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Author

Hall, John, Basarin, John, Lockstone-Binney, Leonie

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ANALYSIS OF SATISFACTION AT GALLIPOLI ON ANZAC DAY, 2007: RESULTS OF A SURVEY OF EVENT PARTICIPANTS

Dr John Hall,
Associate Professor
Deakin University
Deakin Business School
Deakin University
336 Glenferrie Road
Malvern Victoria, Australia, 3144
E-mail: johnhall@deakin.edu.au

V John Basarin,
Research Fellow,
Deakin University

Dr Leonie Lockstone
Lecturer
Victoria University

ABSTRACT

This paper explores the critical success factors of special events, in this case the Anzac Day commemorations at Gallipoli, Turkey. This event has become increasingly popular in recent years with crowd numbers growing to around 20,000 people traveling to attend the 2005 Dawn Service at historic Anzac Cove on Anzac day. The aim of this research is to investigate the success factors associated with Anzac Day commemorations at Gallipoli and to assess how these influence visitor satisfaction. Data was collected from 331 attendees of Anzac Day commemorations at Gallipoli while they were in transit from Gallipoli to Istanbul on 25 April 2007. The analysis of this data was undertaken using exploratory and confirmatory factor analysis as a basis to the development of a model of satisfaction using structural equation modeling. In this case constructs relating to amenities, transport, ceremonies and recommending behavior were found to be significant predictors of event satisfaction. These issues during the event were found to be of equal importance for both genders and all age groups.

Key words: Anzac Day, Gallipoli, Event Management, Tourism, Structural Equation Model, Visitor Satisfaction

INTRODUCTION

Determining what, if any, common elements drive event success is becoming increasingly important in the light of recognition of the positive economic and promotional impacts that can be associated with these one-time or infrequent occasions (Getz 1997; Allen, O'Toole, Harris & McDonnell 2005). The question of what makes an event a success or failure was raised relatively early in the emerging agenda of event management research. Central to this discussion has been the work of Donald Getz (Getz & Frisby 1988; Getz 2000; 2002), seminal researcher in the field of event management, who has called for greater research on the topic. Despite this call, existing research exploring success factors remains limited and fragmented across the events industry. Research on community based or regional festivals appears to dominate (Getz & Frisby 1988; Lade & Jackson 2004; Taylor & Shanka 2002).

The present paper will extend the boundaries of existing research to examine a special event on a larger scale, namely, the Anzac Day commemorations at Gallipoli. This event has become increasingly popular in recent years with crowd numbers growing to around 20,000 people traveling to attend the 2005 Dawn Service at historic Anzac Cove (Basarin & Hall 2007). In an exploratory fashion, this paper will examine factors contributing to the success of the event as assessed from the visitor's perspective. This approach aligns with the work of Taylor and Shanka (2002) as opposed to the more prevalent research stream that has examined critical success factors from the event organisers view (Getz & Frisby 1988; Lade & Jackson 2004; Mayfield & Crompton 1995).

To highlight potential gaps, the literature review will cover existing research on success factors of events. To contextualise the research, the unique characteristics of the Anzac Day commemorations at Gallipoli will also be discussed.

LITERATURE REVIEW

Prior to examining the existing literature on success factors of events, it is worthwhile defining the type of event that is the focus of this study. Allen et al. (2005, p. 11) describe a special event in terms of "specific rituals, presentations, performances or celebrations that are consciously planned or created to mark special occasions or achieve particular social, cultural or corporate goals and objectives". Related to the context of the current study, the authors go on to note that the term can canvass national days and celebrations.

Despite the focus of this paper on the visitors perspective of event success, it would do injustice to the relatively piecemeal and fragmented nature of existing research to ignore in the current literature review a consideration of factors from the organisers perspective. The visitors perspective on event success has received limited research attention (Saleh & Ryan 1993; Taylor and Shanka 2002), whilst the organisers perspective highlights issues of management effectiveness (Getz & Frisby 1988) and adoption of the marketing concept (Mayfield & Crompton 1995; Lade & Jackson 2004; Mehmetoglu & Ellingsen 2005). Regardless, of which approach is taken to date the overwhelming focus of these studies on community run or rural festivals makes generalisation of the findings difficult and lends support to Getz's (2000) call for case study based research on critical success factors.

Saleh and Ryan (1993) assessed the success of two Canadian festivals in attracting tourists on the basis of access (ticketing, geographical accessibility and accommodation), quality of the program, social interaction and flexibility (ease of entering and exiting the venues and program scheduling). Of these factors quality of the program emerged as the primary driver attracting tourists to these events (Saleh & Ryan 1993). Access factors were found to be of greater importance for patrons travelling longer distances to attend the festivals. Taylor and Shanka's (2002) study of an Australian wine festival also highlighted the importance of access factors to the successful facilitation of events. Namely, visitors assessed a lack of public transport and inadequate information signage as two areas diminishing the overall success of the event in question. Concluding their study, the authors noted that "a festival, when staged in a unique context, in an authentic location, with the provision of facilities identified as being of significance by the visitor market, and using research, as a primary input into the event planning process, should ultimately result in the staging of a successful event for all stakeholders" (Taylor & Shanka 2002, p. 174).

