors in managing the Wacky Wine Festival. The reason for this is that the literature review could not identify research done on the key success factors of wine festivals or wine routes despite the fact that wine festivals and routes are increasing in number and are becoming more ever-more competitive.

## **2.3 METHOD OF RESEARCH**

### **2.3.1 Research design and sampling**

Exploratory research by means of a structured questionnaire was conducted. Questionnaires were distributed among visitors during the Wacky Wine Festival in the Robertson Valley. An availability sample was used to conduct the surveys during the duration of the wine festival.

### **2.3.2 Development of questionnaire**

The questionnaire is based on research done by Van der Westhuizen (2003), De Witt (2006) and Kruger (2006). The questionnaire was divided into three sections where section A included the demographic profile of the wine visitor, section B included questions about the Wacky Wine Festival and the marketing of the festival. Section C consisted of statements made by previous researchers with regard to the important key success factors of managing a festival. The questionnaires included open-ended as well as closed-ended questions.

### **2.3.3 Survey**

The survey consisted of a self-administrated questionnaire. In total, 450 questionnaires were completed over a period of five days (4 June 2009 – 7 June 2009). According to Cooper and Emory (1995:207) for any population of 100 000 (N), the recommended sample size (S) is 384. Since 16 000 visitor groups attended the Wacky Wine Festival in 2009 (Anon, 2009), the number of completed questionnaires is greater than the required number of questionnaires. Field workers were placed at different locations throughout the town of Robertson to limit bias toward visitors. These locations also included different wine farms as recommended by the organisers namely Graham Beck, Bon Courage, Cloverfield and Van Loveren wine farms. Field workers were trained to ensure that they understood the aim of the study as well as the questionnaire.

### **2.3.4 Data analysis**

Microsoft Excel as well as SPSS 16.0 (SPSS Inc., 2007) was used for the analysis of data. A factor analysis was then applied to determine the underlying factors or dimensions in a set of opinion-related questions that were conducted at the Wacky Wine Festival. The aim was to analyse correlations

between pairs of variables and to groups of variables in such a manner that variables in the same group were highly correlated with one another but essentially uncorrelated with the variables in another group (Eiselen, Uys & Potgieter, 2005:104, 105).

The results from the factor analysis of the Wacky Wine Festival are given in the section below, and each of the seven factors is described in terms of the festival.

## 2.4 RESULTS

The pattern matrix of the principal component factor analysis using Promax Rotation with the Kaiser Normalisation identified seven factors that were labelled according to similar characteristics (Table 2). The seven factors accounted for 64% of the total variance. All factors had relatively high mean values of between 3.81 (the lowest) and 4.22 (the highest). Moreover, all items loaded on a factor greater than 0.3. Relatively high factor loadings indicate a reasonably high correlation between the delineated factors and their individual items.

**Table 2: Factor analysis results of the Wacky Wine Festival**

Motivation factors and items	Factor loading	Mean value	Cronbach value
<b>Factor 1: Quality and good management</b>		<b>3.81</b>	<b>0.872</b>
Adequate activities for children	.533		
Adequate accommodation	.948		
Quality accommodation	.783		
Affordable accommodation	.635		
Public facilities	.550		
Affordable prices	.579		
Adequate parking at wine farms	.600		
Adequate parking in Robertson	.622		

Traffic congestion	.348		
<b>Factor 2: Wine farm attributes</b>		<b>4.15</b>	<b>0.895</b>
Adequate number of staff	.434		
Adequate number of wine farms	.576		
Great selection of wine	.898		
Adequate wine products	1.057		
Affordable wine	.608		
Hygiene	.671		
Competitive route	.430		
		<b>4.02</b>	<b>0.846</b>
<b>Factor 3: Effective marketing</b>			
Website	.369		
Adequate information	.588		
Marketing	.848		
Effective booking	.765		
Adequate information available	.722		
<b>Factor 4: Route development</b>		<b>4.17</b>	<b>0.871</b>
Information available	.798		
Route well-organised	.850		
Introduction good	.665		
Complete route map	.601		

<b>Factor 5: Festival attractiveness</b>		<b>4.07</b>	<b>0.843</b>
Family friendly	.593		
Enquiries is managed	.973		
Value for money	.785		
Security measures	.511		
<b>Factor 6: Entertainment and activities</b>		<b>4.22</b>	<b>0.623</b>
Variety of entertainment	.555		
Adequate variety of activities	.708		
Friendly staff	.628		
<b>Factor 7: Accessibility</b>		<b>4.13</b>	<b>0.852</b>
Wine farm facilities comfortable	.352		
Clear indications	.416		
Festival is well managed	.574		

The Cronbach Alpha values ranged between 0.6 and 0.9. The majority specified values greater than 0.8. Factor scores were calculated as the average of all items contributing to a specific factor so that it could be interpreted on the original 5-point Likert scale of measurement.

**Table 3: Factor correlation matrix**

Factor	1	2	3	4	5	6	7
1	1.000	.544	.559	.480	.644	.376	.160

2	.544	1.000	.567	.705	.693	.412	.230
3	.559	.567	1.000	.553	.664	.458	.244
4	.480	.705	.553	1.000	.628	.444	.115
5	.644	.693	.664	.628	1.000	.462	.246
6	.376	.412	.458	.444	.462	1.000	.384
7	.160	.230	.244	.115	.246	.384	1.000

The table above shows a low correlation between the various components, which is an indication that the factors are well distinguished and defined. As shown in Table 2, the following key success factors were identified:

**Factor 1: Quality and good management**

*Quality and good management* (Factor 1) had the lowest mean value of 3.81, of all seven factors and includes aspects such as adequate activities for children, adequate accommodation, quality accommodation, affordable accommodation, public facilities, affordable prices, adequate parking at wine farms, adequate parking in Robertson and traffic congestion. This study confirms research by Getz (1997:99; 248); van der Westhuizen (2003:183) and Hoeksema (2009: 89-90) that a high standard of quality services and facilities must be provided throughout the event. In essence, De Witt (2006:71-72) concluded in her research that services, as well as the facilities, must meet the needs of visitors. The latter is an aspect that is seen as paramount in tourism development and marketing (Van der Westhuizen, 2003:183).

**Factor 2: Wine farm attributes**

*Wine farm attributes* (Factor 2) received the third highest mean value (4.15). This factor includes adequate number of staff, adequate number of wine farms, great selection of wine farms, adequate wine products, affordable wine, hygiene and a competitive route. This finding supports research by Van der Westhuizen (2003:183) and Getz (1997:99; 248) that organisers must ensure high levels of hygiene at all time. In fact, this aspect was determined as one of the most important success factors in Van der Westhuizen's (2003) study.

### **Factor 3: Effective marketing**

This factor consists of five aspects, namely the website, adequate information, marketing, effective booking on the website and adequate information available. The mean value was 4.02 and rated the second lowest of the seven success factors. Research conducted by Kruger (2006:171-172) is hereby confirmed and supports de Witt (2006) who showed that effective marketing tools should be in place.

### **Factor 4: Route development**

*Route development* (Factor 4) had the second highest mean value of 4.17. Factor 4 included aspects such as information available about the wine route, the wine route being well organised, route introduction should be good and a complete route map should be available. Hoeksema (2009:89-90), who did research on the wine route in the Northern Free State, revealed that the overall image and perception that visitors have of the wine route is a key success factor. In addition a functional layout map of the event must be provided, and it is important to have the right variety of facilities according to Kruger (2006:171-172).

