

# 行政院國家科學委員會專題研究計畫 成果報告

## 現代地方節慶活動發展之生命週期演化研究～以停辦宜蘭 國際童玩節為例 研究成果報告(精簡版)

計畫類別：個別型  
計畫編號：NSC 97-2410-H-032-044-  
執行期間：97年08月01日至98年07月31日  
執行單位：淡江大學國際貿易學系

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報告附件：出席國際會議研究心得報告及發表論文

處理方式：本計畫可公開查詢

中華民國 98 年 09 月 18 日

# Characteristics and Marketing Elements Across Different Stages of the Life Cycle of Taiwanese Local Festivals

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## Abstract

This paper seeks to report the findings of a survey aimed at understanding the marketing elements for festival in different stages of the life cycle (LC), and explore the characteristics of the LC that practitioners can detect when the festival is proceeding. The results can be useful to marketers of the festival to anticipate the type of strategic ML in future and this in turn can help in planning activities of other art and creative industries in Taiwan. This study adds to the body of literature, which proposes to plan marketing and business strategies differently at the different LC stages of the festivals.

**Keywords:** Life cycle, Festival, Art and creative industry

## Introduction

The economic pressure in Taiwan has led to intensive competition and shorter Festival life cycles. In such conditions to serve the needs of lower costs and higher participation, developments related to festival content and process improvements become crucial in success of any official and quasi official festival. The need for continuous changes in marketing elements is being felt by the marketers in these festivals, in order to obtain sustainable development and public preference through out the Festival.

A review of literature reveals that there are research studies, which propose marketing elements should be different across the life cycle supporting success (Frohman, 1985; Frohman and Bitondo, 1991). Based on the discussions held with experts in the area, the following were confirmed – there is an increasing emphasis on differentiated marketing elements in

different life situations and also continuous support is being sought from the marketing function in the form of festival developments for gaining continuous preference.

The main aim of this study is understand the marketing elements for Taiwanese local festivals across stages of the LC. The following are the objectives for the study – The first one being to make a general descriptive analysis of the characteristics of Festival life cycle and the second objective is to identify the marketing elements which are dominant in distinguishing between the different stages of the LC.

### **Literature Review**

In Marketing theory, each stage of the product life cycle is believed to have distinct characteristics that determining the operation types of a business . What may be a relevant strategic consideration in one stage of LC may be unimportant in another (Abell and Hammond, 1979). In addition, The marketing elements for a product changes according to the demand and competitive situations for the product during the various stages of the life cycle of the product. There are basically four stages for LC. They are introduction stage – where demand for the product is just beginning to grow, growth stage – when there is a high demand/market for the product, maturity stage – where the demand is more stable and finally the decline stage – where demand falls (Cunningham, 1974; Pessemier, 1977; Thorelli and Burnet, 1981; Kotler, 1991).

### **Marketing elements across different stages of the festival life cycle**

The following passages take a look at selected papers that discuss marketing elements in relation to different stages of the life cycle.

#### *Introduction stage*

At the introduction stage, The need of participants of festival is unknown and have to be developed, the marketing effort is focused on identifying their

needs and specific product characteristics (Levitt, 1965; Cunningham, 1974; Wasson, 1974; Enis et al., 1977) and when the festival activities to be marketed is ready, the effort is towards educate the public and to raise the participation from zero to some accepted level. Marketing activities involve “feedback” of information to planning unit of the festival, market analysis for the public views of the thesis and activities.

The core persons of the festival should possess marketing experiences and design abilities to get the activities accepted commercially and to ensure that characteristics are in concordance with the public. Successful new performances can't be lack of market survey personnel. Feedback of information is important from market for the planning personnel (Cunningham, 1974). The selling approach is to create awareness and interests (Pessemier, 1977). The other activity for the marketing function is matching the product attributes with market needs and giving this as a feedback to core personnel(Wasson, 1974). Informative advertising and promotions and large marketing expenditures are prescribed (Fox, 1973; Wasson, 1974; Wind and Robertson, 1983). In this stage, there is much differentiation of the market (Hofer, 1975). The use of specialized marketing agents may be needed (Fox, 1973).

