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Article

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Sustainability for the festival policy: Focused on community and visitors

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ABSTRACT

Purpose: To explore the evaluation between tourists' and residents' satisfaction with the tool of Importance-Satisfaction Analysis originally introduced by Importance-Performance Analysis.

Design/methodology/approach: A survey was conducted at Anseong Matchum Land, the venue of the festival, and respondents were selected by the convenience sampling method. Also, rest areas at the festival site were used for data collection and 309 out of 400 were judged to be valid. Included in the questionnaires was a series of Likert-type questions about the respondent's satisfaction with 18 attributes of the festival and the importance of these attributes to overall satisfaction with the festival.

Findings: The results of this research show that the average degree of importance for the 18 attributes is 3.89, and the degree of satisfaction is 3.02. The result identified that parking lot, rest area, and washroom were found included in "Concentrate Here" quadrant of the ISA matrix as needed to prior management in this festival.

Research limitations/implications: This study tried to look into local heritage festival regarding comparative perception between festival goers and local residents with ISA to provide that actual problems and potential solutions to the decision-makers of the city to make a sustainable festival. However, it is difficult to extend the results of this festival to other festivals and further research is needed in the future.

Originality/value: This research tried to find out the gap between perceived Importance and Satisfaction and to identify actual management problems regarding facilities and services of the festival by ISA analysis originally introduced by Importance-Performance Analysis. This study suggested what festival organizers should prepare for the festival that will be activated after the Covid 19 pandemic.

Keywords: Festival policy, tourist's satisfaction; Importance-Performance Analysis (IPA), Importance-Satisfaction Analysis (ISA)

I. Introduction

Tourism has been recognized one of the fastest growing sectors (World Travel & Tourism Council, 2019) in the world's economy and this phenomena gradually made tourists' tourism experiences as

matured. According tourists' travel career has been getting higher with their various tourism behavior, they increasingly look for satisfaction of higher needs (Lee 2017; Pearce 1996; Teng et al. 2023) in that tourists' motivation is getting focused on immersion into the local culture and heritage to fulfil their self-actualization needs. Likewise, cultural heritage themed tourism containing historic places and cultural inheritances is getting high attention from researchers. As an important economic source, heritage pulled in great numbers of visitors and had economic benefits

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for communities around the world (Villa & Šulc, 2021). According to the World Tourism Organization, heritage and culture is very important attributes for international tourists to choose a destination (Timothy 2010: 24). Likewise, the benefit of heritage festival has been used as a tool for increasing tourists' satisfaction through the memorable and enjoyable experience that was connected to their past and present where they live (Kang, Kim, Park, Ryan, 2014). From this viewpoint, cultural heritage tourism is reconstructed as a highly competitive market place selling culture and heritage product that was packed with real or fabricated 'authenticities' with an expectation of economic benefits (Getz, 2009; Müller et al., 2023). In a competitive tourism industry, as a part of cultural heritage tourism, culture and heritage themed festivals has more attention as a form of alternative tourism.

However, this intensified competition began to raise the sustainability issue as many festivals were eliminated or commercialized in the local festival field (Kang et al., 2014). The theme of sustainability applied to tourism appears in the 90s and was later associated with the field of festivals and sports events (Bazzanella, 2019). Event and local festival policy needs an information of the various stakeholders and how they interact and make policy (Hall & Rusher, 2004; O'sullivan 2020). According to Whitford (2004; Ziakas, 2018), event tourism policy tends to be top-down and mostly government is typically consulted. In other words, such lack of understanding of community and tourists' opinion, it is hard to be sustainable. As one of the crucial stakeholders, identifying festival visitors' perception and their experience quality of the festival is important. However, many festival evaluation including researches and government reports were focused on the quality of the festival facility and contents on the management side (Hwang, 2019) with Importance-Performance Analysis (Martilla & James, 1977). However, 'satisfaction' which evaluates quality of visitors experience is also vital part affecting the overall evaluations of the tourist product and the place of the festival (Park et al., 2008). According to the result of the satisfaction analysis with the Important-Satisfaction Analysis

(Tonge & Moore, 2006), the direction of management and development of the facilities and services will be identified to ensure consumer satisfaction as well. Also, in this study, differ to other researches, residents' opinion and satisfaction as one of the important attributes, toward the festival will be analyzed. Therefore, this study aims to explore the evaluation between tourists' and residents' satisfaction with the tool of Importance-Satisfaction Analysis originally introduced by Importance-Performance Analysis.

