

Adoption Competencies Factors in Festival Coordinators

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Abstract

The focus of this study is to find some of the best factors for festival coordinators and festival tourism providers to accept and adopt competencies that will be most useful in creating a successful festival tourism marketing program. The primary objective of this study was to study the influence factors that cause cultural festival tourism coordinators to adopt marketing competencies. Confirmatory factor analysis was used as the methodology. Data were collected from festival coordinators in Thailand. Primary data collect from 175 respondents by questionnaire survey and in-depth interview. The result revealed that tool experience, user expertise and task characteristic are the most important factors for cultural festival coordinators to accept marketing competencies idea while the factors that affect most in adoption depends on external factors including financial/ incentives and other supporting factors.

Keywords: Perceived importance, Acceptance, Adoption, Competency

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Introduction

Cultural festivals are viewed by their organizers and host communities as being social celebrations of a special cultural attribute important to the community or region. Cultural events are also viewed as tourist attractions which have the capacity to have a considerable, beneficial economic impact on the surrounding region. Whether a festival achieves success as a tourist attraction depends on the festival goals, the competencies of the professionals involved, and the manner in which the festival is managed. Although governmental agencies, festival organizers, and tourism businesses seek the social and economic benefits that festivals can provide, many obstacles still remain to providing a successful tourist festival. It must be noted that the festival industry continues to lack information (research and insightful guidance) regarding the operational aspects of a festival, and the festival specialists working in this sector of the tourism industry still lack the requisite competencies (Baekauskiene & Barkauskas, 2012).

The success of a festival is measured by economic value distributed to the community (positive economic benefit). Litvin (2003, 2016) explains that economic gain is made only if the income is derived from a festival tourist who comes from outside the community -- otherwise the money that passes hands due to a transaction is merely money already circulating within the community and is not a net gain. To accurately measure value derived by a person from outside the community, Barber and Zhao (1998) defines tourist as a person who came to watch the cultural festival, traveled more than 80 kilometers or invested in at least one overnight stay, without an

intention to work. That is, the purpose of the trip must have been specifically to visit the cultural festival.

Competency models have become a useful management tool for hospitality and tourism organizations and developing appropriate models can be a useful method for identifying essential skills and providing training (Testa & Sipe, 2012). Various competency models have already been developed for tourism and hospitality; however limited focus has been made on organizational management skills for cultural events (that is, those that would facilitate successful cultural events) (Chung-Herrera, Enz, & Lankau, 2003; Guerrier & Lockwood, 1989; Ladkin, 2000; Hsu & Gregory, 1995; Mariampolski, Spears, & Vaden, 1980).

The idea of event and festival manager competency already exists in Thailand, but implementation of the concept is not widespread in Thailand (for instance, there is no certification for an event professional). The failure to gain the competencies needed (perhaps due to lack of training and lack of professional-level standards) are some of the reasons the festivals in Thailand have not yet achieved the goal (in terms of number of visitors and income generated).

Although the factors and processes leading to innovation/idea adoption have been addressed in the academic literature for a long time, still there appears to be no consensus about its determinants, especially at the organizational level. An important objective of this study is to reveal and discuss the main findings regarding organizational and individual adoption, reconciling and integrating them within a framework. Within this framework, adoption is analyzed at two levels

-- organizational and individual. This research tends to focus on both levels. The findings will help understanding the influence of factors that will most likely cause cultural event coordinators to adopt new ideas and put them into practice.

The focus of this research is how to best assist festival coordinators and festival tourism providers to adopt core competencies that will be most useful in creating a successful festival tourism marketing program.

Literature Review

Competency

Fletcher, et al. (2000) and CIM (2016) suggested that marketing competencies include: 1) Partnership Marketing, 2) Risk and Reputation Management, 3) Branding, 4) Marketing Communication, 5) Digital Integration, 6) Product Management, 7) Monitoring and Measuring, and 8) Customer Experience.