### **Factor 5: Festival attractiveness**

*Festival attractiveness* consisted of the following aspects: the festival is family friendly, enquiries about the wine festival are well-managed, the festival offers value for money and providing adequate security at the wine festival. This factor had a mean value of 4.07. These findings are supported by Hoeksema (2009:89-90) and De Witt (2006:71-72). They state that value for money is important when visitors measure the success of the event. Furthermore, this research also confirms findings by Getz (1997:99,248) who indicates that a safe environment is also critical when hosting a successful event.

### **Factor 6: Entertainment and activities**

*Entertainment and activities* had a mean value of 4.22, which is the highest of the seven factors. Entertainment and activities included aspects such as variety of entertainment, adequate variety of activities and friendly staff. This implies, therefore, that what the festival offers from an entertainment point of view is key to a successful event. Although Kruger's (2006:171-172) research indicated a similar result, this is the first study to give such a high rating to this aspect.

### **Factor 7: Accessibility**

*Accessibility* consists of comfortable wine farm facilities, clear indications to the wine farms and a well-managed festival. Accessibility had a mean value of 4.13. The research findings by Getz (1997:99; 248)

and Hoeksema (2009:89-90) confirm that the management of a festival must ensure that the venues (that is, the wine farms) are readily accessible throughout the event.

## **2.5 IMPLICATIONS**

From the findings discussed above, the following implications are evident:

Firstly, seven key success factors were identified that should be the focus of the management team in terms of improving services, becoming more competitive and in remaining sustainable. When compared with previous research, this study also confirms that key success factors differ from event to event, or from product to product, which is something that managers need to take into consideration. This also impacts the training of event managers, which implies that a course on event management should have a core curriculum which deals with general event management but should also make provision for specialisation when it comes to events such as those in the fields of wine tourism or wedding tourism, for example.

Secondly, the highest mean value was the entertainment and activities factor (4.22). This had not previously been identified in research studies as the most important key success factor. This means that the festival organisers together with the wine farm managers must ensure that sufficient entertainment and activities are presented during the festival. These results show that not only is entertainment and activities vital for management of the event, but it seems that it is also a key motivator for visitors to attend the festival. Visitors want to be entertained, hence a need-analysis of the wine tourists visiting the wine festival should be done in order to determine precisely what the visitors needs are in terms of activities and entertainment. The highest Cronbach Alpha value for wine farm attributes is 0.895.

In addition to the above, the festival programme must address the needs of specific target markets, for example, those of children, students, young people, married couples, older people, wine experts and/or wine lovers. For wine experts, the managers can combine specific types of wine with certain foods (food and wine pairing) at different locations. Organisers could also, for example, ensure that more children's activities such as a jungle gyms, jumping castles, children's competitions, perhaps even face painting, are provided at the various wine farms.

Thirdly, the accessibility of the wine festival is evident in three key success factors, namely, factor three (marketing), factor four (route development) and factor seven (accessibility). This therefore implies that festival management must ensure proper signage to all the wine farms, and must provide a clear route map as well as easy access to information via email, website and the information office. If the tourists have enquiries, they must be able to contact the information office or visit the information office during the festival. The Wacky Wine Festival allows accommodation bookings to be made on the Wacky Wine website months before the festival starts. Visitors can contact the information office to get contact numbers of different accommodation facilities. Bookings for activities and entertainment can be made on the website, as well as at the information office. Information concerning different types of wines on offer at the different wine farms is also an aspect that needs attention. The latter is especially important for the wine lovers and wine experts.

## **2.6 CONCLUSIONS AND RECOMMENDATIONS**

The aim of this article was to determine the key success factors (KSFs) for managing a wine festival. Seven key success factors were identified. This confirmed some previous findings whilst the importance of some others differed significantly, for instance that entertainment and activities received the highest rating. Therefore, the research confirms that key success factors differ from festival to festival. Managing these seven factors can contribute to the wine route being more successful and thereby ensuring that the wine festival stays competitive and remains sustainable over the long term.

No similar study could be found of a festival that consisted of a wine route where 48 wine farms participated and hosted wine tastings and entertainment at various locations (wine farms and in the town of Robertson). These results are unique due to the complexity of the event. In order to market more effectively, it is recommended that the managers of the Wacky Wine Festival should conduct a *market and needs analysis*. The *market and needs analysis* can help the managers to determine the needs of segmented target markets visiting the wine festival. A comparative study at a wine festival that is hosted in just one location might have interesting findings, and it is therefore recommended.

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## CHAPTER 3

### A management appraisal of the Wacky Wine Festival

#### ABSTRACT

One of the country's largest wine festivals, The Wacky Wine Festival is held annually in Robertson, South Africa. 48 wine farms participate actively in the Robertson Valley that forms part of this wine route and festival which makes this wine festival unique. This paper presents the results of a survey that was conducted during the festival in June 2009 where visitors completed 420 questionnaires. The aim was to conduct a management appraisal based on different markets attending the festival. In order to achieve the aim a factor analysis and an ANOVA analysis was used to determine the significance of each visitor group market and key success factors. Cross-tabulation identified the visitors' factor scores for each key success factor, where the Anderson-Rubin method was used to generate a score with a zero mean. A contrast test was used where the significance did not assume equal variances. The findings indicated that different visitor groups or markets have different perceptions of the management aspects contributing to the success of the wine festival. The implication is that a general evaluation by visitors gives a distorted view of the success of the event and that different markets therefore have different requirements of the success of the event and aspects contributing to the success.

**Key words:** *Wacky Wine Festival, Management, Key success factors, Factor analysis, ANOVA and wine tourism.*

# A management appraisal of the Wacky Wine Festival

## 3.1 INTRODUCTION

Wine tourism has emerged as a strong and growing area of special interest tourism and can be seen as an increasingly important component of the tourism product of most wine-producing countries (Hoeksema, 2009:1). Tourism trends however are also changing, fuelled by the changing needs of tourists. Although some wineries have had meaningful results, the South African wine industry in general has not been too successful in optimising tourism opportunities fully (Loubser, 2004). According to Loubser (2004), wine makers are only interested in cellar door sales, whereas visitors are looking for a total experience also referred to as a new experience, causing the main problem in South African wine tourism. The total or new experience consists of a combination of the interaction at attractions, in restaurants, with local people, as well as a quality event programme that includes a variety of entertainment and activities to name but a few.

Adding to the above wine tourism has grown rapidly in recent years, as visitors search for the opportunity to experience wine products at the cellars (Getz, 2000). According to Hoeksema (2009:2), wineries combine their wine products with various other products. Some wineries, for example Spier, Skilpadvlei and Fair View in the Western Cape have moved away from producing and selling wine only. The new approach offered by Spier, provides a wide variety of tourism products, that includes different restaurants, a five star hotel, a hotel school, an amphitheatre (drama or opera), a country club and a cheetah park (Loubser, 2004). Fair View on the other hand combines food (especially a variety of cheeses) with wine. Skilpadvlei combines accommodation, restaurant and wine tasting. These are just a few examples to indicate a change in the way business is conducted in the wine industry. Other wineries combine spas, game farms and conferencing in order to remain competitive. Hoeksema (2009:2) states that the tourism industry and wine farms can no longer afford to offer the ordinary experience, due to a very competitive world. The latter has prompted the Robertson Valley to host a wine festival, with a difference.