II. Literature Review

A. Cultural Heritage Festivals

As a heritage attraction, festivals and special events represent an element of supply that is highly diverse, covering many themes some of which are beyond heritage (Katelieva & Muhar, 2022). One of the key distinguishing characteristics of festivals is that they are public celebrations conducted by members of the community for the local society. A festival is a public display of a community's fundamental values, and it is this authenticity that makes so many festivals attractive to visitors outside the community (Lefrid, 2021). Although festivals are largely for the local community, the fact that many festivals also attract outsiders as observers and/or participants tends to reinforce the internal sense of community (Jarman, 2018). In this sense, Lee (2006) has suggested 'association' as an essential attribute of the festival. 'Association' means forming feelings of pride and feelings of a sense of community spirit through interaction between people in the local society. Arguably, this is one of the more important festival impacts (Waite, 2003). As further festival attributes, Lee (2006) has suggested playfulness, sanctification and placeness. Playfulness is one of the most important attributes in the festivals and a characteristic of human beings (Lee, 1996; Huizinga, 1993). When people are immersed in particular activity, they tend to enjoy it purely regardless of reward (Lee, 2006:6).

Likewise, when festival tourists and residents feel pleasure immersing themselves in the festival experience, through their spontaneous participation, there is playfulness in the festival.

As themed and public celebrations, festivals and events are considered as an alternative tourism form contributing to sustainable development and improving the relationship between host and guest (Getz, 2020). Festivals can create tourist demand in off-peak periods, help to create positive images of a location, and supply opportunities for community action (Ryan, 1998). Festivals and events are, therefore, an important factor of a local portfolio of tourism products using their culture and local history. However, when they are intentionally developed as a tourist destination, there is the risk that commodification will detract from or erode the celebrations, that entertainment or spectacle will replace the inherent and original meanings of the celebrations.

B. Benefit of Cultural Heritage Festivals

Built environments such as historical places are perhaps the greatest manifestations of heritage and the most popular tourist attraction of heritage tourism. Also, as a cultural production, cultural heritage festivals are the most visited destinations for the tourists (Kang et al., 2014). Likewise, these cultural heritage festivals have become a major focus of tourism. Getz (1998; Lee, 2022) defined heritage events as a class of events which have historical themes or which celebrate some dimension of a community's or cultural group's heritage and by definition, these events should contain high levels of authenticity (Getz, 1998). According to Getz (1998:418), 'heritage events are public, themed festivals and other special events which celebrate a nation's or community's traditions, values and sense of place'. They may have an explicit heritage theme, such as a commemoration or a folk festival, or they may be broadly programmed community celebrations. Sometimes, heritage festivals are used for promoting the heritage site. For instance, Kyongju World Culture

Expo is held in Kyongju heritage site, South Korea, which was the capital of the ancient Silla Kingdom. This area is a center of cultural heritage possessing numerous ancient relics and national treasures, and it is called the 'museum without walls'. The Kyongju World Culture Expo consisted of exhibitions, performances and various events and it has been successfully attracting domestic and international tourists to the Kyongju heritage site (Lee, Lee and Wicks, 2004). Smith (2006; Manetsi, 2022) attempted to identify this positive relationship between World Heritage Sites and temporary festivals. Heritage events can also be viewed as tools for interpreting community life by bringing people into direct contact with historical facts, objects or ways of life. These positive functions of heritage events are changed the minds of locals think about their historic places (Robinson et al., 2022). In the meantime, heritage sites from historic eras appeal to visitors with a wide range of pleasurable thoughts and feelings associated with the real or imagined past. Thus, heritage festivals with a historical and cultural theme stimulate these appeals by recreational experiences and educational opportunities.

C. Baudeogi Festivals in Korea

Korean history started with the King Tan-gun myth. In ancient times, Koreans had worshipped the God in heaven and they had sacred rites for good harvest and the wealth of the nation. In the literature (Jung et al., 2006), the beginning of festivals in Korea is usually traced to these sacred rites. After the rites, people enjoyed dances, games and food together in their community. Afterwards, these types of ancient festivals were affected by Confucianism so that the people started to have scared rites for the ancestors rather than the God. Also, the new culture from China during Joseon dynasty affected on the festival development in Korea toward what to see and enjoy like performances, music and circus. However, many local communities tried to conserve their traditional rites for the next generations.

As a higher value-added industry with low costs and high efficiency, local festival development has supplied various benefits to local society in South Korea such as economic impact, inheritance of local cultural heritage, harmony of local community, improving local image and establishing local identity. After Korean War, most parts of country were destroyed but from the 1960s, the Korean economy started to grow and with the period of the first growth of festivals in Korea, indigenous festivals and traditional culture were revived with the legislation of the law for protection of cultural assets in 1961. During this time, the number of festivals increased around 20% from the 1950s (Yim, 2007). With rapid industrialization and urbanization in 1960s, these festivals functioned as a tool to unite the local community and were controlled by central government (Ryu, 2006). Also, from the mid-1990s, Korea witnessed a dramatic growing interest in festivals celebrating local cultural and historic traditions.

