

EVALUATION OF MARKETING STRATEGY OF SANUR VILLAGE FESTIVAL BASED ON VISITORS' BEHAVIOUR

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Abstract: Research was designed to examine; (i) factors affect intention to visit Sanur Village Festival (SVF), (ii) factors affect plan to visit, (iii) relationship between intention to visit and plan to visit, and (iv) to evaluate marketing strategy of SVF based on visitors behaviour. Research was undertaken in the area of Sanur Village Festival on 26 - 30 August 2015 by interviewing 207 visitors. The Theory of Planned Behaviour was used to develop a Structural Equation Modeling. SmartPLS was used to analyze the data. The results showed that: (i) intention to revisit SVF was significantly influenced by attitudes towards behaviour and perceived behaviour control, (ii) Plan to revisit (actual behaviour) was significantly influenced by behavioural intention dan perceived behaviour control, (iii) There was significant relationship between intention to visit and plan to visit Sanur Village Festival in the following year, and (iv) integrated marketing communication has been implemented in promoting the uniqueness and prestigious cultural events.

Keywords: unique performance, behavioural intention, actual behaviour, integrated marketing communication

INTRODUCTION

Background

It has been well known that Bali is a beautiful island which has unique culture and rich in cultural heritage sites supported by beautiful panorama that makes Bali has been stated as paradise island, inspiring island, island of God, etc. Balinese people are really proud to preserve their unique culture which has been reflected in daily life in numerous traditional ceremonies and festivals. The uniqueness of culture and natural beauty have made Bali as one of the famous tourist destinations in the world. It can be seen from the increasing number of visitors and the tourism facilities in Bali. The number of foreign tourist direct arrivals in Bali increased dramatically from 23,340 in 1970 to reach 1,412,839 in 2000. However, the first Bali bombing on 12 October 2002 caused a severe downturn in Bali tourism, and this resulted in a decline in the number of foreign tourist direct arrivals, which dropped to 993,029 in 2003. Efforts were undertaken to persuade foreign tourists to visit Bali through a program

called "Bali for the World" which was undertaken by the Ministry of Culture and Tourism of the Republic of Indonesia. It can be seen that foreign tourist direct arrivals increased slightly after the tragedy, i.e. to 1,458,309 tourists in 2004. However, the second Bali bombing in 2005 also led to a drop in the number of foreign tourist direct arrivals, which fell to 1,260,317 in 2006. Efforts were undertaken by the government to persuade foreign tourists to visit Bali after the second Bali bombing tragedy. This program, called the "Bali Recovery Program", was undertaken in 2006 through collaboration between the Ministry of Culture and Tourism and the Bali Tourism Board. Gradual increases in foreign tourist direct arrivals were reported in the following years and by 2015 the number had reached about 4,001,835. During the period from 2007 up to 2015, the average growth rate in foreign tourist direct arrivals to Bali was 15% per year (Bali Government Tourism Office, 2015).

To maintain the sustainable development of tourism in Bali, participation of all stakeholders is needed through an integrated partnership of government, and the entire

tourism components as well as Balinese society through programs that can evoke the image of tourism in Bali. Cultural events and festivals are really important to be implemented to improve image of Bali. The uniqueness of cultural events and festivals result in interesting impression which can create value. The value of cultural events and festivals are believed to stimulate the local economy, strengthen destination image, promoting tourism destinations as well as preserving the cultural heritage (Getz 2008). Sanur Village Festival (SVF) is one of the prestigious cultural and heritage events in Bali which has been held annually since 2006 as a benchmark of Bali tourism to recover image and reputation of Bali as peaceful destination after twice bombs attached in Bali. Understanding visitor behaviour in visiting Sanur Village Cultural Festival is really important to achieve better performance. Evaluation for marketing of Sanur Village Festival based on Consumer Behaviour is really important to stimulate the local economy of Sanur, strengthen destination image of Sanur, promoting Sanur as an attractive destination as well as re-brand Sanur as one of the oldest tourist destination in Bali.