The above quotation alludes to what has been the focus of studies on event success from the organisers perspective. Getz (2000) identified the need to apply a range of management perspectives to examine critical success factors. The need to evaluate the success of events on

dimensions other than revenue and attendance has also been recognised (Getz & Frisby 1988). However, as Lade and Jackson (2004, p. 2) note there is a lack of “standard definitions of social or cultural success or simple measures of long-term tourism impacts”. Given these deficiencies in assessing event success it is not unreasonable to adopt Goldblatt and Supovitz’s (1999) perspective, as Lade and Jackson did in their study of the success of two Australian regional festivals, measure performance against the event’s own objectives. The very nature of this definition, however, further contextualises the research agenda and makes generalisation of potential findings difficult.

Getz and Frisby (1988) were at the forefront of this particular agenda when they applied a systems model of organisational development to assess the management effectiveness of community-run festivals in Canada. The findings from 52 festivals indicated minimal goal setting activity, informal marketing activities and an over reliance on volunteers to staff and to run the festivals in question. Flowing on from these findings, recommendations were made to focus effort on these areas in order to increase management effectiveness. The prevalence of volunteers in these organisations suggests that literature from the non-profit sector, specifically research on event volunteers (Elstad 1996; Green & Chalip 2004; Kemp 2002; Ralston, Lumsdon & Downward 2005; Williams, Dossa & Tompkins 1995) and general management guidelines, may also be transferred and adopted to enhance successful event outcomes.

Research focusing on the adoption of the marketing concept by event organisations has shown evidence of limited uptake. Citing Getz (1993), Mayfield and Crompton (1995) noted that despite receiving limited research attention in the events sector such an orientation may provide an indicator of event success. Using an existing conceptualisation of marketing orientation (Ruekert 1992), a survey of 291 festival organisers in Texas found that marketing orientation consisted of three dimensions (revised from the original scales): visitor orientation, preexperience assessment (market research conducted prior to the event) and postexperience evaluation. Of these dimensions, mean scores were highest for the adoption of visitor orientation suggesting that event organisers understand their visitors needs and wants and develop objectives accordingly (Mayfield and Crompton 1995). Preexperience assessment was the least adopted dimension potentially suggesting that identification of visitor needs is undertaken in an informal manner. In comparing existing studies of marketing orientation, Mayfield and Crompton (1995, p. 21) note that “festival organisers are not dissimilar from those in other industries in the extent to which they have embraced the marketing concept”. Furthermore, the authors go on to acknowledge that not all events have profit as their primary goal therefore the adoption of a marketing orientation from a profit perspective may have less relevance than a non-profit marketing orientation focused on goals such as community pride and development.

Mehmetoglu and Ellingsen (2005) used a different conceptualisation (Kohli & Jaworski 1990) and methodology (qualitative) in their study of marketing orientation adoption in the context of small scale community festivals. Despite the small numbers interviewed (13 useable transcripts were obtained), this study supports Mayfield and Crompton’s (1995) findings relating to the limited and informal adoption of marketing orientation activities by event organisers. As a basis for future research, the authors suggest a number of research propositions. Namely, the status of marketing orientation in special event and festival settings relates to the extent to which an event focuses on tourism goals, the number of marketing people that are involved in event leadership, the bigger the event is, the older the event is and the more foreign visitors the event is able to attract (Mehmetoglu and Ellingsen 2005).

The special event which provides the context of the current paper, the Anzac Day commemorations at Gallipoli, has demonstrated appeal with overseas visitors, particularly those

from Australia and New Zealand, yet there is currently a dearth of research relating to it from the business perspective (Basarin & Hall 2007). The significance of this place and event is borne out of the involvement of the Anzac (Australian and New Zealand Army Corps) troops in the First World War (1915) and their battles against the Turkish on the Gallipoli Peninsula at Anzac Cove. This in effect represented Australia's first involvement in war post-Federation (1901). As such, Slade (2003) has argued that the motivation to visit this area is not associated with curiosity or the desire for encounters with death as the thanatourism or dark tourism (Foley & Lennon 1996) view would hold but rather a desire to connect with a place that is considered to be a birthplace of nations. Slade (2003, p. 792) sums this perspective up noting that "in visiting the site, Australians and New Zealanders do visit a battlefield, but the area represents a time and place where their countries began. Their motives are concerned with nationhood. Generally, they come to see the place where their great nation building stories happened". This is rather similar to the experience of Turkish visitors who want to see the lands, gullies and the hills where Mustafa Kemal, the commander of the Turkish forces who later became the inaugural President of The Republic of Turkey, defeated Anzacs at great human cost.