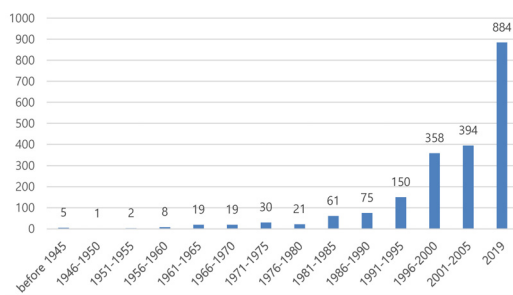
In this point of view, since 1995, after the democratization of local government in South Korea, local festivals started to be considered as a tool for economic development. However, most of those festivals are duplicated and there have no typical themes or characteristic. Since 1995, after local democratization, local governments have established hundreds of local events and festivals (Figure 1). The Municipality obtained independent authority from central government to promote regional development and local festivals started to be considered as a tool for economic

development. In the 1990s, the number of festivals doubled every five years and after 1995.

After 2005, about 900 festivals had been estimated to be taking place across Korea, every year. However, the rapid expansion of the festivals and competitive environment caused many problems like commodification, the erosion of identity of local culture, and the leakage of government funds and labor (Ryu, 2006).

To select case festival themed with local culture and heritage, this study examined several criteria. First was the popularity of the festival. Larger, more popular festivals offered the opportunity to examine the issues more extensively and with greater statistical reliability. The second criterion was whether the festival focused on history, heritage and authenticity. The purpose of this study is examining residents' and tourists' opinion and satisfaction of cultural heritage containing local spirits. Therefore, the case festival's authentic root (i.e. themed by authentic local cultural heritage) is necessary, even though it shows different figures today. A third criterion is the preserve of performers for the festival performance who can distinguish between original and (potentially) staged performances.

Therefore, Baudeogi festival in Anseong, Gyonggi Province was selected as a case study. The festival was inspired by Baudeogi, the first female leader of the Namsadang performance team in Joseon Dynasty. The Namsadang, a troupe of entertainers consisting of 40-50 people started in the late Joseon Dynasty (the team performed between 1661 and 1910). They gave variety performances like mask plays, dances, tightrope dancing and all that sort of things in the market and public square. The team, originated in Anseong, but they travelled across the country. Most members were the lowest grade people performing for a living. In the late Nineteenth century, Baudeogi (1849~1870), a 15- year-old girl who raised the status and reputation of Namsadnag to the top performance team in the country. The basis of the festival lies in a reincarnation of the period 1848 to 1870 to pay tribute to Baudeogi, the first and the last female leader in the Joseon Dynasty, and to bring the Namsadang culture to the level of Korea's



Source: Ministry of Culture, Sports and Tourism, 2006, 2022

Figure 1. The growth of the number of local festivals in Korea

representative culture in the world. The festival is annually held with various performance and exhibition in Anseong in September.

D. The Concept of Importance-Performance Analysis and Importance-Satisfaction Analysis

The theory of importance-performance analysis (IPA), originally suggested by Martilla and James (1977), has been employed that method refers to compares the degrees of importance before a person's experience and the degree of performance after the person's experience (Hammit, Bixler & Noe, 1996). The major benefits of IPA are that it is very practical and quite easy to identify the service quality improvements. Therefore, IPA is frequently used as a tool of understanding people's needs and desires so as to make good decisions about how to respond to them. Despite these advantages, IPA has been criticized the reason is that it is difficult to choose between their importance and performance in certain circumstances (Baker and Crompton, 2000; Kao, Huang, & Wu, 2008; Lee, 2022; Kim, Lim & Lee, 2022; Oh, 2001).

Moreover, IPA widely acknowledged as a useful technique to improve marketing strategy, service quality, and many other areas. For example, IPA has been applied in Marketing (Hawes and Rao, 1985; Jang and Cho, 2018; Kang, 2021), Service quality (Hudson and Shephard, 1998; Kim, Kwak & Kim, 2022; Sohn and Kim, 1999; Wilkins, 2010), Restaurants (Kim and Lim, 2022; Kim and Oh, 2001), Destination image (Chon, Weaver & Kim, 1991; Kim and Hong, 2022; Söresson and von Friedrichs, 2013), and Package tours (Duke and Persia, 1996; Jeong, Choi & Kim, 2021; Vaske, Beaman, Stanley & Grenier, 1996).

IPA (Figure 2), two-dimensional grid, uses importance of mean values as an x-axis, and performance of mean values as a y-axis to form four quadrants. The mean values are then plotted along the X and Y axis as determined by the points of contact. The mean values for the importance and performance

are located in the four quadrants (Hevits et al., 1991). According to Martilla and James (1977), the mean values of importance and performance values for each attribute are graphically presented on four individual quadrants in the IPA grid.