Research Objectives

Objectives of the research are (i) to examine factors affect intention to visit Sanur Village Festival, (ii) to examine factors affect plan to visit Sanur Village Festival, (iii) to examine relationship between intention to visit and plan to visit of Sanur Village Festival, and (iv) to evaluate marketing of Sanur Village Festival based on visitors behaviour.

LITERATURE REVIEW

Events and Festivals for Destination Brand Image and Value

Events and festivals are a special ritual, presentation, performance or celebration which is continuously planned and created in order to mark special events and to achieve special social, cultural or corporate aims and targets (Wood, 2005; Reid, 2005). O'Sullivan *et al.*, (2009) and Crompton and McKay (1997) find that events and festivals share many of the characteristics of service industries as they require a different marketing process.

These characteristics are: (i) Inseparability – the consumption and production of the product take place simultaneously, (ii) Perishability – the event occurs at one point in time. If the event does not go ahead, the marketing expenditure is lost, (iii) Intangibility – the experience of the event by the customer happens at the event itself. It is unique and cannot be experienced before the event. Intangibility also means that event experience is difficult to measure, and (iv) Heterogeneity – each customer of the event may have a different experience.

Events has been strategically used in building destination brand (Wood, 2005). As part of the attraction, events should be included in the integrated marketing campaign for destination and incorporated into a destination's branding strategy (O'Sullivan *et al.*, 2009). This implies the need to evaluate the contribution of an event that not just in terms of the direct financial contribution but also its consistency with the destination brand values. Events with well-established brands can be used to enhance the brand identity of the destination. This may be referred to as co-branding, which describe as the practice of pairing the event's brand with the brand of the destination (Chalip and Costa, 2005).

Sanur Village Festival (SVF) is a community event founded by Sanur Development Foundation which is a combination of several large-scale activities involving food festival, creative economy exhibition, various contests and competitions, art and cultural attractions, music as well as various types of environmentally-friendly activities. Target of the SVF are re-brand Sanur as one of the oldest tourist destination in Bali, become the creative media in re-positioning the destination after the first and second Bali Bombing, improve the economy in Sanur based on tourism creative economy, providing space for young generation to explore their creativity in culture, art, music and other, provide an alternative attraction during holidays in Bali and reposition Sanur on the world tourism calendar of events. Ten years since it was first launched, Sanur Village Festival is a success as an independent tourism promotion effort that preserves and improves Sanur community ecology, economy, social cultural and creativity. This success is generated by the support and close cooperation between three parties that have worked closely together during the decade of festival,

i.e., Sanur's community, government, and the private sector.

Beside the celebrations, Sanur Village Festival should be a momentum to strengthen efforts in environment preservation, since many tourism activities tend to neglect ideals and philosophy practices by the Sanur community. The first festival held in 2006, which was a respond to the slowing of tourism post second Bali bombing in 2005, still struggling from the first incident back in 2002. The following year, SVF II (2007) was launched with the theme "The New Spirit of Heritage" to give new spirit to the cultural heritage that preserved the coastal areas, environment and art creativity, and sustainable economy. Afterwards the festival set themes in line with real development issues during the 9 years. "Dasa Warsa" or ten years is hoped to be Sanur starting point for expanding opportunities and facing future challenges. This destination competitiveness with its resources will encounter ASEAN economic society that demands consequence and high competency levels.

The program of Sanur Village are cleaning the beach, reforestation, baby turtle release, surfing competition, fun run, jukung competition, food festival, fruit and ice carving, cultural parade, international kite festival, fishing tournament, body painting, photo competition, golf tournament, and musical performances. Small and Medium Economic Bazaar and other creative products was displayed during the Sanur Kreatif Expo. The number of visitors during the five days celebration of Sanur Village Festival 2015 was around 80,000 enthusiastic visitors (<http://www.sanurvillagefestival.com/about-sanur-village-festival/> 2016).

Integrated Marketing Communication (IMC)

Integrated Marketing Communication (IMC) defines as a concept of marketing communication that combine and evaluate strategic role to have greater impact. It is a strategy which based on different communication tools, i.e., advertising, public relations, sales promotion, direct marketing and personal selling which work together to maximize the communication impact on target consumers (Schultz, 1993). Integrated Marketing Communication has been suggested as an effective promotional tools for gaining success in marketing (Reid, 2005; Schultz, 1993).