The Wacky Wine Festival at Robertson in the Western Cape is one of the country's largest wine festivals. The Festival started in 2004 with just 2 500 visitors and grew to 16 049 visitors by 2008. This festival is unique in the sense that the festival takes place along the Robertson Wine Route. This Route shows the complexity of wine tourism as it consists of 48 wine farms each producing their own wine and participating in the wine festival. For the Festival, each wine farm hosts its own entertainment

programme and all wine farms offer wine tasting. Most other wine festivals are held in a venue or location. Activities offered by the different wine farms include food tasting, stalls selling arts and crafts, musical performances, bottling of the tourists' own wine, children's activities and even adventure activities such as sky diving (Saayman & Krugell, 2009:3). In support of the latter the amount of activities at this festival has grown from 57 in 2004 up to over 600 in 2008 (Anon, 2009).

Therefore the Wacky Wine Festival is a unique wine festival that takes place over a large geographical area involving and depending on many role players (wineries) for its success. Therefore the aim of this study is to conduct a management appraisal based on the premise that different markets have different views or perceptions.

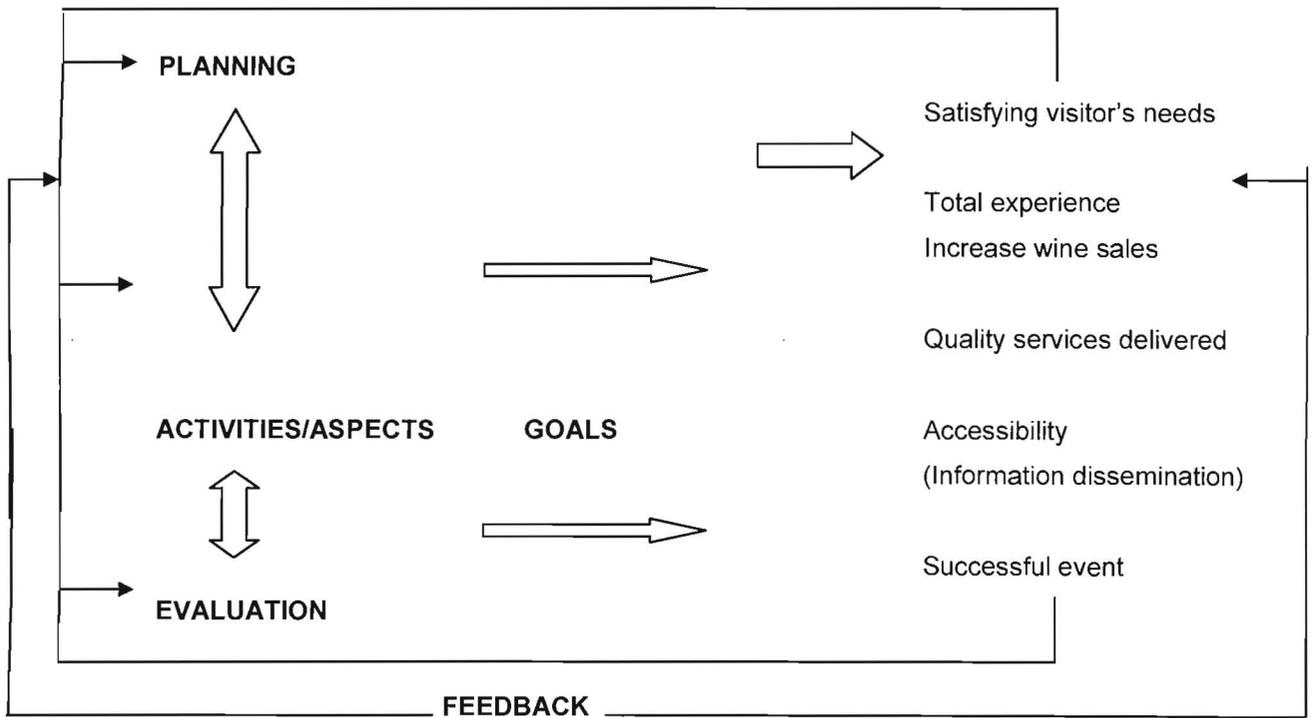
### **3.2 LITERATURE REVIEW**

The tourism industry is an extremely competitive environment and this includes the event and festival sector, because of an increase in tourism products and markets. Additionally visitors also expect quality services and research indicated that they attend festivals and attractions for different reasons (Saayman 2001:115). In general visitors visiting a festival want to meet new people, want to socialise, be interactive, to relax and be entertained (Pissoort, 2007:23). In addition the most basic goals of event and festival tourism are the creation of tourist attractions and the capability of generating travel demand and satisfying tourists' needs (such as relaxation and curiosity). Therefore event organisers need to take these aspects in consideration when planning and organising an event.

Most events have a selection of products or services all of which are used to create an experience for the visitor (Bowdin, McDonnell, Allen & O'Toole, 2001:222). The hosting of a successful event such as a wine festival requires effective and efficient management of various aspects. These aspects include friendly and competent staff, adequate parking at wine farms, adequate information available, effective programme, high levels of hygiene, quality products and services, variety of entertainment and activities and wine farms that are easy accessible (De Witt, 2006:71-72 en Van der Westhuizen, 2003:183). Saayman (2002:17) states that management is the process of working through and with others to achieve organisational objectives in a changing environment. The goal of the Wacky Wine Festival is to be recognised as South Africa's leading wine tourism event and to provide the visitors with a quality wine and lifestyle experience. Thereby increasing wine sales and knowledge of the Robertson Valley (Anon, 2009).

The organisers of the Wacky Wine Festival's focus must therefore be on management skills in order to achieve the goal mentioned above. Key to the success of any event is the managers' or organising committees ability to measure or evaluate (Saayman, 2006:233). Reasons for evaluation are therefore (van der Westhuizen, 2003:183 & de Witt, 2006:71-72):

- To determine the success of the event based on the goals that have been achieved
- To remain competitive
- To determine if the visitors needs are met
- To determine if the event programme satisfies everyone that participates in the event
- To determine the overall satisfaction of the visitors
- To determine if there are gaps and how these gaps are going to be addressed



**Figure 1: Relationship between planning and evaluation**

Based on the relationship indicated in Figure 1, Saayman (2006:233) says that whatever one plans to do, has to be evaluated based on specific outcomes or outputs. The goals in general are: to satisfy the visitors' needs, increased wine sales, give the visitors an experience that they will never forget, to deliver quality services, to ensure accessibility and a successful event (van der Westhuizen, 2003:183). The feedback from visitors especially is vital in determining the level of success. However the literature

review especially marketing research recognises that visitors differ in their needs, tastes, lifestyles and motivations. This is important also when the success of an event is determined.

Slabbert (2002:3) stressed that tourists and visitors are becoming highly involved in making travel decisions based on the expectation of experiencing quality services. In this context the latter supports the idea that evaluation should be applied and state further that it is very important to know who the tourists are and their reasons for attending an event, because the latter will determine target markets. Target markets usually include the identification and assessment of different tourist characteristics such as demographics, geographic location, socio-economic factors and psychographic characteristics (Bloom, 2005:94 & Moutinho, 2000:122). Attitudes have changed and motivation research into festival attendance is now seen as invaluable to the success of the wine tourism industry, helping to provide festival organisers a better understanding of these consumers behaviour (Weiler, Truong & Griffiths, 2004:4). Therefore each target market has their individual needs and expectations, which are the premise for this research question, namely do different markets rate the aspects contributing to the success of an event differently? Kruger (2009) goes even further and state that travel motives is prevalent in tourism research. The reason being that most tourism products and events apply a form of feedback from visitors and tourists by means of surveys. The results however is seldom or never analysed based on the fact that whilst some visitors or tourists might be satisfied with one aspect others might differ significantly with other aspects. Results in most cases are generalised for the whole population, which could give a distorted view. It might even create a perception that all is well.