Fletcher, et.al. (2000) prioritized the core marketing competency skills that are needed by event coordinators: 1) Administrative Skills, 2) Marketing/Communications/PR Skills, 3) Operations Skills, 4) Programming Skills, 5) Sponsorship Skills, and 6) Volunteer Management Skills. And, each core competency has a litany of sub-core competencies:

1) Administrative Skills. Managerial competencies include attention to details, ability to work on many projects simultaneously, self-starter/self-initiative, team-player, time management, creativity/innovative thinking, ability to work with all levels of the organization, computer knowledge, budgeting, goal-setting/analysis, developing and maintaining community involvement/affiliations, political awareness, supervision/training of staff/interns, board relations, personal growth, financial experience,

data analysis, continuous education, profit-center development.

2) Marketing/Communications/PR

Skills: Managerial competencies including creativity, timeline management, presentation skills, ability to write/compose, ability to develop marketing plans, experience in obtaining in-kind media sponsorships, can develop and implement crisis communications, capacity to coordinate production of collateral pieces, ability to research and purchase electronic and print media, capable of providing media training, experience writing and presenting grant applications, experience with customer evaluations and secret shopping, capacity to complete economic surveys/impact studies, website development, knowledge of photography, television/radio experience.

3) Operations Skills. Managerial competencies include the ability to work with vendors and volunteers, timeline management, site planning/logistics development/implementation of all operations (i.e., ticketing, staging, lighting, sound, security, traffic flow, waste management, vendors, golf carts, etc.), ability to bid and negotiate contract food concessionaires, ability to bid and negotiate contract service vendors, handle safety/security issues, prepare signage, manage alcohol distribution, comply with ADA regulations, conform to permitting processes, negotiate many types of contracts, create and effectuate emergency/disaster/crisis written plans, perform risk-assessment analysis and management, organize ticketing, procure festival/event insurance, address merchandising goals, handle public transportation issues.

4) Programming Skills. Managerial competencies include capacities to prepare site layout, work with promoters/producers/entertainers,

ability to find and sign entertainers, program entertainment, ability to work with stage operations (staging, lighting, sound, tickets, etc.), creation/implementation/management of children's areas, soliciting/jurying/placing/servicing artists, obtaining and working with judges, selecting and managing parade entries; experience in entertainment industry, amusement ride solicitation or management, art patron award programs, sports-related events (including water events), health-related activities, animal areas, or events with horticulture components.

5) Sponsorship Skills. Managerial competencies include servicing sponsors/sponsor relations, appreciating sponsors, selling sponsorships, packaging sponsorships, activating sponsorships, managing in-kind sponsorships (as a form of budget relief), partnering sponsors, pricing sponsorship, following sponsorship trends, handling after action packets, knowledge of ROI.

6) Volunteer Management Skills: Managerial competencies include volunteer recruitment, volunteer management, servicing volunteers, volunteer training, creating a volunteer program, tracking volunteer hours, reporting volunteer hours, and experience working with volunteer programs for seniors and teens.

Perceived Importance Concept

In recent decades, studies regarding innovation has included research that focused specifically on the acceptance or adoption of new technology by users. These studies have addressed the factors that most influence users' acceptance and adoption of innovation. However, studies regarding users' perception of the importance of the innovation and the extent to which those

factors influence users' acceptance and adoption of innovation has not yet been emphasized. Indeed, there has not been an on-point direct study regarding festival coordinators' perceived importance of competencies, but there has been research regarding perceived importance in other related sectors. Schramm (1973) said that the degree to which information gains access to the mind of the receiver determines the success of the communication. The perception of each phenomenon involves several factors -- and the reasons the factors are deemed important will affect an individual's perceptions differently (Thawin & Saran, 2002). Thawin and Saran, 2002 along with Adreakos et al. (1997), Amara et al. (1999).

Alvarez and Gonzalez (1999) focused on the receiver's end of perceptions. They proposed that previous experience is vitally important in the perception process (previous experience influenced by beliefs, language, religion, knowledge, social status, culture, occupation, etc.) (Patchanee et al., 1995).