This diagram indicates that the strong and the weak points of customer satisfaction and that means the action required to improvement efforts. In figure, the first quadrant (Keep up the good work) that performance should be maintained because it was scored as having high importance. The second quadrant (Concentrate Here) is that users regard the attributes as important, but the actual performance is not satisfactory. In other words, that indicates a high priority for the improvement needed to amend the situation. Attributes positioned in the Third quadrant (Low Priority) are low importance and low performance. That indicates that users regard as low priority and no more effort are necessary in making decisions. The last quadrant (Possible Overkill) measured as of low important and high performance. This means that users regard the effort invested in the first quadrant (Keep up the good work) instead of continuing to focus in this quadrant.

Importance	High	Second quadrant: Concentrate Here	First quadrant: Keep up the Good Work
	Low	Third quadrant: Low Priority	Fourth quadrant: Possible overkill
		Low	High
		Performance	

Figure 2. The IPA Grid (Source: adapted from Martilla and James, 1977).

Importance	High	A quadrant: Concentrate Here	B quadrant: Keep up the Good Work
	Low	C quadrant: Low Priority	D quadrant: Possible overkill
		Low	High
		Satisfaction	

Figure 3. The ISA Grid (Source: adapted from Tonge and Moore, 2007)

Therefore, IPA is frequently used as a tool in management, service quality, and many other areas. Matilla and James (1977) pointed out that the researchers tend to analyse only one variable like satisfaction or performance but each item should be analysed by combination of importance and performance at the same time to make a reasonable result. Graf et al. (1992) argued that information pertaining to evaluation and improvement of organisational atmosphere and performance is more likely to be recognised.

The appreciation of ISA was based on the IPA developed by Martilla and James (1977). It uses satisfaction instead of performance, since it considers that satisfaction has become the main measure of service quality. This view is extended by Tonge and Moore (2007), they stated that measuring satisfaction is more important than measuring performance to evaluate respondents' experience by concentrating on satisfaction and its relationship with importance.

According to Tonge and Moore (2007), each component is illustrated on the ISA grid formed with axes of importance (X axis) and satisfaction (Y axis) degrees, consisting four quadrants (Figure 3). Tonge and Moore pointed out that performance relates to the quality of management while satisfaction relates to the quality of experience of the visitors. In this point of view, ISA was easy to use the evaluation of visitors' satisfaction (Arabatzis and Grigoroudis, 2010; Coghlan, 2012; Sorensson and Friedrichs, 2013; TenHarmsel, Boley, Irwin & Jennings, 2019; Tonge and Moore, 2007). Therefore, this research adopted an ISA methodology to analyse a survey distributed among visitors to the Baudeogi Festival and the ISA framework was employed.

III. Research Methods

A. Research Aim and Objectives

The aim of the study is to explore perceived importance and satisfaction by residents and tourists

in cultural heritage festival in Korea. This study compares and critically evaluates the Importance and Satisfaction of the festival experience with the ISA methodology. In order to fulfil the aim of the study, three specific research objectives are identified as follows. First, to identify the difference of importance and satisfaction of the Baudeogi festival by every respondents, second, to identify the difference of importance and satisfaction by residents, and third, to identify the difference of importance and satisfaction by tourists.

B. Data Collection

The Anseong Baudeogi Festival was launched in 2001. Moreover, since 2006, the Baudeogi Festival has been designated as an official festival by UNESCO's official advisory organization. In order to achieve the purpose of this study, the survey was conducted at Anseong Matchum Land, the venue of the festival, and respondents were selected by the convenience sampling method. Also, rest areas at the festival site were used for data collection and 309 out of 400 were judged to be valid. Included in the questionnaires was a series of Likert-type questions about the respondent's satisfaction with 18 attributes of the festival and the importance of these attributes to overall satisfaction with the festival. Table 1 is evaluation items of festival developed by Ministry of Culture, Sports and Tourism (MCST).

For analysis of the quantitative data from the visitor survey, the SPSS 21.0 Software program was used. To fulfill the research objectives, appropriate analytical techniques were applied according to the specific research questions which were elaborated to address the objectives. The analysis techniques of the collected data are paired samples t-test to verify the difference between importance and performance, scatter graph for visual representation of importance and performance, and general characteristics of samples. Descriptive analysis was used to identify.

Table 1. Evaluation Items of Cultural Tourism Festival

	Items	Details
1	Easy access	Could come to the festival easily and comfortably
2	Festival information in advance	Knew about the festival date & content through advance promotion
3	Information facility	Guiding facility was well prepared
4	Guide books	Pamphlets were well made
5	Kindness of staff	Satisfied with staff members
6	Event program	Events were fun
7	Variety of event	Content of events was many and diverse
8	Experiential program	Satisfied with experiential programs
9	Understanding culture	Got to know about the area's culture through events
10	Variety of product	Variety of festival related souvenirs exist
11	Product quality	Quality of festival related souvenirs is good
12	Product price	Price of souvenirs is reasonable
13	Variety of food	Variety of food exists
14	Food price	Price of food is reasonable
15	Connecting tour	Will visit (or visited) surrounding tourist sites
16	Parking lot	Parking lots are convenient
17	Rest area	Rest area is well prepared (bench, lounge)
18	Washroom	Washrooms are clean

