

Marketing Competencies for Festival Coordinator in 21th Century

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Abstract

This articles is presenting the basic idea of event/festival includes definition and typologies. Moreover, presenting the marketing competencies skill for festival coordinators to enhance competitive performance is also presented. Festival plays an important role in society for a period of times. The anthropologists believe that human who lived in society required rituals or activities in order to demonstrate or express victory, sadness or celebration. In the past, most of these rituals or activities are often associated with religious beliefs or created to benefit the cultural symbolic expression. Until a few decades ago festival has been used as a tool for economic benefit. The activity and pattern of festival was modified to accommodate the visitors from outside the community. Which leads to the concept of festival management, festival design, festival planning. These guidelines have been handled more concrete. The competition situation is intense in both number of visitors and the amount of income revenue. The festival coordinators/ organizers requires knowledge, skills, and abilities in many tasks also known as “Competency” to achieve their goals for success which included four competencies ; Technical Expertise, Task Management, Information Management and People Management.

Keywords: Competency, Marketing Competency, Festival Tourism

บทคัดย่อ

บทความนี้นำเสนอแนวคิดเบื้องต้นเกี่ยวกับงานเทศกาลประเพณี อาทิ ความหมาย และประเภทของงานเทศกาลประเพณี อีกทั้งนำเสนอแนวคิดสมรรถนะด้านการตลาดที่ผู้จัดงานเทศกาลประเพณีควรนำไปใช้เพื่อเพิ่มสมรรถนะด้านการแข่งขัน งานเทศกาลประเพณีมีบทบาทต่อสังคมมายาวนาน ในทางมนุษยวิทยาเชื่อว่าในสังคมมนุษย์ที่อยู่ร่วมกันจำเป็นต้องมีพิธีการ หรือกิจกรรมที่ถูกสร้างขึ้นเพื่อแสดงออกถึงชัยชนะ ความโศกเศร้า หรือการเฉลิมฉลอง ซึ่งส่วนใหญ่ในอดีตกิจกรรมเหล่านี้มักเกี่ยวข้องกับพิธีกรรมทางความเชื่อ/ศาสนาหรือถูกสร้างสรรค์ขึ้นเพื่อประโยชน์ทางวัฒนธรรม เพื่อแสดงออกเชิงสัญลักษณ์ หรือเป็นกิจกรรมยึดเหนี่ยวจิตใจ จนกระทั่งไม่กี่ทศวรรษที่ผ่านมางานเทศกาลประเพณีถูกนำมาใช้เป็นเครื่องมือในผลประโยชน์เชิงเศรษฐกิจอย่างแพร่หลาย รูปแบบของงานเทศกาลประเพณีถูกปรับเปลี่ยนเพื่อรองรับการเข้ามาของบุคคลภายนอกชุมชน ทำให้เกิดแนวคิดการจัดการงานประเพณี การออกแบบงานเทศกาลประเพณี หรือการวางแผนในการจัดงานเทศกาลประเพณี สิ่งเหล่านี้ถูกกำหนดแนวทางการจัดการอย่างเป็นรูปธรรมมากขึ้น อีกทั้งเกิดการแข่งขันกันทั้งในด้านจำนวนผู้เข้าร่วมงาน จำนวนรายได้ และจำนวนการรับรู้ของงาน ทำให้ผู้จัดงานต้องอาศัยความรู้ ทักษะ และความสามารถในด้านต่าง ๆ หรือที่เรียกว่า “สมรรถนะ” เพื่อให้งานประสบความสำเร็จบรรลุเป้าหมาย บทความนี้รวบรวมสมรรถนะด้านการตลาดของผู้จัดงานเทศกาลประเพณีโดยแบ่งออกเป็น 4 ด้านหลัก ๆ ได้แก่ ทักษะความเชี่ยวชาญด้านเทคนิค ทักษะเฉพาะทาง ทักษะด้านการจัดการข้อมูล และทักษะด้านการบริหารจัดการคน