The literature review revealed various management studies conducted in event tourism such as research by Getz (1997); Bowdin, *et al.* (2001); van der Westhuizen (2003); Shone and Parry (2004); van der Wagen (2005); Kruger (2006); de Witt (2006) and Hoeksema (2009). These studies focused on management aspects that contributes to the success of an event such as: to do proper planning, ensure high levels of hygiene, ensure quality services, provide sufficient parking, accessible venues, ensuring a safe environment and creating a positive image of the event.

However if one does an analysis of research related to the topic under investigation the following studies were found (see Table 1).

**Table 1: Management research in wine tourism**

Weiler, Truong & Griffiths	2004	Visitor profiles and motivations for visiting an Australian wine festival
Tassiopoulos, Nuntsu & Haydam	2004	Wine tourists in South Africa: A demographic and psychographic study
Alant & Bruwer	2004	Wine tourism behaviour in the context of a motivational framework for wine regions and cellar doors
Galloway, Mitchell, Getz, Crouch & Ong	2007	Sensation seeking and the prediction of attitudes and behaviours of wine tourists
Hall & Sharples	2008	Food and wine festivals and events around the world: development, management and markets
Hoeksema	2009	A marketing strategy for the Northern Free State Wine Route

The table above (Table 1) shows that a variety of topics have been covered, however none which is similar to this study.

In the following section the method of research is discussed.

### **3.3 METHOD OF RESEARCH**

#### **3.3.1 Research design**

Exploratory research by means of a structured questionnaire was conducted where questionnaires were distributed among visitors during the Wacky Wine Festival in the Robertson Valley. In total, 450 questionnaires were distributed over a period of five days (4 June 2009 – 7 June 2009). Of which 424 of the questionnaires were useable.

#### **3.3.2 Sampling method**

An availability or convenience sample was used to determine the sample size in order to conduct the surveys. The survey consists of a self-administrated questionnaire. According to Cooper and Emory (1995:207) for any population of 100 000 (N) the recommended sample size (S) is 384. Since a total of

16 000 visitors attended the Wacky Wine Festival in 2009 (Anon, 2009), the number of completed questionnaires (424) is greater than the required number of questionnaires.

### **3.3.3 Questionnaire and survey**

The questionnaire is based and adapted from the research conducted by Van der Westhuizen (2003), De Witt (2006) and Kruger (2006). The questionnaire was divided into three sections where Section A included the demographic profile of the wine visitor; Section B included questions about the Wacky Wine Festival and the marketing of the festival. Section C consisted of key success factors of managing a festival. The questionnaires included both open-ended as well as closed-ended questions. A five-point Lickert scale was applied, in which 1 represented Totally disagree; 2-Disagree; 3-Neutral; 4-Agree and 5-Totally agree. The Lickert scale was used to identify what the tourists' attitudes and perceptions are of the wine festival and to determine the key success factors of managing a wine festival.

The survey took place at several wine farms that formed part of the festival. Fieldworkers distributed questionnaires based on the recommendation of the event organisers. The following wine farms were selected since more than 90% of visitors visit at least one of these wine farms namely, Graham Beck, Bon Courage, Cloverfield and Van Loveren. The festival attendees themselves completed the questionnaires.

### **3.3.4 Data analysis**

A survey of 424 usable questionnaires was compiled for data capturing by means of Microsoft Excel. SPSS 16.0 (SPSS Inc., 2007) was applied in the analysis of data. Two factor analyses were done in order to determine the key success factors firstly and secondly to determine the three different markets or visitor groups attending the wine festival.

A cross-tabulation was done to determine how different markets or visitor groups rate the managerial aspects of the festival in terms of agreement and disagreement. As mentioned above the managerial aspects were identified through a factor analysis. An ANOVA, occasionally called an *F*-test, is closely related to the *t*-test. The major difference is that, where the *t*-test assesses the difference between the means of two-groups, an ANOVA assesses the difference between the means of two or more groups. The purpose of an ANOVA is therefore to test whether there is a statistically significant difference in the population means of more than two groups (Eiselen *et al.*, 2005:119). Therefore the ANOVA-analysis

was carried out to determine significant differences in the opinions of different visitor groups regarding the key success factors of managing a festival.

The results of the cross-tabulation, the ANOVA and the contrast test of the Wacky Wine Festival are given in the section below.

### 3.4 RESULTS

After the survey was conducted and the data was captured, a factor analysis was done where seven key success factors were identified: quality and good management, wine farm attributes, effective marketing, route development, festival attractiveness, entertainment and activities and accessibility. The seven factors accounted for 64% of the total variance. All factors had relatively high with values ranging between 3.81 (the lowest) and 4.22 (the highest). Moreover, all items with a loading factor greater than 0.3 were included. The Cronbach values varied from 0.623 to 0.895 and therefore the factor analysis was valid (c.f. 2.4).

An exploratory factor analysis was also done on the motivations of visitors to attend the Wacky Wine Festival in order to identify the visitor groups. These three factors identified three types of visitor groups attending the Wacky Wine Festival for various reasons. The three groups (*festinos*, *epicureans* and *the social adventurers*) were identified. Their mean values are as follow: the *festinos* (1576.05), the *epicureans* (1661.85) and the *social adventurers* (1204.14) (Saayman & Krugell, 2009:9).

The *festinos* motivation is a satisfying lifestyle with the experience of good wine. Their reasons for attending the Festival focus on the social elements, relaxing, spending time with friends, meeting new people and value of quality products. The "*Epicurean*" visitors are the connoisseurs that come largely for the wine and food offered at the Festival. The third visitor group identified is the "*social adventurers*" group. Their motivations include spending time with family and benefits for children combined with the good food and wine (Saayman & Krugell, 2009:6).

Table 2 below presents a cross-tabulation of the three types of visitor groups and their views on the key success factors in the management of the Festival. To determine whether, for example, the *festinos* agree that wine farm attributes is a key success factor, the factor scores were recoded to a simple agree or disagree measure and cross-tabulated with the respondent's type category. The factor scores were calculated using the Anderson-Rubin method, which produces a score with a zero mean. Positive scores indicate agreement and negative scores disagreement.

**Table 2: Cross-tabulation**

3Groups	Quality & good management		Wine farm attributes		Effective marketing		Route development		Festival attractiveness		Entertainment & activities		Accessibility	
	Agree	Disagree	A	D	A	D	A	D	A	D	A	D	A	D
FESTINOS	63,2%	36,8%	55,9%	44,1%	39,7%	60,3%	51,5%	48,5%	51,5%	48,5%	45,6%	54,4%	57,4%	42,6%
EPICUREANS	53,1%	46,9%	49,9%	51,0%	51,0%	49,0%	44,9%	55,1%	51,0%	49,0%	65,3%	34,7%	36,7%	63,3%
SOCIAL ADVENTURERS	42,9%	57,1%	61,2%	38,8%	67,3%	32,7%	67,3%	32,7%	71,4%	28,6%	55,1%	44,9%	71,4%	28,6%

The cross tabulation (see Table 2) identified that each of these three groups had different perceptions regarding the seven key success factors that need to be managed at the Wacky Wine Festival.