Source: Ministry of Culture, Sports and Tourism (2013)

IV. Discussions and Analysis

A. Sociodemographic Characteristics of Participants

There were 96 local residents (31.1%) and 213 tourists (68.9%) (Table 2). 74.5% of the respondents were from the local areas of Anseong city (31.1%) and Gyeonggi (43.4%) province, where Anseong city, is located is one of the largest areas (Gyeonggi Province is surrounding Seoul) in Korea. The Anseong Baudeogi festival is positioned at the local rather than national festival level. Also, the married group outnumbered the single group. The married group was 81.2 %, and there were more female (56.3%) than male respondents (43.7%). The average age of respondents was between 30 and 40 years of age and undergraduate degree were 66%. Major occupation was office worker (34.3%) and housewife (31.7%) was followed the next.

B. Analysis of Important of Cultural Heritage Festival

As shown in <Table 3>, the answered on a 5-point Likert scale that 'Event program' and 'Festival information in advance' were considered as the most important attributes about the festival. The third ranked attribute of importance was 'Variety of event'. Therefore, various events should be offered for visitors' ad promoted festival contents and programs through advance promotion. However, Understanding culture, Product quality, Product price, Food price, Connecting tour, Variety of food, and Variety of product were chosen as comparatively less important attributes than others.

C. Analysis of Satisfaction of Cultural Heritage Festival

In terms of satisfaction, the respondents appear

Table 2. Profile of Sample Respondents (n=309)

	Frequency (%)			Frequency (%)	
Gender			Education		
Male	135	(43.7)	High school	76	(24.6)
Female	174	(56.3)	Undergraduate degree	204	(66.0)
			Graduate school degree	29	(9.4)
Age			Residence		
18-19	21	(6.8)	Anseong (Resident)		
20-29	36	(11.7)	Gyeonggi Province	96	(31.1)
30-39	144	(46.6)	Seoul	134	(43.4)
40-49	80	(25.9)	Kangwon	38	(12.3)
50-59	14	(4.5)	Chungcheong	2	(0.6)
60 +	14	(4.5)	Jeonla	26	(8.4)
Marriage			Kyonsang	1	(0.3)
Single	58	(18.8)	Jeju	11	(3.6)
Married	251	(81.2)		1	(0.3)
Occupation					
Student	36	(11.7)			
Housewife	98	(31.7)			
Office worker	106	(34.3)			
Government officials	14	(4.5)			
Self-employed	267	(8.4)			
Professionals	22	(7.1)			
Other	7	(2.3)			

Table 3. Analysis of Importance of Cultural Heritage Festival

	Items	Mean	SD
1	Event program	4.13	0.94
2	Festival information in advance	4.13	0.91
3	Variety of event	4.09	0.98
4	Washroom	4.08	1.13
5	Kindness of staff	4.08	0.97
6	Parking lot	4.04	1.21
7	Guide books	4.00	0.93
8	Information facility	4.00	0.88
9	Experiential program	3.97	1.01
10	Easy access	3.96	1.01
11	Rest area	3.95	1.19
12	Understanding culture	3.77	1.01
13	Product quality	3.73	1.05
14	Product price	3.70	1.15
15	Food price	3.69	1.18
16	Connecting tour	3.65	1.11
17	Variety of food	3.62	1.09
18	Variety of product	3.45	1.09
	Average	3.89	1.05

to be not satisfied with all attributes (see <Table 4>). Variety of event was chosen as the most important attribute, but mean value was just 3.40 which were just little bit higher than average value (3.02). All other attributes in the top 5 were not higher than average value as well (Easy access, Festival information in advance, Event program, guide books). Moreover, Product quality (3.01), Washroom(2.78), Food price (2.70), Product price(2.70), Connecting tour(2.70), Parking lot(2.57), Rest area (2.47) were chosen as less satisfaction attributes.

D. Gap Analysis

Gap analysis shows the difference between how important attributes are to the respondents and how satisfied they are with those attributes. By comparing gap score (Satisfaction minus importance score), it is easy to identify priorities for improvement. To summarize, if the gap is positive - above zero, this attribute relatively unimportant, but are very satisfied with the attribute. If the gap is below zero, negative,

Table 4. Analysis of Satisfaction of Cultural Heritage Festival

	Items	Mean	SD
1	Variety of event	3.40	1.01
2	Easy access	3.37	1.05
3	Festival information in advance	3.32	1.00
4	Event program	3.30	1.00
5	Guide books	3.27	1.02
6	Kindness of staff	3.22	1.07
7	Understanding culture	3.22	0.98
8	Experiential program	3.22	1.05
9	Variety of product	3.10	1.05
10	Information facility	3.06	1.00
11	Variety of food	3.03	1.07
12	Product quality	3.01	0.99
13	Washroom	2.78	1.17
14	Food price	2.70	1.06
15	Product price	2.70	1.05
16	Connecting tour	2.70	1.02
17	Parking lot	2.57	1.31
18	Rest area	2.47	1.18
	Average	3.02	1.06

the attribute is very important but the respondents are not satisfied with the attribute. For example, If the S-I score reflects large negative gap, that the respondents who think this attribute is a very important feature, but their satisfaction of this attribute is very low. Therefore, this attribute need an action to improvement and that indicates a high priority for the improvement needed to amend the situation.