Surachai (2009) divided perception component into following stages; attention is a factor that greatly influences the perception process, and attention is more or less dependent on two elements: 1) State of the Perceiver, and 2) Stimulus Characteristics. 1) State of the Perceiver pertains to the condition of the perceiver at that moment; includes the perceiver's needs, motives, expectations, age, education, socio-economic status, etc. (Porama Satawatin, 2003). 2) The Stimulus Characteristic focuses on the character of the channel or media, which suggests that perceivers are particularly open to media created with certain characteristics (intensity, size, contrast,

repetition, movement, etc.) Thawin Tatapoch and Saran Sirisuk (2002).

Other scholars, most notably Fehrenbacher & Helfert (2012) and Porntip (1996), set out the stimulus characteristics that most influence the perception process: 1) Availability or accessibility. If something is too difficult to find, obtain, or understand, perceivers will stop trying. 2) Consistency. Perceivers will select to perceive mostly based on what they already find interesting. 3) Convenience. Whether alternative channels reach a perceiver depends on convenience to him/her. 4) Accustomedness. People tend to receive information from communication channels which are most familiar. 5) Consistency or repetition. Consistent, continuous, or repetitive information is more likely to reach the perceiver.

Bremmer et al. (2008) provided a different emphasis. While others focused on channel characteristic or the perceiver's personal condition, Bremmer pointed out that organizational characteristics (such as the size, status, or structure of the firm) are important factors affecting perceived importance.

Acceptance Theory

Acceptance theory has received attention from a wide variety of academic fields, including tourism. Research and studies regarding an individual's acceptance and adoption process is one of the most established and famous aspect of Information Systems (IS) research (Venkatesh et al., 2003). Acceptance theory, which has developed over time, evolved from other theories. Initially, Fishbein & Ajzen (1975) created a model called "Theory of Reasoned Action" (TRA), which attempted to figure out a methodology to

determine the reasons or factors that influences the decisions of individuals and then contributes to their actions. This theory proposes that what affects the choices of individuals is based on two dimensions – Personality and Social Influence.

Later, in 1986 Bandura proposed another theory, called the Social Cognitive Theory. This theory emphasized self-efficacy, which suggested that an individual's internal competencies (such as cognitive, emotional, and physical awareness of oneself) determine his/her actions.

Later, in 1991, Ajzen presented the Theory of Planned Behavior (TPB) which account an additional factor, called perceived behavior control, a person's behavioral intention may not always lead to an individual's behavior. When combined, these theories explain that human behavior is the product of three factors: Personal Factor (behavioral beliefs), Social Factors (normative beliefs), and Control Factors (perceived behavior control). Each factor affects the other factors, and ultimately leads to the formation of a behavioral intention.

Perceived usefulness in TAM refers to the person's perception regarding the importance the technology or innovation has, based on perceptions regarding the innovation's benefits, such as enhanced job performance, increased outputs, improved quality, enhanced users' self-image, greater efficiency/speed of completing work, and increased revenue (Venkatesh & Davis, 2000; Davis, 1989). Perceived ease of use is the perception that the technology or innovation is easy and convenient to use. Disha et al. (2002) provided details of factors that affect perceived ease of use: functionality of the tool, characteristics of the task, fit between task and technology tool,

and experience. Jeffrey (2015) suggested that perceived enjoyment should be added as a factor to TAM (Roger & Shoemaker, 1971).

However, other researchers suggested there were shortcomings in the TAM enunciated by Davis (1989). In 2000, Venkatesh & Davis promoted a model called Technology Acceptance Model 2 (TAM2) to address the shortcomings. The specific objective of TAM2 (Venkatesh & Davis, 2000) was to predict the behavior of potential technology users more accurately. These authors added seven factors which focused on usage intentions, in terms of social influence and cognitive instrumental processes. According to the study published by Venkatesh and Davis (2000), both the social influence processes (subjective norm, voluntariness, and image) and the cognitive instrumental processes (job relevance, output quality, result demonstrability, and perceived ease of use) significantly influence users' acceptance.