คำสำคัญ : สมรรถนะ สมรรถนะด้านการตลาด งานเทศกาลประเพณี

Introduction

Over the course of the past decade, special events and cultural festivals have been increasingly used by tourism businesses to augment the profitability of their industry. Many countries and local or regional communities have used cultural festival to attract additional visiting tourists. According to the related research literature, some businesses involved in the tourism industry perceive events and cultural festivals as valuable enterprise *assets* while others seem to think that festivals are *products* of the tourist enterprises (Cudny 2014a, & Cudny, 2014b). In any event, various aspects of event and festival tourism has gained the attention of academic researchers (Getz, 1991; Nicholson & Pearce, 2001). Indeed, the intensified study has given rise to a new field, often referred to as *eventology*. This level of intensifying research focus is appropriate and valuable precisely because of the rapidly expanding potential for entrepreneurial development and careers.

Statistical data and general information gleaned from many countries reveal that the frequency of festivals has increased throughout the world. Although no accurate figures are available, reports from Leeds University suggest that cultural festival events that once had only a local or regional appeal now can garner a wider, even global tourism interest (Robinson et al., 2004).

In Thailand, the National government has consistently promoted Thai culture as a key motivating factor in pursuit of greater tourism. Indeed, Thai culture has been used effectively in both the service industry and in product development. The Government's policies set out to support cultural festival tourism, as evidenced by the National Tourism Development Plan, vol. 2 (2017-2021) (The Ministry of Tourism and Sports Thailand, 2560). Strategy 4 of the Plan postulates that creating a balance of Thailand tourism through niche market promotion and boosting a wider appeal of tourism includes hosting events/festivals/traditional activities. The National Tourism Authority conceives of the word *culture* as having a broad meaning -- including a way of life; historical objects; highly significant places such as ancient temples and palaces; museums; distinctive architecture; and even cultural products such as fabric, accessories, costumes, or decorative arts.

Festival Tourism

There is some ambiguity in defining the terms event and festival. Some scholars indicated that event and festival should be considered as the same thing while some scholars have seen festival as a sub-category of event studies (Getz, 2012).

In Romanian Explanatory dictionary and Longman dictionary define the word Festival in terms of art celebration "an artistic manifestation with a diversified schedule, having an occasional or periodical character", or "an artistic manifestation (musical, theatrical etc.) comprising a series of representations and having a festive character". However in Longman dictionary add the religious dimension as a time of public celebration, especially for a religious event.

The meaning of festival in social science states that festival is an event, a social phenomenon, found in every human culture, the symbols that represented, the identity and participation of the community and historical root (Falassi, 1987). While in anthropology view festival as Structural-Functionalism. Festivals are limited in time with clearly having defined the range start and end, Derret Ros (2003) comments that the festival will help the community work

together and more vibrant. As well as linking people together which causes to share their creativity and social skills.

In general, festival was held in response to the specific needs of the community and at the same time entertaining. Usually, people find reasons to celebrate in almost all occasions whether it's a religious rituals. Military activities, the establishment of certain institutions, and many others. In conclusion festival has been a cultural phenomenon for a long time.

Smith (2003) has defined that cultural tourism is the form of journey of an individual or a group of people who are looking for the place where they can appreciate the unique charm of the culture they visit with a high respect of those cultures of each other in order to form friendship and tolerance to the culture of the community. In other words, cultural tourism is the people's movement for the cultural motivation. Which include a trip to learn about performing arts. Travel to visit the lifestyle, a trip to the event or festival. Visit historical sites and monument and pilgrimage.

Globally, tourist destinations are developing and promoting the cultural festival as a means of attracting and enhancing visitor experience. Cultural Festival was introduced to as a tool to stimulate the local economy and tools to help maximize the potential of the destination in the off-season (Long & Perdue, 1990). The cultural festival is considered as a major element in the cultural tourism market also offer memorable experiences and novelty to tourists and visitors. It also offer fun activities for tourists to interact with people in the community provided tourists to have discovered new cultural experiences. According to Getz (1991), festivals and events considered to be a new wave of tourism, which contributes significantly to sustainable development. It also helps to develop the relationship between the tourists and people in the community.