1. Residents' importance-satisfaction analysis

Table 5 shows mean difference values between importance and satisfaction. The results indicated that the residents were less satisfied then importance for most of attributes. *Festival information in advance* (4.22), *Information facility* (4.06), and *Kindness of staff* (4.06) are most important items for the residents. In terms of Gap value, (S-I) score, showed that *Parking lot* (-1.61) has high negative volume of gap between Important and satisfaction. Also, *Rest area* (-1.34), *Washroom* (-1.12), *Product price* (-1.25), *Food price*

(-1.12) are followed. Therefore, more efforts will be necessary to minimize those considerable jobs.

2. Tourists' importance-satisfaction analysis

Table 6 shows the tourists' perceived importance and satisfaction. Similar to the residents' results, it shows every attributes' satisfaction is lower than importance level as well. *Variety of events* (4.18), *Events program* (4.15), *Washroom* (4.15), *Kindness of staff* (4.09), *guide book* (4.05) are most important attribute for the tourists. Also, the least satisfactory attributes were *Rest area* (2.44), *Parking lot* (2.67), *Connecting tour* (2.72), *Food price* (2.78), and *Product price* (2.78). In terms of Gap value, (S-I) score, showed that *Rest area* (-1.54) has the highest negative volume of gap between Important and satisfaction. Also, *Parking lot* (-1.41), *Washroom* (-1.38) followed.

3. All respondents' importance-satisfaction analysis

Table 7 shows the mean of importance and satisfaction for 18 attributes by all respondents. The average of importance is 3.89 and the average of satisfaction is 3.02. These results show that the average degree of satisfaction are lower than importance level. The importance rate of attribute 2 (*Festival information in advance*) is 4.13 but satisfaction rate is 3.32. An attribute 5 (*Kindness of staff*) has 4.08 of importance rate but satisfaction rate is 3.22. However, the largest gaps for S-I score are *Rest area* (-1.48), *Parking lot* (-1.47), *Washroom* (-1.3). These scores indicated, *Parking lots* must be convenient, *Rest area* is well prepared, and *Washrooms* should be cleaned for visitors' satisfaction.

E. Residents' Important-Satisfaction Analysis Grid

The ISA grid illustrates the distribution of the residents' importance and satisfaction of each item (Figure 4). These 3 items are in the A quadrant (Concentrate Here) which means they should be improved in priority.

Table 5. Mean difference between Importance and Satisfaction by Residents

	Items	Importance	Satisfaction	Gap(S-I)	t	P
1	Easy access	3.99	3.39	-0.60	5.39	.000*
2	Festival information in advance	4.22	3.42	-0.80	6.38	.000*
3	Information facility	4.06	3.18	-0.88	6.14	.000*
4	Guide books	3.90	3.22	-0.68	4.95	.000*
5	Kindness of staff	4.06	3.24	-0.82	5.66	.000*
6	Variety of event	4.01	3.12	-0.89	7.07	.000*
7	Event program	3.97	3.24	-0.73	5.18	.000*
8	Experiential program	3.88	3.02	-0.86	5.14	.000*
9	Understanding culture	3.64	3.18	-0.46	3.12	.002*
10	Variety of product	3.50	3.06	-0.44	2.71	.008*
11	Product quality	3.84	3.07	-0.77	5.16	.000*
12	Product price	3.78	2.53	-1.25	6.74	.000*
13	Variety of food	3.67	2.95	-0.72	4.49	.000*
14	Food price	3.65	2.53	-1.12	6.47	.000*
15	Connecting tour	3.55	2.64	-0.91	5.49	.000*
16	Parking lot	3.93	2.32	-1.61	7.90	.000*
17	Rest area	3.88	2.54	-1.34	7.27	.000*
18	Washroom	3.93	2.81	-1.12	6.49	.000*
	Average	3.86	2.97	-0.89		

*p<.05

Table 6. Mean Importance and Satisfaction Rating (Tourists)