Later, Venkatesh and Bala (2008) proposed Technology Acceptance Model3 (TAM3) which delved deeper into the acceptance process and expanded the list of factors that influence acceptance of computer technology in particular. They added: computer self-efficacy, perception of external control, computer anxiety, computer playfulness, perceived enjoyment, and objective usability.

Marumbwa (2014) presented his research, *Exploring the Moderating Effects of Socio-Demographic Variables on Consumer Acceptance and Use of Mobile Money Transfer Services (MMTs) in Southern Zimbabwe*, which showed that age, gender and income did not greatly affect acceptance, but that education levels and employment status were key socio-demographic

variables that predicted how readily a user would make use of new idea or innovation.

In contrast, Ali & Nair and Hussain (2016) did not focus on demographics, but instead studied users' performance expectancy, effort expectancy, social influence, facilitating conditions, price-value, hedonic motivation, and habits, which proved to be highly significant factors regarding acceptance.

Adoption Theory

To some extent, acceptance and adoption theories overlap. Acceptance theory usually emphasizes intention to use while adoption models try to discern the causal factors or elements leading to action. There are many theory and concept included research study on adoption also more than 3,100 publications on innovation diffusion (Van De Ven, 1991).

Rogers (1995, 2003) divided the innovation characteristics into five characteristics, which were intended to explain the end-user's decision-making process leading to adoption of innovation: 1) Relative Advantage, 2) Compatibility, 3) Complexity, 4) Trialability, and 5) Observability. There are two other widely respected theories regarding the acceptance and use of technology and innovation: the Unified Theory of Acceptance and Use of Technology (UTAUT) by Venkatesh (2003), and the Unified Theory of Acceptance and Use of Technology 2 (UTAUT 2) by Venkatesh et al. (2012)

The Unified Theory of Acceptance and Use of Technology (UTAUT) combines several theories and is widely embraced. It draws from the Theory of Reasoned Action (TRA), the Theory of Planned Behavior (TPB), and the Motivational Model (Thomas et al., 2013). The UTAUT model undertook to show the relationship of seven factors that

influence technology acceptance and adoption: 1) Performance Expectancy, 2) Effort Expectancy, 3) Attitude towards Using Technology 4) Social Influence, 5) Facilitating Conditions, 6) Self-Efficacy, and 7) Anxiety. Later, in 2012, Venkatesh, Thong and Xu expanded the UTAUT model, added three more constructs, and named the new model UTAUT2. The three new factors were labelled as Hedonic Motivation, Price Value, and Habit.

After Venkatesh et al. (2012), other scholars offered many other constructs to the UTAUT Model. There is a long list of these later-added extensions: trust, collaboration-related constructs, individual characteristics, social influences and facilitations, individual characteristics, group characteristics, task characteristics, and situational characteristics, innovativeness, computer self-efficacy, task value, and task cost, organizational culture as perceived by individual users, user status, team climate for innovation as perceived by individual users, perceived threats (business and

privacy threats), employer attractiveness, charismatic leadership as perceived by individual users, perceived work compatibility, individual performance, innovation readiness, economic benefit, social benefit, ethnicity, religion, language, employment, income, education, marital status, adaptive service components, computational service components, collaborative service components, networking service components, professionals, financial control, ease of navigation, channel preference, optimism bias, culture of the location, trust, type of recommender system (collaborative filtering vs. content-based), and task type (buying hedonic vs. utilitarian products) (Bourdon & Sandrine, 2009; Brown et al., 2010; Casey & Wilson-Evered, 2012; Dasgupta & Gupta, 2011; Liang et al., 2010; Alaiad & Zhou, 2003; Alshare & Mousa, 2004; Borrero et al., 2014; Carter & Schaupp, 2008; Lallmahomed et al., 2013; Liew et al., 2014; Ifinedo, 2012).