There is a consensus in the literature selected regarding advertising at the introduction stage. Advertising should be on selective media (Hofer, 1975; Fox, 1973; Hisrich and Peters, 1984). More recent studies from the literature highlight that a focus on time and cost reductions in the introductory stages of the life cycle help next development in subsequent stages. Niss (1996) suggests that a symbolic linkage between festival and local characteristics can be a useful positioning strategy in the beginning of a life cycle while at the growth and maturity stages this changes. Hart and Tzokas (2000) found that some of the marketing elements like sales and distribution are equally emphasized in the introduction a growth stages.

### *Growth stages*

The growth stage is where awareness expansion takes place with a spurt

in public; awareness and preferences rise rapidly and so do profits. Attention should be focused on ensuring a qualified performance is produced in sufficient volumes to gain full public acceptance on quality, entrée fee and fun (Cunningham, 1974). Marketing effort is towards efficient distribution and to ensure that a workable version of the product is available in sufficient volumes (Cunningham, 1974). Establishing the preference, innovation(Levitt, 1965; Hofer, 1975; Enis et al., 1977; Hambrick et al., 1982a) are some of the major elements at this stage. In this stage, marketing is important. Hambrick et al. (1982b) found business in growth stage increased their marketing expenditures. Wind and Robertson (1983) stresses on advertising about characteristics of the festival.

Business in growth stage stressed their styling and modification for finding more chances increassing awareness. Wind and Robertson (1983) stresses on advertising about merits, modifications and innovation. While Pessemier (1977) advocates promotional emphasis on local features. While some authors prescribe to increase advertising and promotion efforts and expenses (Fox, 1973; Wasson, 1974) . Competitive positioning (Hisrich and Peters, 1984) and activities differentiation in forms of design (Wasson, 1974) is considered to be a lay element for success. Marketing expenditures are large (Pessemier, 1977).

### Maturity stage

According to marketing theory along with the introduction and decline/saturation stages, the maturity stage of the life cycle is where major changes in strategy are required. In this stage, strategy tries to maintain awareness and participants and at the same time find new target customers. Improving styling (Hambrick et al., 1982a), processing modification, Geographical expansion, design differentiation, feature addition (Hofer, 1975; Levitt, 1965; Wasson, 1974) are some of the important elements of strategy in this stage. Service improvement, Innovative promotions through advertising, distribution by intensity are some strategies given by Wind and Robertson

(1983). Multi segmentation of the public market (Hofer, 1975; Wasson, 1974; Levitt, 1965; Smallwood, 1985) is key strategic action.

Some researches find that the festival activities similarity (standardization) takes place, leading to the awareness confusion among different festivals from other official or private festival. Other authors stress on superior festival (Hofer, 1975; Smallwood, 1985), differentiate the design, promotion, and price, increasing official force efforts, advertising and marketing expenditures (Pessemier, 1977) and price manipulations (Hofer, 1975; Wasson, 1974). All these activities are keeping in view that the objective is to maintain re-participants for the activities. Cunningham (1974) suggests style modifications, higher expenditures due to more actors involved, service improvements, price variations are some factors to meet market saturation for festivals.

### *Methodology of the study*

Exploratory research is best for our topic, conducted in a sample of 14 Taiwanese local festival held by official or supported by the private. samples were chosen as they have been held and famous among all the Taiwanese. Data pertaining to a total of 35 respondents who are the planners or core staff in their festival design process. Data were collected through face to face interviews, using a specially developed questionnaire.

A two step methodology was adopted to conduct this study – a pilot study and a main study were done. Initially, 25 variables that are elements of a characteristics and ML were identified from literature. The pilot study was conducted to elicit specific elements of ML and characteristics in the four stages of the LC and also verify and improve the relevance of the variables suggested by literature.

A semi-structured questionnaire with the 25 variables (which were elements of a ML) for festivals in the four stages of the life cycle, viz. the introduction, growth, maturity and decline stages, were used to elicit data from personnel in above festivals that spread around Taiwan, including Penhu island. A “yes/no” scale was provided before each variable and if the answer

was “yes” by the respondent – the question posed for the respondents was to indicate the extent to which the variables were considered important at different life stage stages, on a strongly disagree – strongly agree format for each variable. The study also helped in obtaining the variables relevant to the different life stage stages (based on the perceptions of the respondents. (The variables were selected based on mean scores of the data collected from the questionnaire). These marketing elements that have been elicited for the different life cycle stages presented in Table 1 and 2.