The *festinos* finds quality and good management, wine farm attributes and accessibility important where as the *epicureans* also identified quality and good management but feel that entertainment and activities are more important. The *social adventurers* identified the key success factors that are important include: wine farm attributes, effective marketing, route development, festival attractiveness, entertainment and activities as well as accessibility.

From the above, the *epicureans* can be seen as a specialist market. Their main motive to attend the Wacky Wine Festival is to taste wine and combine it with different foods. It therefore seems that if their need for food and wine is fulfilled then they are satisfied with the festival. The *social adventurers* are more demanding and they focus on a greater variety of managerial aspects. The managers need to take this in consideration to satisfy each visitor groups' needs.

Following the above, analysis of variance (ANOVA) was carried out to determine whether there are significant differences between the different wine festival visitor markets (*festinos, epicureans, the social adventurers*) and the seven key success factors. Using SPSS, a one-way ANOVA was applied as indicated in Table 3 below.

**Table 3: ANOVA analysis of the Wacky Wine Festival**

<b>Success factors</b>		<b>Sig.</b>	<b>Mean square</b>	<b>F</b>
<b>Quality and good management</b>	Combined	<b>.004</b>	5.468	5.842
	Unweighted	<b>.001</b>	10.892	11.636
	Weighted	<b>.001</b>	10.930	11.677
	Deviation	.932	.007	.007
	Within groups		.936	
<b>Wine farm attributes</b>	(Combined)	.193	1.658	1.664
	Unweighted	.558	.294	.295
	Weighted	.700	.148	.149
	Deviation	.076	3.168	3.180
	Within groups		.996	
<b>Effective marketing</b>	(Combined)	<b>.021</b>	3.559	3.949
	Unweighted	<b>.019</b>	5.134	5.634
	Weighted	<b>.013</b>	5.687	6.341
	Deviation	.200	1.511	1.658
	Within groups		.911	
<b>Route development</b>	(Combined)	.137	1.982	2.014
	Unweighted	.090	2.868	2.914
	Weighted	.110	2.540	2.580
	Deviation	.231	1.425	1.448
	Within groups		.984	
<b>Festival attractiveness</b>	(Combined)	.169	1.600	1.794
	Unweighted	.158	1.796	2.014
	Weighted	.195	1.511	1.695
	Deviation	.171	1.689	1.894
	Within groups		.892	
<b>Entertainment and activities</b>	(Combined)	<b>.010</b>	3.542	4.789
	Unweighted	<b>.014</b>	4.560	6.166
	Weighted	<b>.009</b>	5.145	6.958
	Deviation	.107	1.938	2.621
	Within groups		.740	
<b>Accessibility</b>	(Combined)	.152	1.917	1.904
	Unweighted	.332	.953	.947
	Weighted	.414	.674	.670
	Deviation	.078	3.159	3.139

	Within groups		1.006	
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The variables are the seven key success factors and their significance, mean square and *F*-values are reported. The between-group effect is labelled "Combined" in Table 3 and indicates whether there are any differences between the three types of visitor groups' view on whether, for example, quality and good management is a key success factor of the festival. Values smaller than 0.05 indicate significant differences.

Quality and good management, effective marketing and entertainment and activities had a significance value smaller than 0.05. At this stage it is not clear which groups differed. Tables 4 to 5 presents the contrasts test to determine such differences.

**Table 4: Contrasts coefficients**

	Type of festivalgoer by reason for visit	Type of festivalgoer by reason for visit	Type of festivalgoer by reason for visit
CONTRAST	FESTINOS	EPICUREANS	SOCIAL ADVENTURERS
1	-2	1	1
2	0	-1	1

Table 4 indicates the way the contrasts between the groups are set up. Contrast 1 is between the *Festinos* and the *Epicureans* and *Social adventurers*. Contrast 2 is only between the *Epicureans* and *Social adventurers*.

**Table 5: Test of homogeneity of variances**

Key success factors	Levene statistic	df1	df2	Sig
Quality and good management	.559	2	163	.551
Wine farm attributes	1.611	2	163	.203
Effective marketing	1.352	2	163	.262
Route development	.258	2	163	.773
Festival attractiveness	.904	2	163	.407
Entertainment and activities	.897	2	163	.410
Accessibility	2.650	2	163	.074

Table 5 shows the results of Levene's test of the homogeneity of variance. The null hypothesis is one of the homogeneity of variance of the three types of visitor groups' views of the key success factors. The

significance values in excess of 0.05 indicate that one cannot reject the null hypothesis. In Table 6 (below) the contrasts should thus be interpreted assuming equal variances.

**Table 6: Contrast test of key success factors and visitor groups**

Key success factors		Contrast	Value of contrast	Significance (two-tailed)
Quality and good management	Assume equal variances	1	-.9135587	.003
		2	-.3232904	.100
	Does not assume equal variances	1	-.9135587	.003
		2	-.3232904	.115
Wine farm attributes	Assume equal variances	1	-.1517256	.631
		2	-.3548855	.080
	Does not assume equal variances	1	-.1517256	.638
		2	-.3548855	.068
Effective marketing	Assume equal variances	1	.8468787	.006
		2	.0023097	.990
	Does not assume equal variances	1	.8468787	.007
		2	.0023097	.990
Route development	Assume equal variances	1	.2721047	.386
		2	.3626010	.072
	Does not assume equal variances	1	.2721047	.394
		2	.3626010	.063
Festival attractiveness	Assume equal variances	1	.1547092	.604
		2	.3475640	.070
	Does not assume equal variances	1	.1547092	.607
		2	.3475640	.067
Entertainment and activities	Assume equal variances	1	.8380337	.002
		2	-.0377667	.828
	Does not assume equal variances	1	.8380337	.003
		2	-.0377667	.825
Accessibility	Assume equal variances	1	-.0292311	.927
		2	.3951101	.053
	Does not assume equal variances	1	-.0292311	.993
		2	.3951101	.008

Table 6 shows the following results. Assuming equal variances at contrast 1 with a significant difference at a 10% level between *Festinos'* agreement, that Quality and good management is a key success factor in managing the festival. Contrast 2 shows that there is not a significant difference at a 10% level between how *Epicureans* and *Social adventurers* experience quality

and good management as an important key success factor. In the case of Wine farm attributes, there is not a significant difference between the *Festinos* and the rest but the difference between *Epicureans* and *Social Adventurers* is significant at the 10% level. For *Social adventurers* wine farm attributes is clearly important. Effective marketing is significant at a 10% level for the *Festinos* but not found significant for the *Epicureans* and the *Social adventurers*. In the case of Route development, there is not a significant difference at a 10% level between the *Festinos* and the rest but there is a significant difference between the other two groups. Festival attractiveness is significant at a 10% level between the *Epicureans* and the *Social adventurers*. There is a significance difference at a 10% level for Entertainment and activities between the *Festinos* and the rest of the groups. The last factor, Accessibility showed no significance difference at a 10% level between the *Festinos* and the rest but the difference between the *Epicureans* and the *Social adventurers* is significant. Therefore accessibility is important for the latter.