Table 1: Perceived importance, Acceptance and Adoption constructs from

Construct	Categories	Variables	Author
Perceived importance of marketing competencies idea (PI)	Communication component	Credibility (PI1)	Sang Young Kim and Young Jun Lim (2010)
		Consistent representation (PI2)	Sang Young Kim and Young Jun Lim (2010)
		Accessibility (PI3)	Dennis and Markus Helfert (2012), Sang Young Kim and Young Jun Lim (2010) , Gizachew Assefa Tessema (2016), Adreakos et al. (1997)
	Organizational characteristics	Timeliness (PI4)	Dennis and Markus Helfert (2012), Sang Young Kim and Young Jun Lim (2010)
		Cultural norms (PI5)	Gizachew Assefa Tessema (2016)
		Organizational structure (PI6)	Gizachew Assefa Tessema (2016), Bravo Ureta and Rieger (1991), Johan Bremmer et al. (2008), Adreakos et al. (1997)
Acceptance of marketing competencies idea (AI)	Perceived usefulness	Job fit (AI1)	Venkatesh & Davis (2000), Venkatesh and Bala (2008)
		Output quality (AI2)	Venkatesh & Davis (2000), Venkatesh and Bala (2008), Jeffrey (2015)
		Image (AI3)	Venkatesh & Davis (2000), Venkatesh and Bala (2008)
	Perceived ease of use	Tool experience (AI4)	Dishaw et al. (2002)
		User expertise (AI5)	Dishaw et al. (2002), Bhattacherjee and Sanford (2006)
		Task characteristic (AI6)	Dishaw et al. (2002)
Adoption of marketing competencies idea (ADI)	Subjective norms	Peer influence (ADI1)	Thomas et al., (2013)
		Superior influence (ADI2)	Thomas et al., (2013)
		Self-efficacy(ADI3)	Bandura (1986)
		Champion influence (ADI4)	Thomas et al., (2013)
	External factors	Policy/ Regulation (ADI5)	Wymer & Regan (2005)
		Financial support and Incentives (ADI6)	Ifinedo (2012)
		Supporting factors (ADI7)	Ifinedo (2012)
	Marketing Competency idea characteristics	Relative advantage (ADI8)	Rogers (1995), Roger (2003)
		Compatibility (ADI9)	Rogers (1995), Roger (2003)
		Triability (ADI10)	Rogers (1995), Roger (2003)
		Observability (ADI11)	Rogers (1995), Roger (2003)
		Complexity (ADI 12)	Rogers (1995), Roger (2003)

Objective

1. To study the influence factors that cause cultural festival tourism coordinators to adopt marketing competencies.

1.1 To study cultural festival coordinators' perceptions regarding the importance of marketing competencies.

1.2 To study the influence factors that cause cultural festival tourism coordinators to accept marketing competencies.

Terminology

1. Acceptance refers to the process whereby an actor becomes aware of a new idea or innovation, and is confident regarding the composition of the core competencies that will enhance his/her job performance.

2. Adoption means the decision to use a new idea or innovation because it is a better way and more useful (Rogers and Shoemaker, 1971).

3. Competency means the capacity and ability to plan and conduct a cultural festival. Competency includes the requisite understanding and awareness of the tasks, and the skills needed to carry out the task, at every level. In this research, the most critical competencies needed by festival coordinators relate to marketing, communications, and public relations skills, generally referred to as marketing skills in this study.

Contributions of the Study

1) This research employs relevant theories or concepts, such as perceived importance, acceptance theory, which have been used mostly in research related to technology and innovation fields of study, but not been applied previously to cultural festival management in Thailand.

2) Once the factors for accepting marketing competencies in festival tourism are established and made published, the concepts can be used to create educational models or tools, that may be useful for educating stakeholder in many sectors of the tourism industry (not only festival tourism).

3) The results of this study can be used by governmental agencies, cultural organizations, sponsoring entities, or private entrepreneurs (stakeholders) as a guide to promote successful festival tourism. The study classifies the relevant factors and guidelines with regard to the identified categories of festivals: food festivals, festivals associated with belief and folklore, historic festivals, and festivals identified with an ethnic group. The guidelines are intended to identify the key factors which attract tourists to each of the identified cultural festivals, for the purpose of generating revenue. The study and guidelines also take into account the social benefits provided by motivating a community to become better aware of and appreciate their own cultural treasures, thereby leading to the conservation and preservation of cultural uniqueness that can be sustained and passed on to the next generation.