There were some marketing elements common at the different stages; five variables were common between introduction and growth stages, twelve (12) between growth and maturity stages and four between maturity and decline stages but their relative importance was different. These variables have not only been identified by practicing cases, but also find support in literature too (Wasson, 1974; Fox, 1974; Smallwood, 1984; Pessemier, 1977; Hofer, 1975; etc.).

Table 1 Characteristics of different Festival Life Cycle Stage  
(elicited through the pilot study and supported by literature)

Introduction stage	Growth stage	Maturity stage	Decline stage
Few activities items	More activity items included	More activities items are included	Volume of Activities decrease
Mainly focus on art activities	More art and commercial performance are added	Commercial performances may be more than art performances	Commercial performance
Public awareness is low	Public awareness is higher	Public awareness attain the highest level	Public awareness is high
Participants are few	More participants	Volume of the Participants attain the height level	Participants decline
Cost and benefit can't balance	Cost and benefit can balance	Official and Commercial sponsor are equally important	Search for more official and commercial support
Official support	Official support and some commercial sponsor	Commercial activities are the main stream	Market preference continuously decline
Few commercial units participants	More commercial activities are added	Most Media report	More negative opinions on the media
Some activities innovation	More media report	Market Preference shortly decline,	Participants are laagered
Few media report	Market preference is rapidly promoted		
Few market preference			
Participants are Innovators,			

Higher educated, More females than males	Participants are early adopter and early majority, and are educated	Some negative opinions appear  Participants are latter majority, educated and low educated	
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Table 2. Marketing programs variables at different stages of the Festival life cycle (elicited through the pilot study and supported by literature)

Introduction stage	Growth stage	Maturity stage	Decline stage
Determination of festival attributes	Improve activity quality	Improve variety	Process Simplification
Festival studies	Improve styling	Improve styling	Intensive promotion and coupon
Direct mail to potential visitors	Process Modifications	Process modifications	Corporate promotion with other institutes( art, commerce, government)
Advertising in Media	Training and Growth of employee	Intensive promotion and coupon	Commercialization
Need of the Public	Physical performance of Education	Feature additions	Complementary products
Performance of the festival	Feature additions	Corporate promotion with other institutes( art, commerce, government)	Geographical decrease
Innovative promotions	Activity Extention	Commercialization	Service reduction
Marketing expenditures	Changes in activities features	Complementary products	Price cut
Official support	Complementary activities	Innovative promotions	Activities Scale and volume reduction
	Some innovative activities	Geographical expansions	Promotion for Repurchasers
	Some advertising and promotions	Service improvement	Reduced advertising
	Geographical expansions	Price cut	
	Service improvement	Multi-segmentation	
	Differentiation of activity design	Differentiation by design Distribution by intensity Differentiation by promotion	
	Target market expansion	Differentiation by price Promotion for Repurchasers	
	Heightening price	Multi-media advertising	
		Integrated marketing System	

*The unit of analysis.* The questions regarding **ML** were related to a specific local festival, for which the task team or organization of festival had a separate **ML**. All the variables except the ones on demographic aspects of festival were measured using Likert type 5-point bi-polar scales.

*Content validity.* The content validity of the questionnaire used in the present study was established during the preliminary and pilot studies. The variables and their relevant scales deemed irrelevant by responding staff was removed and those which the respondent felt were important was added in the final instrument.

#### Data collection methods

All data for the study was primary data and was obtained from a field survey. A questionnaire was developed using the marketing elements in different stages of the life cycle – a 5 point likert type scale was used to measure the variables. The data was collected through face-to-face interviews from the respondents along with the filling up of the questionnaire already detailed.

The data collected pertained to product lines in various stages of the life cycle viz., introduction, growth, maturity and decline stages. The respondents were asked to identify which according to them were in the different **LC** stages (The definition of the **LC** stages used by Thorelli and Burnett (1981) was given as a reference).

#### Data analysis

To achieve the first objective is to make a general descriptive analysis of the **ML** is done using means. The second objective pertains to identifying the **ML** which are dominant in distinguishing between the different stages of the **LC**. A discriminant analysis is performed to get dominant variables of **ML** that discriminate between each pair of stages of the **LC**. The analysis was done between the following pairs of **LC** stages:

- Introduction and growth stages
- Growth and maturity stages and
- Maturity and decline stages.

## Results

### Descriptive analysis of ML at different LC stages

First the results of descriptive analysis of the ML at the four stages of the LC are presented. To get a broad appreciation of the variables of ML means and standard deviations of each variable were used.