Event/Festival can be categorized in great variety of group. The first category of event can be divided by size of the event because size or number of attendees is easily catches people out. Slack et al. (1998) categorized event by size and complexity as following;

- 1) Individual Event (Small private party, Birthday party, Wedding party)
- 2) Group Event
- 3) Organizational Event
- 4) Multi-Organizational Event
- 5) National Event and
- 6) International Event.

However established in 2005 Getz divided event or festival by size differently into 4 categories include;

- 1) Local: they are in low demand, of little economic and social importance, satisfying mainly the needs of small, local communities.
- 2) Regional: they are in medium

demand and of medium importance for tourism development. 3) Periodic hallmark events: they are repeated over time, in great demand, of considerable importance for the socio-economic growth and tourism development. 4) Occasional mega events: one-off events, which are in great demand and of huge importance for the socio-economic growth and tourism development. For Çelik and Çetinkaya (2013) classified the event by size a slightly different include: 1) Mega events 2) Major events 3) Regional events 4) Local events

Another typology of event later in 2008 Getz suggested another typology of event, depended on the theme of events, which divided into 8 types. 1) Cultural Celebration (festivals, carnivals, commemorations, religious events) 2) Political and State (summits, royal occasions, political events, VIP visits) 3) Arts and entertainment (Concerts, award ceremony) 4) Business and Trade (Conventions, consumer and trade show, fairs/markers) 5) Educational and Scientific (conferences, seminars,clinics) 6) Sport competition (amateur/professional and spectator/participant) 7) Recreational (sport or games for fun) 8. Private events (wedding, parties, social)

In Thai context Nipatapong Pumma (2012) categorized festival into 4 types 1) Festival with economic goals such as flower festival in Chiang Mai, silk festival in Khon Kaen. 2) Festival associated with religious beliefs or folk play such as candle festival parade in Ubon Ratchathani, Loy Krathong and Candle Festival in Sukhothai. 3) A historical event such as The Bridge of the River Kwai festival in Kanchanaburi. 4) Ethnic group cultural festival such as Phi Ta Khon Festival in Loei. While Ariya Arunin (2548) classify in different way 1) Religious event such as Buddhist lent day, Makha Bucha day 2) Cultural celebration for example celebrate Rattanakosin 200 years. 3) The festival reflects the development of the environmental, cultural and community life such as food festival, flower festival. 4) Event / Festivals integration of trade, technology, sports, or special-interest such as local product expo (OTOP expo), Motor expo. 5) The event or exhibition takes place due to the incorporation of international organizations such as APEC Economic Leaders' Meeting, ASEAN Games, Beauty pageant contest. 6) Other festivals are being offered in the modern era such as 7 Wonders @ Silom Street, Pattaya music festival, Memorial to the earthquake disasters 'Tsunami'.

Concept of Competency

There are several tools that organizations use to develop potential of employees such as Intelligence Quotient (IQ) or Personality test (MBTI) however later in 1960's based on academic article by David C. McClelland. In his research he has pointed out that the old test

(IQ) is not effective to evaluate ability of staff or employee anymore. He suggested new method to evaluate called Behavioral Event Interview (BEI), which later known as competency.

McClelland (1999) referred competency as a personality that is hidden within the individual that can push the individual to the greater results. Definition of competency it mainly uses the definition of McClelland as the basis and may contain more of explanation in some definition such as Spencer and Spencer (1993) agreed with McClelland in terms of meaning of competency he suggest that it means necessary attributes of a person (Underlying Characteristics of an Individual), which is associated with the effectiveness of a particular feature in the depths of a person and that feature can lead to behavior which contributes successful outcome (Superior Performance). Also Lanny Vincent (2008) agreed with both McClelland and Spencer that competence is the quality or state of being functionally adequate or having sufficient knowledge, strength and skill. Parry (1997) defined the competency as a group of knowledge skills and attributes, which, affects the main task of the job. That features related to job position and can be measured against an acceptable standard. Attributes necessary to perform the job is personal characteristics may be mental/intellectual/cognitive, social/emotional/attitudinal, and physical/psychomotor, Values, ethics, personality, physical attributes (Sakworavich, 2004; Dubois, 1993; Lucia & Lepsinger, 1999). Boyatzis (1982) and Fogg (1999) extended this definition to include both internal and external constraints, environments, and relationships related to the job or occupation. Motivations and perceptions of the work and one self or talent also are viewed as influential in competently and successfully performing in a position.