In summary, the preceding literature review has highlighted the potential scope to explore the critical success factors of special events, in this case the Anzac Day commemorations at Gallipoli. This exploration will take into account the unique characteristics of the event, whilst extending the focus of existing research relating to event success beyond the context of festivals, either small scale or community run.

RESEARCH AIM & HYPOTHESES

The aim of the research is to investigate the success factors associated with special events, in particular, the Anzac Commemorations at Gallipoli. The research will assess these factors from the perspective of visitors to the event and determine how they influence participant satisfaction. Stemming from this aim, the following hypotheses will be investigated in this paper.

H1: Items associated with transport throughout the event are positively related to overall visitor satisfaction.

H2: Items associated with entertainment throughout the event are positively related to overall visitor satisfaction.

H3: Items associated Ceremonies throughout the event are positively related to overall visitor satisfaction.

H4: Items associated with amenities throughout the event are positively related to overall visitor satisfaction.

H5: To be able to undertake positive recommending behavior of the event is positively related to overall visitor satisfaction.

H6: There is a significant relationship between the age of the participant and overall visitor satisfaction.

H7: There is a significant relationship between the gender of the participant and overall visitor satisfaction.

METHODOLOGY

A quantitative methodology was used to capture data from Australians visiting the Anzac Day commemorations. The data collection was based on exit surveys administered to a convenience sample of respondents, over the age of 18, returning from the dawn service at Gallipoli. The question framework based on Getz (2000) and Chaplin and Costa (2000) was modified to reference the following aspects of the event:

- type of event and program,
- physical setting,
- purpose of the commemoration,
- cultural significance,
- political implications,
- impact and performance evaluation
- target markets,
- economic significance and
- educational significance.

Table 1
Selected Frequency Distributions of the Returned Sample

| Item | % |
|--------------------------------|--------------|
| Age | |
| 18-30 years | 73% |
| 30+ years | 27% |
| Gender | |
| Male | 42% |
| Female | 58% |
| Education | |
| Primary | 1% |
| Secondary | 20% |
| TAFE | 25% |
| University | 54% |
| Income | |
| Less than \$20,000 | 6% |
| \$20,001-\$50,000 | 44% |
| \$50,001-\$80,000 | 33% |
| More than \$80,000 | 17% |
| Occupation | |
| Manager | 10% |
| Professional | 31% |
| Para-professional | 12% |
| Clerical/secretarial | 15% |
| Tradesperson | 16% |
| Sales or hospitality | 8% |
| Machine operator-driver | 1% |
| Labourer/Storeperson/Unskilled | 2% |
| Unemployed | 1% |
| Student | 3% |
| Retired | 1% |
| | |
| | N=331 |

The questionnaire was comprised of a series of ten point semantic differential scales where respondents rated each question from one, anchored as “not important at all”, to ten anchored as “extremely important”. In total, 331 attendees of the Anzac Day commemorations completed the questionnaire while in transit from Gallipoli to Istanbul. The data was manually entered into the analysis package SPSS and checked for coding errors, missing data, outliers and normality of the data (Malhotra et al., 2006). As can be seen in Table 1, a good representation of demographic characteristics was achieved. The age characteristics are typical and reflective of the majority of attendees being aged less than thirty however the sample aged over thirty is large enough to provide insights into this group. A good representation of both genders is evident in the sample. Over 80% of the sample was tertiary educated, either from TAFE or university. A good representation of income groups was evident and a large proportion of the sample was employed in a skilled or professional occupation.

Subsequent to these initial checks, the data was analysed using factor analysis and Structural Equation Modelling (SEM). Further details relating to these procedures will be outlined in the following section.

RESULTS & DISCUSSION

This study utilised both exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) (Tabachnick & Fidell, 2001). Exploratory factor analysis was used to extract the items that provided a reliable measure of the constructs under investigation in this study. An exploratory factor analysis was undertaken using principal axis analysis to delineate the underlying dimensions relating to the event. The factor analysis was carried out with a Varimax rotation to make the factor structure more interpretable.

The overall significance of the correlation matrix was significant with a p-value of < 0.01 , and a Bartlett Test of Sphericity value of 2440.1, which indicated that the data matrix had sufficient correlation to conduct factor analysis. Moreover, the overall Kaiser-Meyer-Olkin (KMO) measure of sample adequacy had a highly acceptable value of 0.824 (Hair et al, 2006).

The variables comprising each construct were tested for inter-item reliability and consistency using Cronbach’s alpha. All constructs exceeded the minimum requirement .6 for an exploratory factor analysis with all factors obtaining an alpha greater than .7. The factor analysis provided five factors with eigen values greater than one which are investigated in further detail in this study, these factors accounted for an acceptable 64.9% of variance. The five factors identified in Table 2 reflected the constructs of transport, amenities, ceremony, recommendation and entertainment. Each of these critical success factors and their impact in relation to visitor satisfaction with the Anzac Day commemorations will be separately examined.