Methodology

Data Collection

A survey questionnaire instrument was utilized for the data collection. The survey was developed in Thailand measured on a five-point Likert-type scale with "strongly agree" at the high end and "strongly disagree" The questionnaires were collected from 175 respondents. The population was derived from two groups: 1) Public sector, and 2) Private sector. For example, information was acquired from questionnaire

responses provided by informants who worked with the Thailand Department of Tourism; Ministry of Tourism and Sports; Tourism Authority of Thailand (TAT) (TAT Northern Region Office, Districts 1, 2, 3, and 4; TAT Central Region Office, Districts 1, 2, 4, 6, 7, and 8; TAT Northeastern Region Office, Districts 1, 2, 3, 4, and 5; TAT Southern Region Office, Districts 1, 2, 4, and 5); Ministry of Home Affairs (Office of Tourism and Sports.); Ministry of Culture (Provincial Cultural Bureau); Governor's Office, Provincial Administrative Organization (PAO), and Sub-district Administrative Organization (SAO); as well as scholars, association officials, and officials from government agencies or private organizations, and community people.

Sample

There are some limitations According to Hatcher (1994), the sample size should be the 5 times larger than the number of variables but not less than 100. This study had 24 constructs so the sample size goal was set at least 120 samples; but 175 samples were selected to improve reliability. This number comports with recommendations given in statistical protocols and provided sufficient responses and data for reliable testing and analysis.

Data Analysis

Acceptance marketing competencies factors in festival coordinators consists confirmatory factor analysis (CFA) what factors should remain before approach next stages CFA to identify the exact number of acceptance attributes.

Result

Demographic profile of respondents

Of the 175 cultural festival coordinators in Thailand who responded to the questionnaire, the majority, 128 (73.1%) were female and 57 (26.9%)

were male. Nearly half of the respondents who work as festival coordinators are between 26 to 30 years old (46.3%), followed by the next largest population who are slightly younger, 25 years old or younger (20.6%). Most of the respondents had earned their bachelor's degree (71.4%), and the second most populous group of respondents had attained postgraduate degrees (16.6%). Informants' average years of work experiences was 4 to 5 years (35.4%); followed by respondents with 1 to 3 years of relevant work experience (25.7%). The majority of respondent were employed as a tour agent (78.3%). The respondents' job position and years of experience suggest that they had the capacity to make decisions using marketing competencies and could answer the survey questions credibly. Overall, the key informants had high profiles (position and years of experience), which added to the data quality (Kim & Frazier, 1997).

Confirmatory factor analysis (CFA)

As illustrated in Figure 1 and Table 3 the model measuring the perceived importance of marketing competencies idea (PI) included six indicators, all of which passed the factor loading defined criteria. Timeliness of Information about marketing competencies (PI 4) had the highest factor loading 0.770, following by Cultural Norms (PI 6) with factor loading 0.731, Organizational Structure (PI 5) had factor loading 0.671, Accessibility of marketing competencies information (PI 3) had factor loading 0.533, for Consistent Representation/Frequency (PI 2) the factor loading was 0.531, and for Credibility of the source (PI 1) the factor loading was 0.244

The model measuring acceptance marketing competencies idea (AI) included six indicators, all of which found that some of the factor loading passed the defined criteria: Tool Experience (AI 4) had the highest factor loading 0.776, followed by User Expertise (AI 5) factor loading was 0.595, Task Characteristics (AI 6) had factor loading 0.550, Output Quality (AI 2) had factor loading 0.545, Image (AI 3) had factor loading 0.315, and for Job Fit (AI 1) the factor loading was 0.244.