Before develop core competencies the organization need to define the Competency Model, in order to know which competency the organization need to fulfill the vision and strategy to provide competitive advantage.

Puvitayaphan (2010) divided competencies into 3 main categories include:

1) Core competencies (CC) refers to the ability or desirable behavior expected to all employees which core competencies established from the vision/ mission or the organization's policy, normally core competencies of each organization is not more than five competencies and will be different in each department.

2) Managerial competencies (MC) means the ability of organization management or some textbooks use the term Professional Competency (PC) or Structural Competency (SC)

it found that most of the managerial management is for executives such as leadership, troubleshooting and. decision making, strategic planning, change management also teaching and coaching team, etc.

3) Functional competencies (FC) refer to the ability to specific task each position has different FC. It can be divided into 2 parts.

(1) Common Functional Competency such as coordination and interpersonal skills.

(2) Specific Functional Competency focusing on their specific tasks as well as the different scope of responsibility (Job Description JD) for each position.

Unlike Arporn (1990) Saentong (2003) classified types of competencies into 3 categories by its source including

1) Personal Competencies: A capability that is unique to an individual or group, such as the ability to paint a picture, acrobatic performances of an athletes. These are abilities that are difficult to learn or imitate.

2) Job Competencies: an ability that individuals need to achieve in order to accomplish tasks such as the ability to lead a team of executives, the ability to analyze, the ability to train and develop.

3) Organization Competencies: A distinctive characteristics that makes an organization advantage.

In some texts, brings together the concepts of competency classify into 5 categories. Personal Competencies, Job Competencies, Organization Competencies, Core competencies and Functional competencies. (Rassametummachot, 2004)

Marketing Competency for Festival Coordinators

Job competency encompasses a variety of job-related abilities, skills, technologies, and knowledge (Nordhaug & Gronhaug, 1994). It is trained through professional education or generated from a particular job, and is significantly important in improving job performance (Chen & Naquin, 2006; Hoffmann, 1999; Jirasinghe & Lyons, 1996). Some studies have examined many issues pertaining to the abilities of festival planners or organizers (Vanucci & Kerstetter, 2001).

In event or festival tourism sector competency of coordinator is very importance as Whelan and Wholfeil (2006) gave the definition of event marketing as “The potential for

emotional bonds through shared customer experiences by providing brand experiences, entertainment and education, which customers perceived as adding to their enjoyment and experienced quality of life”

Professional organizations have developed core competencies, standards, or skill sets that form the basis for their training programs and their certification examinations. Event or Festival management professionals considered all of the skills included though some is more important than others. Abson (2017), Salman Farzalipour et al (2012), O’Toole (2011) along with CIM (2016) suggested that festival coordinators should concern about marketing competencies included information management (Ability to write/compose content, Economic survey/ impact survey, Understand statistic, Analyze data, Understand competitive environment) and people management (Customer evaluations) while Heinonen (2012) and Fleatcher et al. (2008) more emphasize on Technical Expertise (Presentation skill, Development/Implementation of crisis communication, Ability to negotiate and purchase electronic and print media, Ability to adapt to new technology and Update website information/website design and maintenance) however People Management (Customer evaluations) seems to play an important role in marketing competency for festival coordinator according to Fleatcher et al. (2008), Salman Farzalipour et al (2012), Abson (2017), Heinonen (2012), O’Toole (2011), Der Wagen (2001), CIM (2016) and Rajkovic & Prasnikar as presented in table 1