For the purposes of this analysis; the responses to the questions that comprised each of the constructs relating to entertainment, ceremony, transport and amenities were summed and recoded into two categories. Those that were rated in the top quartile of potential responses were placed in one category and the remaining responses in another category. Known as “Top Box Analysis” this technique was seen as more useful than a weighted average or a median split. This method allows the researcher to create a categorical variable that can be used to develop specific strategies to target those in each category (O’Mahony and Hall 2007). This method has gained wide acceptance and was explained in detail in the Journal of Marketing Research by Gillet (1991) and an example of its application is presented by Kozup et al. (2003) in the Journal of Marketing. In this study responses were recoded into two categories, those that

scored a 6 or less being placed in one category and those that scored 7 or more placed into an alternative category. Those respondents in the upper category were regarded as being quite satisfied.

A number of open-ended questions were also incorporated in the questionnaire to gain richer details from respondents about the event. To complement the quantitative findings, some of these details are presented in the following discussion.

Table 2
Success Factors of the Anzac Day Commemorations

| | Transport | Amenities | Ceremony | Recommendation | Entertainment |
|--------------------------------------|-------------|-------------|-------------|----------------|---------------|
| Overall ease of transport | .796 | | | | |
| Return from Lone Pine | .774 | | | | |
| Travel from bus to Anzac Cove | .762 | | | | |
| Travel from Anzac Cove to Lone pine | .682 | | | | |
| Amount of queuing | | .793 | | | |
| Toilet amenities | | .726 | | | |
| Rubbish | | .524 | | | |
| Food and drinks | | .499 | | | |
| Crowd control | | .470 | | | |
| Anzac Cove ceremony | | | .819 | | |
| Ceremony appropriate | | | .615 | | |
| Lone Pine ceremony | | | .602 | | |
| Encourage friends to visit Gallipoli | | | | .879 | |
| Encourage family to visit Gallipoli | | | | .762 | |
| Recommend experience to others | | | | .513 | |
| Entertainment whilst waiting | | | | | .679 |
| Ceremony more entertaining | | | | | .679 |
| Entertainment after ceremony | | | | | .673 |
| Eigen value | 5.888 | 2.165 | 1.965 | 1.827 | 1.132 |
| % Cumulative variance explained | 29.44 | 40.26 | 50.09 | 59.22 | 64.89 |
| Alpha | .865 | .770 | .766 | .849 | .706 |

Transport

As Table 2 depicts, the first success factor to emerge from the analysis was transport, which accounted for 29.4% of variance explained and is comprised of questions relating to the overall ease of transport, travel from the bus to Anzac Cove, travel from Anzac Cove to Lone Pine and the return trip from Lone Pine to other destinations such as Istanbul. Given the nature of the event in terms of the necessity to move around some difficult geographic terrain in crowded circumstances with at times challenging climatic conditions, the importance of logistics management is evident for the successful management of this event.

Respondents were asked about their satisfaction with the transport construct using a semantic differential scale from 0-10 (with 0 representing “Unsatisfactory” and 10 representing

“Excellent”). Applying “Top Box Analysis” the responses were recoded to create a categorical variable. Those in the upper category were regarded as being quite satisfied with aspects of travel to, from and around the event site, compared to their counterparts in the lower category (see Table 3).

Table 3
Satisfaction with Transport - Frequency Table

| <i>How would you rate your overall level of satisfaction with the following at Gallipoli?</i> | 6 or less (%) | > 7 (%) |
|---|----------------------|-------------------|
| Travel arrangements from bus to Anzac Cove | 31 | 69 |
| Travel arrangements from Anzac Cove to Lone Pine | 44 | 56 |
| Return travel from Lone Pine | 48 | 52 |
| Overall ease of transport | 41 | 59 |

It is evident from the results relating to travel arrangements that there is a large group of “travellers” who were not fully satisfied with some aspects of their travel experience associated with this event, which indicates potential scope for improvement.

In the response relating to travel arrangements from the bus to Anzac Cove, nearly one third of the participants expressed dissatisfaction. This may have resulted from the fact that on the night of the Dawn Ceremony, visitors had to disembark from their buses at night time and walk a distance of several hundred metres to Anzac Cove. Then they had to pass through a gendarme check point where they were searched and a plastic wrist band was applied. There is no possibility of moving so many participants in and out of the ceremony area with buses or vehicles. VIP delegates are transported as close to the ceremony area as possible, just a couple of hours before the ceremony starts. Hence walking some distance is inevitable for most. The event organisers have improved this aspect somewhat compared to 2005, when, the participants had to walk several kilometers in pitch dark from North of Anzac Cove, making the 2007 experience in comparison seem less arduous. However, even this has left a large group dissatisfied with the travel arrangements. Figure 1 provides an outline of the various sights that attendees can visit during the event.