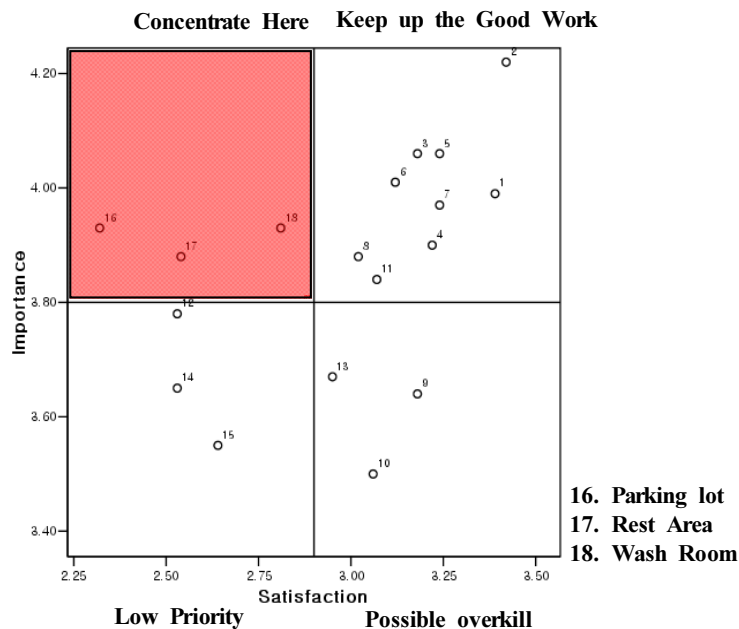
	Items	Importance	Satisfaction	Gap(S-I)	t	P
1	Easy access	3.95	3.37	-0.58	6.53	.000*
2	Festival information in advance	4.09	3.28	-0.81	9.90	.000*
3	Information facility	3.97	3.02	-0.95	9.85	.000*
4	Guide books	4.05	3.28	-0.77	9.03	.000*
5	Kindness of staff	4.09	3.22	-0.87	9.77	.000*
6	Variety of event	4.18	3.38	-0.80	9.17	.000*
7	Event program	4.15	3.46	-0.69	7.90	.000*
8	Experiential program	4.01	3.30	-0.71	8.74	.000*
9	Understanding culture	3.83	3.24	-0.59	6.83	.000*
10	Variety of product	3.43	3.11	-0.32	3.43	.001*
11	Product quality	3.69	2.98	-0.71	8.39	.000*
12	Product price	3.66	2.78	-0.88	9.33	.000*
13	Variety of food	3.60	3.07	-0.53	6.07	.000*
14	Food price	3.70	2.78	-0.92	8.80	.000*
15	Connecting tour	3.69	2.72	-0.97	9.69	.000*
16	Parking lot	4.08	2.67	-1.41	11.58	.000*
17	Rest area	3.98	2.44	-1.54	13.58	.000*
18	Washroom	4.15	2.77	-1.38	13.54	.000*
	Average	3.91	3.05	-0.86		

*p<.05

Table 7. Mean Importance and Satisfaction Rating and Gap (All respondents)

	Items	Importance	Satisfaction	Gap(S-I)	t	p
1	Easy access	3.96	3.37	-0.59	8.33	.000*
2	Festival information in advance	4.13	3.32	-0.81	11.80	.000*
3	Information facility	4.00	3.06	-0.94	11.62	.000*
4	Guide books	4.00	3.27	-0.73	10.27	.000*
5	Kindness of staff	4.08	3.22	-0.86	11.28	.000*
6	Event program	4.13	3.30	-0.83	11.54	.000*
7	Variety of event	4.09	3.40	-0.69	9.46	.000*
8	Experiential program	3.97	3.22	-0.75	9.98	.000*
9	Understanding culture	3.77	3.22	-0.55	7.37	.000*
10	Variety of product	3.45	3.10	-0.35	4.37	.000*
11	Product quality	3.73	3.01	-0.72	9.82	.000*
12	Product price	3.70	2.70	-1	11.45	.000*
13	Variety of food	3.62	3.03	-0.59	7.54	.000*
14	Food price	3.69	2.70	-0.99	10.91	.000*
15	Connecting tour	3.65	2.70	-0.95	11.11	.000*
16	Parking lot	4.04	2.57	-1.47	14.03	.000*
17	Rest area	3.95	2.47	-1.48	15.31	.000*
18	Washroom	4.08	2.78	-1.3	14.75	.000*
	Average	3.89	3.02	-0.87		

*p<.05

**Figure 4.** Residents' Important-Satisfaction Analysis Grid

1. Quadrant: Concentrate here.

In the A quadrant are those items which are regarded as important and are well performed. The items are *Parking lot*, *Rest area*, and *Washroom*. These attributes should be maintained continuously.

2. Quadrant: Keep up the good work

Items in the B quadrant need concentrated management effort to improve performance on attributes considered important by residents but which are not satisfactorily performed. The items are *Festival information in advance* (2), *Information facility* (3), *Easy access* (1), *Guide books* (4), *Kindness of staff* (5), *Event program* (6), *Variety of event* (7), *Experiential program* (8), and *Product quality* (11).