### ML emphasised in LC introduction stage

In addition to the means, in the Introduction stage to get an idea of the type of festivals that are being newly launched into the public – the classification method of newly introduced products, as done by Booz, Allen and Hamilton, was used. Table 3 gives the important ML of introduction stage festivals.

The means and standard deviations of all marketing elements variables for festivals in the Introduction Stage are given in Table 3. It can be seen from the table that Determination of festival attributes, Festival studies, and Need of the Public are the ones with the highest means. They also have the highest frequency score on the “5” on “4” scale values in the questionnaire (more than 50, 55 and 50 per cent, respectively). The other elements that appears to have high support are Advertising in Media, Performance of the festival, Innovative Promotion, Marketing expenditures, and Official support.

Table 3 Means and standard deviations of ML variables  
in LC introduction stage

Marketing element	Mean	Standard deviation
Determination of festival attributes	3.31	1.07
Festival studies	3.36	1.16
Direct mail to potential visitors	2.69	1.30
Advertising in Media	3.21	1.22
Need of the Public	3.29	0.97
Performance of the festival	2.86	1.26

Innovative promotions		
Marketing expenditures	2.29	1.17
Official support		

#### ML emphasised in growth stage

Table 4 presents the marketing elements variable in the growth stage and their respective means and standard deviations. In this stage, it can be seen from the table that Training and Growth of employee, Changes in activities features, Complementary activities, Some innovative activities appear to be important in terms of their means.

The variables that follow these in terms of their mean values are –Improve activity quality, Geographical expansions, Physical performance of Education(with more than 50 per cent of the respondents reporting on “high” scores). The other variables that appear to have high support are Differentiation of activity design, Activity Extention, Improve styling with 50 per cent of the respondents highly supporting them.

Table 4. Means and standard deviations of ML variables in LC – growth stage

ML elements	Mean	Standard deviation
Improve activity quality	3.41	1.12
Improve styling	3.23	1.17
Process Modifications	2.21	1.14
Training and Growth of employee	3.70	0.98
Physical performance of Education	3.41	1.11
Feature additions	3.50	1.95
Activity Extention	3.07	1.15
Changes in activities features Complementary activities	3.79	0.66
Some innovative activities	3.46	1.15
Some advertising and promotions	2.76	0.88
Geographical expansions	3.49	0.65
Service improvement	2.24	1.24

Differentiation of activity design	3.19	1.14
Target market expansion	2.33	1.36
Heightening price	2.20	1.14

### Marketing Elements emphasised in LC maturity stage

The five ML variables that are prominent in terms of their means are Changes in activities features of Complementary activities, Improve activity quality Improve activity quality, Physical performance of Education (with 60.4, 56.6, 56.6, 56.1 and 60.4 per cent of respondents reporting high scores, respectively, Table 5).

Table 5. Means and standard deviations of ML variables in LC – maturity stage

Marketing elements	Mean	Standard deviation
Improve activity quality	3.54	1.11
Improve styling	3.12	1.17
Process Modifications	2.22	1.11
Training and Growth of employee	3.78	1.97
Physical performance of Education	3.43	1.23
Feature additions	3.53	0.67
Activity Extention	3.14	1.21
Changes in activities features Of Complementary activities	3.87	0.76
Some innovative activities	3.54	1.12
Some advertising and promotions	2.84	0.98
Geographical expansions	3.56	0.92
Service improvement	2.43	1.34
Differentiation of activity design	3.14	1.23
Target market expansion	2.54	1.13
Heightening price	2.18	1.11

The other elements that appear to be important in terms of their means) are

Improve styling, Differentiation of activity design, Activity Extension. In this stage, it appears that the emphasis is more towards improving activities programme elements like improving training and growth of employee, improving activities qualities and features addition – with utility additions or modifications being emphasised.

ML emphasised in LC decline stage

Table 6 presents the ML variables their means and standard deviations in LC Decline Stage.