With regard to travel arrangements from Anzac Cove to Lone Pine, the dissatisfaction level rises to 44%. In this instance, after the Anzac Cove Ceremony concludes participants have to walk up hill to Lone Pine, following the Artillery Road, a climb of about 45-60 minutes. Given the geographic terrain which is part of a battlefield there is little that can be done about this walk as transport is not available to non-VIP participants. Hence assistance in this location can be in the form of organisers ensuring that participants are adequately prepared and warned in advance and that appropriate signage, information and communication (e.g. leaflets, brochures and announcements over loudspeakers) are available to participants during the event.

Levels of dissatisfaction with the return trip from Lone Pine were high amongst respondents. In this instance, the participants, after the Lone Pine Ceremony, had to wait for their buses to pick them up which usually resulted in delays of several hours. This is an area which requires significant improvement with the scenario of hundreds of buses trying to pick up thousands of attendees after the Lone Pine ceremony. One responded remarked that “he had to wait about three hours to be picked up by the assigned bus, a challenging experience after a long, cold sleepless night”. In fact in an open ended question many participants commented on the fact that transportation factors represented their worst experience of the event.

The total experience made up of travel from the bus to Anzac Cove, travel from Anzac Cove to Lone Pine and return from Lone Pine contributed to respondents indicating an overall dissatisfaction level of 41% with the transport component of the event (as depicted in Table 3). Despite the different context (regional wine festival as opposed to large scale special event), the findings of the current study support those of Taylor and Shanka (2002) regarding the critical importance of transport to event success. Addressing visitor concerns relating to travel to, from and around the event site would appear to be a high priority, however, as Taylor and Shanka (2002) rightly note this often comes at a significant cost due to the temporal nature of events.

Figure 1 Map of Gallipoli Battlefield



Amenities

The second success factor, amenities, accounted for 10.8% of variance explained (see Table 2). Its composition is highly similar to the ‘facilities’ factor that Taylor and Shanka (2002) extracted in their study of event success. The resultant factor assessed the satisfaction of event attendees with various facilities and procedures at the event. As Table 4 indicates, salient issues relating to satisfaction with queuing, toilets, food and drink and crowd control emerged from this analysis.

Table 4
Satisfaction with Amenities - Frequency Table

| <i>How would you rate your overall level of satisfaction with the following at Gallipoli?</i> | 6 or less (%) | > 7 (%) |
|---|----------------------|-------------------|
| The amount of queuing required for facilities | 28 | 72 |
| Toilet amenities | 25 | 75 |
| Rubbish collection/management | 15 | 85 |
| Availability of food & drinks | 26 | 76 |
| Crowd control | 20 | 80 |

In the past, the issues relating to amenities have been debated in the media. In particular, the piles of rubbish left after the 2005 and 2006 ceremonies have been the focus of some concern. In 2007, compared to 2005 and 2006, the amenities were particularly well organised. There were hundreds of portable toilet cubicles and rubbish bins at many locations. These were maintained throughout the ceremonies. The low level of dissatisfaction expressed by the event participants is an indication of the high degree of thought that went into the amenities to alleviate the issues associated with previous events.

Ceremonies

An intrinsic component of the commemorations that take place at Gallipoli on Anzac Day is the appropriateness of the various ceremonies that occur. This construct measures the satisfaction of attendees with the ceremonies at Anzac Cove and Lone Pine and the overall appropriateness of the ceremonies. This success factor accounts for 9.8% of variance explained (see Table 2).

Table 5
Satisfaction with Ceremony - Frequency Table

| <i>How would you rate your overall level of satisfaction with the following at Gallipoli?</i> | 6 or less (%) | > 7 (%) |
|---|----------------------|-------------------|
| Anzac Cove Ceremony | 7 | 93 |
| Lone Pine Ceremony | 5 | 95 |
| Ceremonies were appropriate for the occasion | 4 | 96 |
| Comfort at night while waiting for dawn service | 57 | 43 |

The high level of satisfaction that is exhibited by respondents (see Table 5) in participating at the ceremonies is a testimony to the main reason for attending the event. One respondent’s remark sums it all “When I overlooked the Aegean Sea where the Anzac troops rode towards the land and the dawn broke, there was an enormous feeling of presence of being part of history. I and many others succumbed to the emotional intensity of the moment and shed a tear”.

The Lone Pine ceremony obtained a somewhat higher level of satisfaction from respondents than the Anzac Cove ceremony possibly due to the very positive impact of the Master of Ceremonies and also the singularly Australian nature of this event. The lighthearted and down

to earth approach of the Master of Ceremonies attracted several remarks, one of which is “It felt good to be amongst other Australians and have a yarn being expertly spun by the bloke who made us all proud”.