The model measuring adoption marketing competencies idea (ADI) included twelve indicators, and after eliminating some of the factors from EFA,

some factor loading passed the defined criteria: for highest factor, Self-Efficacy (ADI 3), the factor loading was 0.650, followed by Financial and Incentive (ADI 6) which had a factor loading 0.649, Champion Influence on adoption marketing competencies (ADI 4) had factor loading 0.644, Supporting Factors (ADI 7) factor loading was 0.621, Relative Advantage (ADI 8) factor loading was 0.589, Complexity of marketing competencies idea (ADI 12) factor loading was 0.549, Superior Influence on adoption Marketing Competencies (ADI 2) factor loading was 0.301, and Observability (ADI 11) factor loading was 0.275.

Table 3: Results of the factor loading analysis of observed constructs

Observed Variables	Standard Factor Loading	t-value (C.R.)	Reliability	Error of Variance
PI				
PI1	.500	4.91	.204	.133
PI2	.531	4.70	.286	.114
PI3	.533	5.23	.305	.122
PI4	.770	6.30	.582	.073
PI5	.671	7.10	.465	.092
PI6	.731		.420	.134
AI				
AI1	.344	2.81	.062	.088
AI2	.545	6.23	.301	.117
AI3	.315	3.62	.096	.199
AI4	.776		.610	.058
AI5	.595	6.75	.352	.136
AI6	.550	6.27	.298	.153
ADI				
ADI2	.301	3.19	.082	.151
ADI3	.650	6.24	.416	.072
ADI4	.644	6.22	.425	.093
ADI6	.649	5.97	.425	.121
ADI7	.621	5.64	.356	.062
ADI8	.589	5.72	.352	.065
ADI11	.275	3.18	.078	.106
ADI12	.549		.287	.357

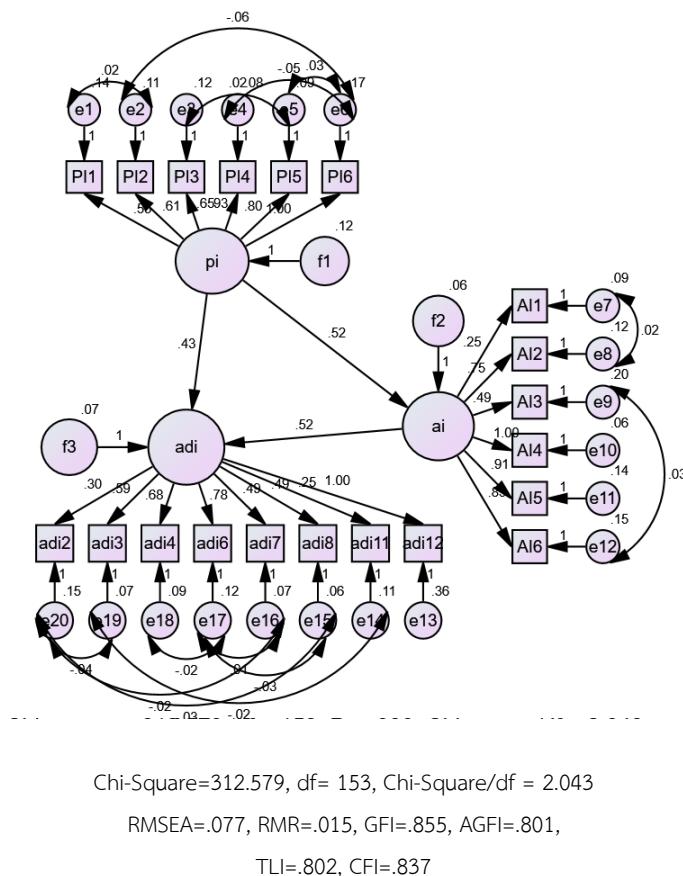


Figure1: The confirmatory factor analysis

Many scholars hold the view that acceptance and adoption of new innovations or new idea are abstract ideas. Most consider these concepts as a spread or process which reflects the flow or movement from the source of innovation or new idea to full adoption, typically involving communication and influence (Rogers, 1995). This research has analyzed the respective, but separate sets of variables associated with the concepts and methods involving diverse processes, principles, and determinants of intention to adopt new innovation or new idea.