### 3.5 FINDINGS AND IMPLICATIONS

From the results indicated above the following findings and implications are evident:

Firstly, the analysis indicated that the three different visitors groups or markets (*festinos*, the *epicureans* and the *social adventurers*) had different ratings regarding the key success factors when managing a wine festival. Therefore this research confirms the notion that different markets have different needs and therefore have different views on what is important from a managerial point of view. In fact there were significant differences between the markets. The implication is that results from the evaluation of events in terms of how successful events are cannot be generalised. In fact it requires a more in depth analysis in order to ensure that the needs of different markets are catered for.

Secondly, that niche markets such as the *Epicureans*, are more critical on the aspects that affect their main motive of travel directly namely to taste the food and wines. Therefore they are concerned with issues related to food and wine and aspects such as the accessibility and the marketing of the event is not regarded as prominently important. The implication therefore is that if the organisers/managers fulfil the main needs and purpose why the *Epicureans* visit the wine festival, the visitor group will be satisfied. This in turn will lead to positive word of mouth as well as the competitiveness and sustainability of the event.

### 3.6 CONCLUSIONS AND RECOMMENDATIONS

The aim of this article was to determine visitors' perceptions of the aspects contributing to the success of the Wacky Wine Festival and to determine if different markets have different perceptions. Seven key success factors were identified through visitors visiting the Wacky Wine Festival. The visitors rated each of the key success factors according to what is important when managing a wine festival.

Three different visitors groups were identified in this study namely the *festinos*, *epicureans* and the *social adventurers*. This innovative approach revealed that each group identified different managerial factors that must be managed and therefore it is important for managers to know what the visitors' perceptions are and how to satisfy their needs and meet their expectations. Hence this research confirms that visitor groups have different perceptions when it comes to management aspects that contribute to the success of an event.

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# CHAPTER 4

## Conclusions and Recommendations

# 4

*Let us watch well our beginnings, and results  
will manage themselves. ~Alexander Clark*

### 4.1 INTRODUCTION

The aim of the study was to determine the key success factors of managing a wine festival. To achieve this aim, the following objectives were set in Chapter 1 and achieved in the respective chapters.

- The first objective was to identify the key aspects important in managing a wine festival, which was achieved in Chapter 2 (Article 1). The research identified key success factors important for managers when managing a wine festival.
- The second objective was to determine whether visitors had different perceptions regarding managerial aspects of a wine festival. This goal was achieved in Chapter 3 (Article 2). The different visitor groups of the wine festival had different management aspects. Visitors emphasise the importance of the management aspects of a wine festival.
- The third objective, which is also the aim of the present chapter, is to draw conclusions and make recommendations regarding the management aspects of a wine festival.

### 4.2 CONCLUSIONS

The conclusions that will follow will be discussed with regard to the literature review and the survey done at the Wacky Wine Festival.

#### 4.2.1 CONCLUSIONS WITH REGARD TO THE LITERATURE STUDY

- The tourism industry (specifically the event and festival sector) is a very competitive environment due to an increase in tourism products and markets (c.f. 3.2).
  - Wine tourism forms part of special interest tourism and therefore it is important for wine-growing regions because they need to be aware of the characteristics and behaviour of the visitors visiting the wine festival (c.f. 1.1).
  - It is important to create key experiences for tourists as this leads to being competitive and being sustainable over the long term (c.f. 1.1).
  - An increase in wine routes has led to an increase in regional wine festivals of which the Wacky Wine Festival is South Africa's largest (c.f. 2.1).
  - The Wacky Wine Festival is one of the most popular wine festivals in South Africa, currently attracting more than 16 000 visitors each year (c.f. 2.1).
  - The event manager has to plan ahead (proactively) of the event and identify important key issues or key success factors (KSFs) for managing this event (c.f. 2.1).
  - Key success factors are very important to every manager in the wine tourism industry. The manager must be capable of managing the wine festival and should concentrate on achieving and marketing competitiveness (c.f. 1.2).
  - Key success factors in events tourism are (c.f. 2.2):
    - To plan for the event,
    - To ensure high levels of hygiene,
    - To deliver quality services,
    - To ensure sufficient parking at all the venues,
    - To ensure accessible venues,
    - To ensure a safe environment for visitors,
    - To create a positive image of the event.
  - Tourism trends are changing. This phenomenon is created by the change in needs and expectations of tourists (c.f. 3.1).
-

- Event managers have to consider offering the wine tourism experience that include (c.f. 2.2):
  - Events, festivals and celebrations
  - Restaurants
  - Wine touring
  - Tasting and cellar door sales
  - Education concerning the wine and how to interpret the wine
  - Accommodation facilities
  - Specialist accommodation in or close to the wine route
  - Travelling – including other tourism attractions
  - Retail outlets – selling local handcrafts, art and specialty foods
  
- The key success of any event is the manager's ability to measure or evaluate the event on the following (c.f. 3.2):
  - To determine the success of the event
  - To determine whether visitors' needs are met
  - To determine whether the event programme satisfies the visitors
  - To determine whether visitors are satisfied with the accessibility to the event, the levels of hygiene and sufficient parking
  - Whether there is enough information available before and during the event
  - To identify gaps when managing an event and how to create solutions for these gaps to meet the visitors' needs
  
- Each target market has its individual needs and expectations. Therefore different visitor groups have different perceptions regarding the managerial aspects of managing a wine festival (c.f. 3.2).

#### **4.2.2 CONCLUSIONS WITH REGARD TO THE SURVEYS**

In Article 1, a factor analysis was done to identify the key success factors visitors find important which managers need to take into consideration when organising and managing a wine festival. The results revealed the following seven success factors:

- Quality and good management

- Wine farm attributes
- Effective marketing
- Route development
- Festival attractiveness
- Entertainment and activities
- Accessibility

By determining the key success factors, the managers/organisers of the Wacky Wine Festival are able to address certain factors when they organise and manage the festival. Entertainment and activities are rated as the factor that visitors feel is very important and need to improve to manage a successful festival. Therefore the managers must organise a programme with a variety of activities on the different wine farms that entertain every target market (children, students, young people, married couples, older people and wine experts) visiting the festival. To ensure quality services, management must ensure that all staff must be trained and know what their responsibilities are and what is expected from them. Visitors have a certain expectation of what the festival can offer them and managers and their staff must ensure to deliver services that satisfy the visitors' needs.

An analysis of variance (ANOVA) was applied in Article 2, based on the key success factors identified in Article 1 and the three different visitor groups (*festinos*, *epicureans* and *the social adventurers*) to determine whether visitors have different perceptions regarding the managerial aspects of managing a wine festival. The research concluded that each visitor group has different key success factors they find important and must be focused on.

A distinction should be drawn between the three visitor groups. Managers must know why the *festinos*, *epicureans* and the *social adventurers* visit the festival and what each group needs in terms of the festival. The *festinos* want to relax, spend time with friends and meet new people. The *epicureans* are the connoisseurs who come mostly for the food and wine offered at the Festival and the *social adventurers* love spending time with family and they enjoy benefits for children together with the good food and wine offered at the Festival.

The significance of each key success factor was determined through the ANOVA, and the following factors had a significance smaller than 0.05:

- Quality and good management

- Effective marketing
- Entertainment and activities

The different visitor groups' perception regarding the key success factors can assist managers/organisers in attracting more visitors to the festival and ensuring that each visitor group's needs and expectations are met. Therefore the managers/organisers must focus on the key success factors and on how they are going to improve them and manage a successful wine festival.