Table 6. Means and standard deviations of ML variables in LC – decline stage

<b>Marketing elements</b>	<b>Mean</b>	<b>Standard deviation</b>
Process Simplification	2.86	0.95
Intensive promotion and coupon	2.70	0.85
Corporative promotion with other institutes( art, commerce, government)	2.89	0.91
Commercialization	3.59	0.80
Complementary products	3.19	1.02
Geographical decrease	3.97	0.64
Service reduction	2.84	1.12
Price cut	3.27	0.80
Activities Scale and volume reduction	2.89	0.97
Promotion for Repurchasers	3.24	0.99
Reduced advertising	2.56	1.43

Geographical decrease, Commercialization, Promotion for Repurchasers and Price cut are the ones that have the highest mean values in this stage. Complementary products and Corporative promotion with other institutes( art, commerce, government) are the other variables that appear to be important. Complementary products and Corporative promotion with other institutes( art, commerce, government) have 68.4 and 64.9 per cent of respondents supporting them with high scores. While the other two variables with relatively high support have 45.9 and 43.2 per cent respondents supporting them.

## Conclusions

The results of the study seem to support the views in literature about ML being different in different stages of the LC of the festivals. Some of the papers reviewed which involved both empirical and case study type research – also attest to ML being different stages of the LC of festival . This study adds to the body of literature which proposes to plan marketing and business strategies differently in differently at the different festival LC stages. Generally speaking, In the introduction stage, the ML of the Festival will focus on the awareness to the public, encouraging the public to know and realize what the festival is. In the growth stage, Marketers will plan to expand the perceptual share and the participants to the festival and they will plan to innovate the activities to keep the public feel fresh image about the festival, and the volume of activities increase rapidly to meet the needs of the increasing participants. In the maturity stage, the participants seem to be saturated and the awareness reaches the highest level. The marketers start to improve the content quality of activities and make the marketing project to stimulate the public the re-enter the festival (it means the “repeat purchase). Marketers may corporate with the outside institutes(public or private) to join the festival, so can re-build the structure of the festival activities. At last, in the decline stage, the participants fall rapidly and the marketers may have to plan how to close it or change the main stream of the festival to connect it to other themes of the society at that time.

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# 行政院國家科學委員會補助國內專家學者出席國際學術會議報告

2009 年 06 月 15 日

附件三

報告人姓名	曾義明	服務機構 及職稱	淡江大學國際企業研究所
時間會議 地點	2009 年 5 月 20-23 日	本會核定 補助文號	
會議 名稱	(中文)全球管理與資訊技術研究會議 (英文)The Global Management & Information Technology Research Conference		
發表 論文 題目	(中文)台灣地方節慶之各生命週期階段之特性與行銷元素 Characteristics and Marketing Elements Across Different Stages of the Life Cycle of Taiwanese Local Festivals		

報告內容應包括下列各項：

#### 一、參加會議經過

2009 年國際管理與資訊會議目前已是一項全球性的學術商業會議，本屆會議仍有超過 35 位來自全球的商業與管理方面學者與會參加。本校學者中僅有本人為代表，自今年初受邀後，即著手準備論文等事宜，二月底左右完成論文後即交大會主辦單位。

#### 二、與會心得

本次大會主要的議題有：文化創意產業管理、文化事業行銷策略、創意產業知識管理與移轉等議題。這些議題在目前的全球性商業會議中均是相當受到重視的話題，本次大會在挑選的議題上，也充分表現出適切性，因為如此，才能在每屆均能吸引眾多的各國學者提出申請來參加會議。且長久以來，該會議對於推動學術國際化一直不遺餘力，本次會議中，有提到有關全球化方面的事宜，主張應該成立較為跨國際間與跨校間的國際會議機構，以統籌有關國家間的學術交流活動，使的資源能夠作較有效的分配，以免因為各地區的校務資源或人力資源的不足，使的舉辦會議的方向與議題，太過偏重特定國家的思維模式。本次會議特別安排紐約地區博物館協會之研究人員蒞臨演講，為大會增加不少熱烈性，在介紹紐約地區現況之文化創意產業，舉出相當多的例子與作法，同時也回答與會者的各種問題，大會上的雙向溝通極為熱烈，本人在此氣氛下，對於如何推動台灣的文化創意產業產生新的觀點。

#### 三、考察參觀活動(無是項活動者省略)

#### 四、建議

由於與會學者來自世界各國與文化，是一項接觸世界知識的優良管道，因此也與許多學者已經結識，希望未來能有機會邀請他們來台參加會議。

#### 五、攜回資料名稱及內容

本次帶回的資料有：一份會議記錄報告以及所有與會學者的論文內容，這份寶貴的資料對於本人日後的論文撰寫，有極大的助益，未來將會將此光碟提供給學校圖書館或是國科會的資料庫，以使其他未能與會的學者，也有機會同享研討會的利益。

#### 六、其他