To narrow and focus the research, three main theories or concept were utilized, namely, perceived importance concept, acceptance theory, and adoption theory. To achieve the research objective, methodological appropriateness was a

crucial consideration used to test the model. The qualitative and quantitative data collection and analysis were used as a tool. The proposed model was tested by using AMOS, which led to the fit indices of the model, shown that this model fit: χ^2 is (153) 312.579, and goodness-of-fit indices [Chi-Square/df=2.043 CFI = .837, NFI = .89, RMSEA = .077, GFI = .855, TLI=.802]. The criteria to prove the consistency of measuring model and empirical data was considering the Relative Chi-square from the equation $\chi^2 / 2 df$, which must be less than 5.00 (Marsh & Hocevar, 1985). Then, in order to explore the factors that impact a festival coordinator's decision to accept and adopt festival competencies. The findings revealed that some of the factors affirmed the theoretically proposed model. Indeed, in their comments about some of

the factors, the key informants revealed and explained their reasoning, which led to a better understanding of the factors and the influence of the factors on cultural festival coordinators.

Discussion and Conclusion

In term of perceived importance of marketing competency idea the results of this research exhibited that in order to promote factors regarding the importance of marketing competencies. The factors affecting were in order; Timely of information about marketing competency, Culture Norm, Organizational structure, Accessibility of marketing competency information, Consistent Represent/Frequency and Credibility of the source. And form the result also show that its directly and positively influenced the acceptance of marketing competencies idea. The factors from quantitative data consist with theory of Fehrenbacher and Helfert (2012), Sang Young Kim and Young Jun Lim (2010), Gizachew Assefa Tessema (2016). However the data from qualitative data indicated that there are also another element or factors to considered beside the constructs in the model which consists with Porama satawatin (2003) that point out that individual's characteristic such as age, experience, education is one of the factor effect on acceptance new idea or innovation.

In term of acceptance of marketing competency idea the results of this research exhibited that the factors affecting were in order; Tool Experience followed by User Expertise, Task Characteristics, Output Quality, Image and Job Fit. The most important factors for acceptance which is perceived usefulness and perceived ease of use consistent with most of the past research (Thompson et al., 1991; Davis, 1989; Fishbein and

Ajzen, 1975). This result suggests focusing on ease of use which is the user expertise and complexity of the idea or innovation consists with the theory of Venkatesh & Davis (2000) and Dishaw et al. (2002).

In term of adoption competency idea, the results of this research exhibited that the factors affecting were in order; Self-efficacy followed by Financial and Incentive, Champion Influence on adoption Marketing Competency, Supporting Factors, Relative Advantage, Complexity of marketing competency idea, Superior Influence on adoption Marketing Competency, Observability. However there are some of the factors that do not fit into this model including; Peer influence, which inconsists with suggestion of Venkatesh et al. (2003) that social influence such as peer influence is one of the factors lead to adoption behavior and inconsists with Regan & Wymer (2005) which stated that Policy and Regulation will be factors influencing adoption decisions in this thesis found the reason in in-depth interview process that if a person accept idea there is unnecessary to force by the policy or regulation however, in many research found that acceptance does not always lead to adoption behavior such as Lekkerkerker (2011) research on adoption of accounting program in Natherland found that most of the respondents accept that the new version of accounting program is very useful however the adoption rate is very low. That leads to some argument whether enforcement in form of policy or regulation should be consider as adoption factor. Other factors that have been cut out are compatibility and trialability which inconsists with diffusion of innovation adoption theory (Roger, 2003) however from in-depth interview discover that tourism industry has

unique characteristics, the tourism activity such as festival happen in period of time and cannot be trail like technology characteristic because tourism activity involved many sectors and stakeholders.

Suggestion

This study focused on only cultural festivals, and some of the findings are do not provide perspectives pertinent to other events or festivals.

Therefore, a research avenue is open for further research focusing on different types of festivals and also only select technology acceptance and innovation adoption as ground theory. This could suggest that further research might select another theory to promote festival coordinators to new idea or innovation in order to find similar or dissimilar to compare.

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