3. Quadrant: Low priority

In the C quadrant are the attributes regarded as low in importance and also had a low degree of performance. They are *Product price* (12), *Food price* (14), and *Connecting tour* (15).

4. Quadrant: Possible overkill

In the D quadrant are *Variety of foods* (13), *Understanding culture* (9), and *Variety of products* (10). These are regarded as not so important but the degree of performance is high. These attributes do not contribute to the overall Anseong Baudeogi Festival concept. Therefore, the time and effort invested in these areas should be shifted toward the A quadrant to increase visitors' satisfaction.

F. Tourists' Important-Satisfaction Analysis Grid

The ISA grid illustrates the distribution of the importance and satisfaction of each item about tourists (Figure 5). Same as the Residents' Important-Satisfaction Analysis Grid, these 3 items are in the A quadrant (Concentrate Here) which means they should be improved in priority.



Figure 5. Tourists' Important-Satisfaction Analysis Grid

1. *Quadrant: Concentrate here.*

In the A quadrant are those items which are regarded as important and are well performed. The items are *Parking lot*, *Rest area*, and *Washroom*. These attributes should be maintained continuously.

2. *Quadrant: Keep up the good work*

Items in the B quadrant need concentrated management effort to improve performance on attributes considered important by residents but which are not satisfactorily performed. The items are *Festival information in advance* (2), *Information facility* (3), *Easy access* (1), *Guide books* (4), *Kindness of staff* (5), *Event program* (6), *Variety of event* (7), *Experiential program* (8), and *Understanding culture* (9).

3. *Quadrant: Low priority*

In the C quadrant are the attributes regarded as low in importance and also had a low degree of performance. They are *Product price* (12), *Food price* (14), and *Connecting tour* (15).

4. *Quadrant: Possible Overkill*

In the D quadrant are *Variety of foods* (13), *Product quality* (11), and *Variety of products* (10). These are regarded as not so important but the degree of performance is high. These attributes do not contribute to the overall Anseong Baudeogi Festival concept. Therefore, the time and effort invested in these areas should be shifted toward the A quadrant to increase visitors' satisfaction.

V. Conclusions and Implications

The major benefits of IPA are very practical and quite easy to understand. Therefore, IPA is frequently used as a way of understanding respondents' desires so as to make good decisions about how to respond

to them. In this research used an ISA methodology to analyze to a survey distributed among visitors and residents to the Baudeogi Festival and the ISA framework was employed. In other words, the importance-satisfactory analysis (ISA) technique was used in this research in evaluating tourism festivals in support of Tonge & Moore (2006). This study aims to help festival managers diagnose the current status and establish future improvement directions through the evaluation results of ISA. Unlike other studies using IPA research (Baker and Crompton, 2000; Hwang, 2019; Kang H, 2021; Kao et al., 2008; Kim, Kwak & Kim, 2022; Kim and Lim, 2022; Kim and Hong, 2022; Park et al., 2008; Oh, 2001), which measures "quality of management", this research focused on ISA, it provides more useful information to festival managers by measuring "quality of experience of visitors".

Gap analysis shows the difference between how important attributes are to the respondents and how satisfied they are with those attributes. A visitor survey designed using ISA, actual problems and potential solutions are presented to the decision-makers of the city. The results of this research show that the average degree of importance for the 18 attributes is 3.89, and the degree of satisfaction is 3.02. It was also found that the festival management did not make enough effort to maintain visitors. Working to offer more affordable food and products may be a way to increase the overall satisfaction of the festival. This attribute was very important to festival visitors, but underperformed in relation to customer expectations.

Moreover, by comparing gap score (Satisfaction minus importance score), it is easy to identify priorities for improvement. If the gap is below zero, negative, the attribute is very important but the respondents are not satisfied with the attribute. 3 items out of 18 belong to concentrate here area which means they are needed to be improved very soon. Especially, parking lot, rest area, washroom should be enhanced in priority. The satisfaction of all items is lower than their importance. Therefore, the festival should be checked every detail and should be improved to meet the visitors' expectations. 3 items

out of 18 belong to concentrate here area which means they are needed to be improved very soon. Especially, parking lot, rest area, washroom should be enhanced in priority. In other words, these results suggest that festival operators should make more efforts to increase parking spaces. Although there is sufficient parking space, it is not easy to find out. Therefore, the priority problem of parking lot should be immediately amended. In addition, the management of convenience facilities should be improved. Rest areas and Washroom were found to be unsatisfactory. For a successful festival, efforts must be made to maintain sufficient seating, tables and parking facilities for visitors. Because this has been the most important attribute for locals and tourists. The satisfaction of all items is lower than their importance. This study suggested what festival organizers should prepare for the festival that will be activated after the Covid 19 pandemic. For festival to be successful, it requires the stakeholders' support in the community to manage festival in a sustainable manner.

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