On 25 April 2007, the sky was clear and it was bitterly cold. Many had brought sleeping bags and were comfortable in them. However for the others, as remarked by one participant “Unless one was dressed in appropriate clothing, it seemed that the cold seeped through to one’s bones, during the long night waiting for the ceremony to start”. The large dissatisfaction level of 57% as shown in the above table indicates that a large number of people were affected by the cold of the night. Once again, the importance of communication is highlighted as the organisers need to explain clearly the potential impact of the weather and advise participants to be properly dressed and appropriately equipped for the event.

Recommendation

An important success measure of any event is the willingness of participants to recommend attendance at the event to others. This construct considers the likelihood of attendees to recommend attendance at the event to family, friends and others. This factor accounts for 9.1% of variance explained (see Table 2).

Table 6
Satisfaction with Recommendation - Frequency Table

| <i>How would you rate your overall level of satisfaction with the following at Gallipoli?</i> | 6 or less (%) | > 7 (%) |
|---|----------------------|-------------------|
| Encourage friends to visit Gallipoli | 9 | 91 |
| Encourage family to visit Gallipoli | 17 | 83 |
| Recommend experience to others | 6 | 94 |

The ceremonies at Gallipoli on Anzac Day have little marketing activity associated with them and yet visitation numbers continue to burgeon (Slade 2002). The information provided in Table 6 highlights the fact that positive word of mouth promotion from extremely satisfied participants can play a valuable role in the marketing of this event. A comment from one of the participants, by way of example, provides insight into this topic “I will never forget this experience as long as I live and will tell all my friends and relatives for a long time to come”.

Entertainment

The issue of this event being a celebration or commemoration has been debated by key stakeholders (Hall et al. 2006). This success factor accounts for 5.7% of variance explained (see Table 2) and encompasses the views of attendees with regard to entertainment before, during and after the ceremonial activities.

Table 7
Satisfaction with Entertainment - Frequency Table

| <i>How would you rate your overall level of satisfaction with the following at Gallipoli?</i> | 6 or less (%) | > 7 (%) |
|---|----------------------|-------------------|
| Entertainment whilst waiting | 56 | 44 |
| Entertainment after ceremony | 15 | 85 |
| Ceremony more entertaining | 15 | 85 |

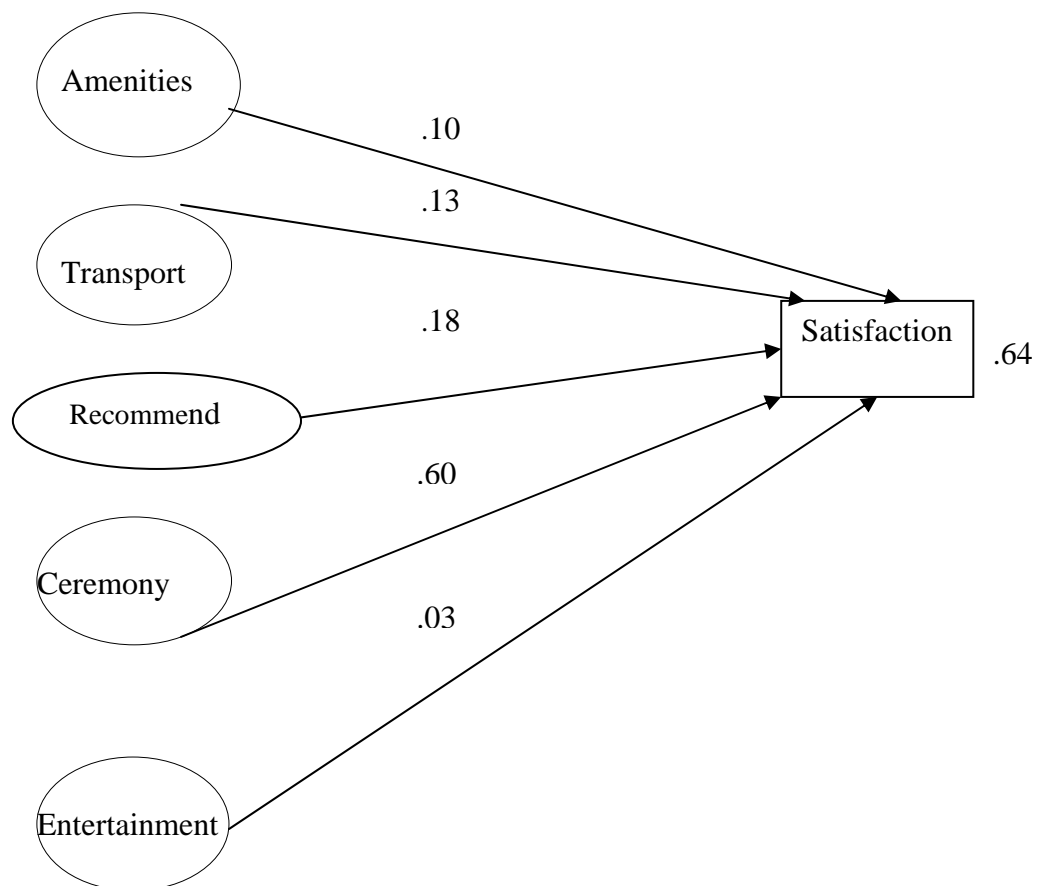
It is likely that the participants at the ceremonies recognise and value the solemn nature of these events, rather than assess their worth based purely on entertainment value. This would support Slade’s (2003) contention that Australian and New Zealand visitors are motivated to make the