Table 1: Marketing competency for festival coordinators

Author/ Marketing Competency	Fleatcher et al. (2008)	Salman FARZALIPOUR et al (2012)	Abson (2017)	Heinonen (2012)	O' Toole (2011)	Wagen (2001)	CIM (2016)	Rajkovic & Prasnikar
Presentation skill	✓	✓				✓		
Development/Implementation of crisis communication	✓		✓	✓	✓			
Ability to research	✓	✓					✓	
Ability to negotiate and purchase electronic and print media	✓			✓				✓
Media training	✓	✓	✓	✓				
Author/ Marketing Competency	Fleatcher et al. (2008)	Salman FARZALIPOUR et al (2012)	Abson (2017)	Heinonen (2012)	O' Toole (2011)	Wagen (2001)	CIM (2016)	Rajkovic & Prasnikar
Photography	✓							
TV/Radio experience	✓							
Update website information/website design and maintenance	✓			✓			✓	
Ability to adapt to new technology	✓			✓			✓	
Ability to write/compose content	✓	✓						
Economic survey/ impact survey	✓	✓			✓		✓	✓
Understand statistic, Analyze data	✓	✓	✓		✓		✓	✓
Understand competitive environment	✓	✓	✓		✓	✓	✓	✓
Creativity	✓							
Timeline management	✓							
Developing marketing plan	✓	✓		✓	✓	✓	✓	
Promote brand image	✓							
Media liaison signage registration and badging, Ticketing, Housing	✓					✓		
Promotional material development	✓			✓		✓		
Customer evaluations	✓	✓	✓	✓	✓		✓	✓

Table 2: Summary of Marketing competency for festival coordinators

Marketing Competency	Managerial competencies	Marketing Competency	Managerial competencies
Technical Expertise	Presentation skill	Task Management	Creativity
	Development/Implementation of crisis communication		Timeline management
	Ability to research		Developing marketing plan
	Ability to negotiate and purchase electronic and print media		Promote brand image
	Media training		Media liaison signage registration and badging, Ticketing, Housing
	Photography		Promotional material development
	TV/Radio experience		
	Update website information/website design and maintenance		
	Ability to adapt to new technology		
	Information Management		Ability to write/compose content
	Economic survey/ impact survey		
	Understand statistic, Analyze data		
	Understand competitive environment		

In conclusion marketing competencies that festival coordinators should be adopted contains: **Technical Expertise** (Presentation skill, Development/Implementation of crisis communication, Ability to research, Ability to negotiate and purchase electronic and print media, Media training, Photography, TV/Radio experience, Update website information/ website design and maintenance and Ability to adapt to new technology) **Task Management** (Creativity, Timeline management, Developing marketing plan, Promote brand image, Media liaison signage registration and badging, Ticketing, Housing and Promotional material

development) **Information Management** (Ability to write/compose content, Economic survey/ impact survey, Understand statistic, Analyze data and Understand competitive environment) finally **People Management** (Customer evaluations). Festivals are organized and created by various group of people in Thailand both private sector and public sector. Those roles, and participate in marketing cultural festival included the Department of tourism, Ministry of tourism and sports, the tourism authority of Thailand TAT Office, North District 1 2 3 and 4 TAT central region Office District 1 2 4 6 7 and 8, The TAT Office Northeast, District 1 2 3 4 and 5, Office of TAT Southern District 1 2 4 and 5, the Ministry of Home Affairs tourist tourism and sports (Office of tourism and sport.), The Ministry of culture (Provincial Cultural Bureau), Governor's Office, Provincial Administrative Organization (PAO), Sub district Administrative Organization (SAO). As mentioned above festivals can bring the benefits to various stakeholders, festival coordinators should have knowledge, skill and the ability to maximize the positive benefits by using core competency to achieve goals.

Suggestion

This paper focusing only on marketing competency for festival coordinators to use as a guideline to promote festival tourism, however there are many types of competencies that festival coordinators should have. It could be more interesting when all competency included not only marketing issue. Therefore, in any further research direction it may be appealing to include all competencies.

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