### **4.3 RECOMMENDATIONS**

Based on the conclusions discussed above and the research results, the following recommendations can be made:

- From a management point of view, the focus should primarily be on what key success factors are important to visitors for the managers to organise and manage a successful wine festival that will be competitive and sustainable in the long term. This includes conducting a market analysis and needs analysis on a regular basis at the Wacky Wine Festival.
- With the constant growth of other wine festivals, it is important to position the Wacky Wine Festival very strongly in the minds of their current audiences. The Wacky Wine Festival has a strong base of loyal visitors, and the managers of the festival should therefore focus on continuing to satisfy the visitor groups' needs. The managers also need to focus on attracting more visitors to the festival through effective marketing of the variety of entertainment and activities the wine festival offers.

### **4.4 RECOMMENDATIONS WITH REGARD TO FURTHER RESEARCH**

Based on this research, the following aspects need to be researched further:

- This research also needs to be conducted at other wine festivals such as Cultivaria and the Stellenbosch Wine Festival to compare the results for some of South Africa's large wine festivals to determine the unique characteristics of each wine festival's market as well as what they identify as important key success factors to manage a wine festival.

- Managers need to conduct a market and needs analysis to determine who the wine festival's market is and what the visitors needs are in terms of the wine festival and what it offers. This will assist managers/organisers in identifying their target market and to reach them through effective marketing.
- Further research can be done to determine the impact that the wine festival has on the image of the different wine farms that participate and to determine whether wine sales are increasing due to the Wacky Wine Festival.
- Market research should be carried out on a regular basis for the wine festival managers/organisers to continuously stay aware of changes and new trends in the visitors' needs and expectations. Through effective marketing, and aiming at the right target market, the festival numbers will increase and the festival will be competitive and sustainable.

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APPENDIX

**WACKY WINE FESTIVAL BESOEKERSPROFIEL 2009 / WACKY WINE FESTIVAL VISITOR SURVEY 2009**

**AFDELING A / SECTION A**

1. Geslag / Gender? 

M	1
V/F	2

2. Watter jaar is u gebore? / What year were you born?

3. Huistaal / Home language ?

Afrikaans	1
Engels / English	2
Ander (Spesifiseer) / Other (Specify):	3

4. Beroep / Occupation ?

Professioneel / Professional	1
Bestuur / Management	2
Self-werkgewend / Self-employed	3
Tegniese personeel / Technical	4
Verkoopspersoneel / Sales	5
Boer / Farmer	6
Mynbou / Mining	7
Administratief / Administrative	8
Staatsdienswerknemer / Civil service	9
Opvoeding / Education	10
Huisvrou / Housewife	11
Pensionaris / Pensioner	12
Student	13
Werkloos / Unemployed	14
Ander (Spesifiseer) / Other (Specify):	15

5. Insluitend self, hoeveel persone is in u reisgeselskap / Including yourself, how many people are travelling in your group?   
**Aantal / Number**

6. Insluitend self, vir hoeveel persone betaal u tydens die fees? / Including yourself, how many people are you paying for at the festival?   
**Aantal / Number**

7a. Hoeveel dae spandeer u by die fees? / How many days are you staying at the festival?   
**Aantal / Number**

7b. Hoeveel nagte bly u in Robertson? / How many nights do you stay over in Robertson?   
**Aantal / Number**

8. Provinsie / Province?

Wes-Kaap / Western Cape	1
Gauteng	2
Oos-Kaap / Eastern Cape	3
Vrystaat / Free State	4
Noordwes / North West	5
Mpumalanga	6
Noord-Kaap / Northern Cape	7
KwaZulu-Natal	8
Limpopo	9
Buite RSA-grense / Outside RSA borders	10

9. In watter dorp of stad woon u permanent? / In which town or city do you live permanently?

10. Naastenby hoeveel Rand bestee u gedurende u besoek aan die Wacky Wine-fees op die volgende items? / Estimate how much you spend on the following items during your visit to the Wacky Wine Festival

Wyn paspoort / Wine passport	R
Akkommodasie / Accommodation	R
Voedsel en restaurante (stalletjies uitgesluit / Food and restaurants (excluding stalls)	R
Inkopies by stalletjies (aandenkings uitgesluit) / Shopping at stalls (excluding souvenirs)	R
Inkopies by kleinhandelwinkels (Voedsel & drank uitgesluit) / Retail shopping (Excluding food & drinks)	R
Vervoer na Wacky Wine (Retoeer) / Transport to Wacky Wine (Return)	R
Aandenkings(bv. wynglase) / Souveniers(e.g. wine glasses)	R
Ander (Spesifiseer) / Other (Specify):	R

11. Watter tipe verblyf gebruik u? / What type of accommodation do you use during your stay?

Plaaslike inwoner / Local resident	Ja/Yes	Nee/No
Familie of vriende / Family or friends	Ja/Yes	Nee/No
Gastehuis of B&B / Guesthouse or B&B	Ja/Yes	Nee/No
Hotel	Ja/Yes	Nee/No
Lodge	Ja/Yes	Nee/No
Huur 'n woning / Rent a house	Ja/Yes	Nee/No
Dagbesoeker / Day visitor	Ja/Yes	Nee/No
Ander (Spesifiseer) / Other (Specify):	Ja/Yes	Nee/No

12. Is die fees die hoof/lenigste rede vir u besoek aan Robertson? / Is the festival the only/main reason for your visit to Robertson?

Ja / Yes	1
Nee / No	2
Inwoner / Local	3

## AFDELING B / SECTION B

13. Beoordeel volgens die skaal waarom u die Wacky Wine-fees besoek / Rate on the scale of importance why you visit the Wacky Wine Festival

	Uiters belangrik / Extremely important				
	Baie belangrik / Very important				
	Belangrik / Important				
	Minder belangrik / Less important				
	Glad nie belangrik / Not at all important				
1. Om weg te kom van my normale roetine / To get away from my routine	1	2	3	4	5
2. Om te ontspan / To relax	1	2	3	4	5
3. Om tyd saam met familie te spandeer / To spend time with family	1	2	3	4	5
4. Om tyd saam met vriende te spandeer / To spend time with friends	1	2	3	4	5
5. Om nuwe mense te ontmoet / To meet new people	1	2	3	4	5
6. Wacky Wine is anders as ander feeste / Wacky Wine Festival is different to other festivals	1	2	3	4	5
7. Die fees bied 'n verskeidenheid wyne / The festival offers a variety of wines	1	2	3	4	5
8. Die fees bied kwaliteit produkte / The festival offers quality products	1	2	3	4	5
9. Dit is 'n lekker sosiale fees / It is a sociable festival	1	2	3	4	5
10. Die fees is waarde vir geld / The festival is value for money	1	2	3	4	5
11. Dit is die naaste fees vir my / It is the closest festival for me	1	2	3	4	5
12. Dit is tot voordeel van my kinders / It is for the benefit of my children	1	2	3	4	5
13. 'n Geleentheid om wyn te proe / An opportunity to taste wine	1	2	3	4	5
14. Om vars/handgemaakte produkte te koop / To buy fresh/home-made products	1	2	3	4	5
15. Ek beskou dit as 'n jaarlikse instelling / It is an annual commitment	1	2	3	4	5
16. Om die omgewing te verken / To explore the environment	1	2	3	4	5
17. Om my kennis rakende wyn te verbreed / To increase my knowledge of wine	1	2	3	4	5
18. Die fees kombineer kaas, wyn en vermaak sinvol / The festival combines cheese/wine and entertainment in a useful way.	1	2	3	4	5
19. Om nuwe idees rakende kaas en wyn te kry / To obtain new ideas regarding cheese and wine	1	2	3	4	5
20. Omdat die fees 'n statussimbool is / Because this festival is regarded as a status symbol	1	2	3	4	5
21. Hierdie fees bied vir my 'n unieke ervaring / This festival is a unique experience	1	2	3	4	5
22. Omdat ek myself as 'n wynproewer beskou / Because I consider myself to be a wine connoisseur	1	2	3	4	5

14. Gebruik u die roetekaart? / Do you use the route map?

Ja / Yes	1
Nee / No	2

15a. Is dit u eerste besoek aan die fees? / Is this your first visit to the festival?