journey to Gallipoli to visit a pivotal place in the psyche of their modern nations. Furthermore, there is a high level of support expressed for not having increased levels of entertainment during the ceremonies. Although it is apparent that many respondents would appreciate an improvement in entertainment whilst waiting for the ceremonies to occur. When asked what sort of music they would prefer, over 70% the participants preferred ‘traditional Australian music’ over and above ‘classical, pop, Turkish music or live bands’.

Structural Equation Modeling

Structural Equation Modeling (SEM) was used in the study to analyse the hypothesised relationships between the event success factors and visitor satisfaction. It provides a method of testing hypotheses about relationships among measured variables that have resulted from the questionnaire items and latent variables by estimating a set of separate multiple regression equations simultaneously. The measured variables or observed variables are referred to as indicators or manifest variables in this study, while the latent variables or unobserved variables, are those that are used to represent abstract concepts or constructs that cannot be measured directly. As latent variables cannot be measured directly, they were estimated indirectly by the use of observed variables (Hair et al. 1998; Kline 1998; Malhotra 2006; Tabachnick & Fidell 2001).

Figure 2: SEM Model



The model developed and estimated in this study investigates the influence of the various success factors (amenities, ceremonies, entertainment transport and recommending behavior)

relating to overall visitor satisfaction. One-factor congeneric models were developed for the constructs identified in the exploratory factor analysis. Unsuitable items, i.e., those that had low standardised factor loadings or a low level of explained variance were removed when the one-factor models were fitted to the full measurement model.

The path model's fit indices indicate a good fit of the model to the data (CMIN/DF= 1.38, DF = 90, P=.01, GFI= .96, AGFI=.93, TLI = .98, CFI = .98, RMSEA=.03) as shown in Table 8.

Table 8
Fit Statistics

| χ^2 | df | χ^2/df | P | RMSEA | GFI | AGFI | TLI | CFI |
|----------|----|-------------|-----|-------|-----|------|-----|-----|
| 124.2 | 90 | 1.38 | .01 | .03 | .96 | .94 | .98 | .99 |

The structural model identified in Figure 2 shows that four of the structural paths were highly significant (Table 9). These were satisfaction-amenities, satisfaction-ceremony, satisfaction-transport and satisfaction-recommend. Of these factors, however, the model shows that the ceremonial aspect associated with the event is by far the most important factor associated with the satisfaction of event participants (SRW¹ = .60). This finding supports the assertion made earlier that the high level of satisfaction respondents exhibited with this success factor (see Table 5) is testimony to the main reason for attending the event. The transport factor was perceived as being the next most important factor driving visitor satisfaction. The structural path between entertainment and satisfaction was not significant. These relationships were confirmed by the low Standardised Regression Weights (SRW) and the Critical Ratios being less than two. The overall variance accounted for by the model with the dependent variable of satisfaction was 64%.

The average (mean) scores for the success constructs also provide valuable insights into the level of satisfaction of attendees with these critical success factors. Ceremonies and recommending behavior obtained the highest mean scores of 9.0 and 8.7 respectively (based on the ten point semantic differential scale). Aspects relating to amenities and transport were rated moderately with scores of 7.5 and 8.7 respectively, while support for the entertainment features of the event was quite low obtaining an average score of just 4.5.

Table 9
Standardised Estimates for the Model

| Variables | | | SRW ¹ | S.E. ² | C.R. ³ | P |
|--------------|-------|---------------|------------------|-------------------|-------------------|------|
| Satisfaction | <---- | Recommend | 0.18 | 0.13 | 2.88 | .004 |
| Satisfaction | <---- | Amenities | 0.10 | 0.09 | 2.07 | .038 |
| Satisfaction | <---- | Entertainment | 0.04 | 0.08 | 0.82 | .414 |
| Satisfaction | <---- | Ceremony | 0.60 | 0.16 | 8.73 | .000 |
| Satisfaction | <---- | Transport | 0.13 | 0.08 | 2.56 | .011 |

SRW¹ = Standardised Regression Weight.