Ja/ Yes	1
Nee / No	2

15b. Indien nee, **insluitend 2009**, hoeveel jare van te vore het u al Wacky Wine bygewoon? / If no, **including 2009**, how many years have you previously been at the Wacky Wine Festival?

Aantal / Number:

16. Sal u Wacky Wine weer besoek? / Would you visit the Wacky Wine again?

Ja, beslis / Yes, definitely	1
Nee, beslis nie / No, definitely not	2
Miskien / Perhaps	3

17. Spesifiseer watter ander feeste u die afgelope 3 jaar bygewoon het? / Which other festivals have you attended in the past 3 years?

Cultivaria	Ja/ Yes	Nee/No
Knysna Oesterfees/Oyster festival	Ja/ Yes	Nee/No
Stellenbosch wynfees/wine festival	Ja/ Yes	Nee/No
Ander (spesifiseer) / Other (specify)	Ja/ Yes	Nee/No

18. Hoe het u van die Wacky Wine gehoor? / How did you hear about the Wacky Wine?

Televisie / Television	Ja/ Yes	Nee/No
Radio	Ja/ Yes	Nee/No
Webwerf / Website	Ja/ Yes	Nee/No
E-pos / Email	Ja/ Yes	Nee/No
Nuusbrief / Newsletter	Ja/ Yes	Nee/No
Tydskrifte / Magazines	Ja/ Yes	Nee/No
Koerante / Newspapers	Ja/ Yes	Nee/No
HRRsr / Word-of-mouth	Ja/ Yes	Nee/No
Ander (Spesifiseer)/Other (Specify):	Ja/ Yes	Nee/No

**AFDELING C / SECTION C**

19. Hoe sal u die Wacky Wine-fees evalueer in terme van die volgende aspekte? / How would you evaluate the Wacky Wine Festival according to the following aspects?

	<b>Stem volkome saam / Totally agree</b>			
	<b>Stem saam / Agree</b>			
	<b>Neutraal / Neutral</b>			
	<b>Stem nie saam nie / Do not agree</b>			
	<b>Stem glad nie saam nie / Totally disagree</b>			
1. Inligting oor die fees is maklik bekombaar / Information about the festival is available				
2. Die wynroete is goed beplan / The wine route is well organised				1
3. Die bekendstelling van die roete/fees is goed / The introduction of the route/festival is good	1			4
4. Volledige roetekaart is beskikbaar / A complete route map is available	1			4
5. Verskeidenheid aktiwiteite by die wynplase is voldoende / Variety of entertainment at the wine farms is adequate	1	2		4
6. Verskeidenheid aktiwiteite op die wynroete is voldoende / Adequate variety of activities on the wine route	1	2	3	4
7. Vriendelike en behulpsume personeel gedurende die fees / Friendly and helpful staff during the festival	1	2	3	4
8. Genoegsame aktiwiteite vir kinders / Adequate activities for children	1	2	3	4
9. Effektiewe dienslewering by wynplase / Effective service at wine farms	1	2		4
10. Genoegsame akkommodasie-fasiliteite / Adequate accommodation facilities	1	2		4
11. Kwaliteit akkommodasie-fasiliteite / Quality accommodation facilities	1	2		4
12. Bekostigbare akkommodasie-fasiliteite / Affordable accommodation facilities	1	2		4
13. Publieke fasiliteite op die wynroete is voldoende / Public facilities on the wine route is adequate	1	2		4
14. Verskeidenheid van restaurante gedurende die fees is voldoende / Adequate variety of restaurants during the festival	1	2		4
15. Bekostigbare pryse by restaurante / Affordable prices at restaurants	1	2		4
16. Voldoende parkering by wynplase / Adequate parking at the wine farms	1	2		4
17. Voldoende parkering in Robertson / Adequate parking in Robertson	1	2		4
18. Genoegsame personeel aan diens gedurende die fees / Adequate number of staff members available during the festival	1	2		4
19. Wynplaasfasiliteite is gerieflik ingerig / Wine farm facilities are comfortable	1	2		
20. Duidelike aanwysings na wynplase / Clear indications/signage to the wine farms	1	2		
21. Wacky Wine word goed bestuur / Wacky Wine is well-managed	1	2		
22. Die verskeidenheid van wynplase wat deelneem is voldoende / Adequate number of wine farms participate in the festival	1	2		
23. Min verkeersopeenhopings tydens die fees / Minimal traffic congestions during the festival	1	2		4
24. Voldoende wynsoorte om te proe / Great selection of wines to taste	1	2		4
25. Voldoende wynprodukte om te koop / Adequate wine products to buy	1	2		4
26. Bekostigbare wyn- en ander produkte / Affordable wine and other products	1	2		4
27. Higiëne by die wynplase is goed (bv. skoon wynglase) / Hygiene at the wine farms are good (e.g. clean wine glasses)	1	2		4
28. Die wynfees is familie-vriendelik / The wine festival is family friendly	1	2		4
29. Navrae word goed hanteer / Enquiries is managed effectively	1	2		4
30. Die wynfees is waarde vir geld / The wine festival is value for money	1	2		4
31. Veiligheidsmaatreëls is voldoende (bv. kinders/motors) / Security measures are appropriate (e.g. children/cars)	1	2		4
32. Die webtuiste is gebruikersvriendelik / The website is user friendly	1			4
33. Die wynpaspoort is waarde vir geld / The wine passport is value for money				
34. As gevolg van goeie bestuur is die Wacky Wine 'n kompeterende fees / The Wacky Wine route is a competitive route due to the excellent management of the festival				4
35. Inligtingsborde by wynplase is voldoende / Adequate information signs at wine farms		2		4
36. Bemaking van die wynfees is goed / Marketing of the wine festival is good		2		4
37. Besprekings op webtuiste vir akkommodasie/aktiwiteite is effektief / Effective bookings on the website for accommodation/activities				4
38. Voldoende inligting oor wynplase is beskikbaar/Adequate information available about wine farms	1	2		4

20. Hoeveel wynplase gaan u besoek tydens die fees? /  
*How many wine farms will you visit during the festival?*

Aantal / Number:

21. Waar het u, u wynpaspoort gekoop? / *Where did you  
buy your wine passport?*

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22. Watter wynplas(e) het u die meeste geniet en verskaf  
ook redes vir u voorkeur asb. / *Which wine farm(s) did  
you enjoy the most and provide reasons for your preference.*

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23. Enige aanbevelings? / *Any recommendations?*

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**Dankie vir u samewerking! / Thank you for your co-operation!**