S.E.² = Standardised Estimate

C.R.³ = Critical Ratio

P = Probability

Reliability and Validity of Model

The commonly accepted measure of model-based reliability, the item reliability coefficient, was applied to test the reliability of the model. This is the correlation between a single indicator variable and the construct it measures and is also referred to as the Squared Multiple Correlation (SMC). The results of the model estimation show that there is a wide range of SMC but these estimates confirm that all measurements are within an acceptable range (See Table 10),

(Holmes-Smith et al. 2005). To test the constructs for convergent validity, the correlations between the items measuring the same constructs were examined for any excessive correlation of 0.8 or above (Malhotra et al. 2006). This examination showed that there were no excessively high correlations and all items within the same construct were positively correlated with other items that were intended to measure the same construct. To examine the variables for discriminant validity the relevant implied correlations were used to ensure that each of the indicator items had their highest implied correlations for the item that was being measured to confirm that the constructs had discriminant validity.

Table 10
Squared Multiple Correlations

| Variable | Estimate |
|-------------------------------|----------|
| Entertainment after Ceremony | .48 |
| Entertainment before Ceremony | .36 |
| Entertainment Overall | .51 |
| Ease of Travel | .75 |
| Tour Guide | .34 |
| Travel Lone Pine | .61 |
| Travel Anzac Cove | .57 |
| Recommend Friends | .58 |
| Recommend Experience | .78 |
| Ceremonies Appropriate | .47 |
| Anzac Cove Ceremony | .40 |
| Lone Pine Ceremony | .69 |
| Queues | .52 |
| Toilets | .77 |
| Comfort | .38 |

Invariance testing was conducted to investigate if there were any significant differences on the basis of gender and age (those aged less than 30 compared to those aged over 30). No significant differences were evident indicating that the success factors relating to transport, amenities, ceremonies, recommending behavior and entertainment issues during the Gallipoli event were of equal importance across both males and females and the various age groups.

As a result of the Structural Equation Modelling undertaken in this paper the following hypotheses relating to transport, ceremonies, amenities and recommending behavior are accepted:

H1: Items associated with transport throughout the event are positively related to overall visitor satisfaction.

H3: Items associated ceremonies throughout the event are positively related to overall visitor satisfaction.

H4: Items associated with amenities throughout the event are positively related to overall visitor satisfaction.

H5: To be able to undertake positive recommending behavior of the event is positively related

to overall visitor satisfaction.

The following hypotheses relating to entertainment, gender and age were rejected:

H2: Items associated with entertainment throughout the event are positively related to overall visitor satisfaction.

H6: There is a significant relationship between the age category of the participant and overall visitor satisfaction.

H7: There is a significant relationship between the gender of the participant and overall visitor satisfaction.

CONCLUSION AND IMPLICATIONS

This study has provided valuable insights into success factors that influence the satisfaction of attendance at Anzac Day commemorations at Gallipoli, Turkey.

From the factor analysis conducted, five key success factors associated with this special event emerged, namely, transport, entertainment, ceremonies, amenities and recommending behavior. Individual satisfaction items relating to each factor were then examined and discussed, with issues dealing with transport appearing to require the most improvement as compared to the amenities and ceremonies factors which respondents by and large indicated their satisfaction with these elements of the event.

Structural Equation Modeling was subsequently used to analyse the hypothesised relationships between the success factors and overall visitor satisfaction. This analysis found that the relationships between satisfaction and amenities, satisfaction and ceremony, satisfaction and transport and satisfaction and recommending behaviour were highly significant. The hypothesised relationship between satisfaction and entertainment was not significant. Examining the regression weights associated with this analysis, it can be determined that of the significant relationships, the ceremony factor is the strongest element contributing to overall visitor satisfaction, with transport coming a distant second.

Drawing implications from these findings, the ceremonial aspect of this special event overwhelmingly appears to be the most important success factor associated with the Anzac Day commemorations at Gallipoli. This is particularly the case in comparison to the entertainment factor associated with the event, which appeared to have minimal impact on visitor satisfaction levels. Maintaining the balance between ceremony and entertainment will become increasingly important for organisers of this event. They must ensure that in light of increasing numbers of Australian and New Zealand visitors attending the commemorations each year, the ceremonies do not compromise /meaning of the event at the expense of desire to entertain the participants. Furthermore, the combined analysis indicated that transport aspects should be improved in view of the impact this success factor has on overall visitor satisfaction. In terms of climatic conditions, visitors need to be better informed for their visit prior to arriving at the Gallipoli site (through promotional materials, their tour guides) and upon arrival by means of informative announcements). The low level dissatisfaction expressed in terms of amenities indicate significant improvements achieved by event organisers vis-a vis recent past Anzac Day commemorations.

Whilst this research is by no means definitive, it has extended study of event success factors beyond the scope of small scale and community run events to investigate a large scale special iconic event; whilst adding to the body of knowledge of event success factors from the visitor perspective. Given the contextualized nature of research on event success, until Getz's (2000) call for more research is heeded, particularly studies spanning several events, the current paper provides a positive contribution in this direction.

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