Information and Communication Technology (ICT) has been convinced to support Integrated Marketing Communication. Accurate and up-to-date information of ICT has always been the basis of good decision-making in any business and computer technology. ICT was first used to speed up the processing and communication of information within companies, between the company and its trade partners, and more recently through the internet, between the company and its end-users customers. This has had a powerful effect in service industries, such as tourism because information is fundamental to the creation and selling of intangible holiday and travel experiences as information is the life blood of tourism (Bollen, 2002). Travel and tourism products provide an attractive element of the content that draws consumers to particular portals and networks and hence, multimedia organizations are increasingly becoming significant players in tourism marketing.

Digital marketing has become more sophisticated in the 2000s and the 2010s and the improvement of devices which is able to access digital media has led to great growth of digital advertising. Statistics produced in 2012 and 2013 showed that digital marketing was still a growing field (Hudson *et al.*, 2016). Digital marketing is often referred to as 'online marketing', 'internet marketing' or 'web marketing'. The term digital marketing has grown in popularity over time, particularly in certain countries. In the USA online marketing is still prevalent, in Italy is referred as web marketing but in the UK and worldwide, digital marketing has become the most common term, especially after the year 2013 (Hudson *et al.*, 2016). Digital technology is moving rapidly and has been widely utilized for business development all over the world. Data from The Worlds Stats notes that Indonesia stay in the fourth rank of internet users in Asia which is about 78 million of users (30.5% of the population of Indonesia). Japan stays in the top rank which is about 90.6% of Japan' population, followed by China which is about 49.5% of the China's population and India stays in the third rank which is about 30% of the India's population (Suara Pembaharuan, 2016). It was also reported by 'We Are Social' institutions that there is an increase in the internet users in Indonesia during the periods of January 2015 up to January 2016 about 15% which brings about an increase in the number users of social media.

The Theory of Planned Behaviour

Theory of Planned Behaviour (TPB) was proposed by Ajzen and has been widely used by researchers over the past twenty years and shown to be able to predict a variety of intentions and actual behaviors. According to Ajzen and Fishbein (1980); Ajzen and Madden (1986); and Ajzen (1988), the Theory of Planned Behavior help us to understand how we can change the behavior of people. The Theory of Planned Behavior is a theory which predicts intentional behavior because behavior can be arranged and planned. Fishbein and Ajzen (1980) state that action is determined by behavioral intentions, which are influenced by an attitude towards behavior, subjective norms and perceived behavioral control. Attitude refers to a relatively consistent behavioral trend of individuals based on their recognition of people, events, objects and the environment. Ajzen and Peterson (1988); Ajzen (1991); Terry and O'Leary (1995) consider attitude as a kind of evaluative response, like or dislike towards a particular object. They emphasized attitude as an intervening variable in social psychology research and a hypothetical construct that can be concluded but cannot be directly observed. Subjective norms refers social pressure perceived by individuals to perform or not perform a behavior which is reflects to motivation and willingness of individuals to fulfil expectations when deciding whether to perform or not perform a certain behavior. Subjective norms are influenced by persons' or organizations' persuasion to do an action (Ajzen and Fishbein, 1980). Subjective norms which are formed by normative beliefs is social pressure perceived by individual to be willing to fulfil which is influenced by person or group when performing a certain behavior. Perceived Behavior Control which is formed by a composition of control belief or the beliefs about factors facilitating or hamper the behavior, must be able to control the objective situation such as resources, time and money. In fact, people are not a hundred percent could control the behaviour. Perceived behavioral control not only influences intention, but it may also directly influence the behavior of an individual. Past experience is an example of perceived behavior control (Ajzen and Fishbein, 1980).

Behavioral intentions are factors that describe how hard people are willing to try to perform a behavior which is the most influential predictor of behavior (Ajzen and

Fishbein, 1980; Terry and O'Leary, 1995). The intention of individuals is affected by attitude, subjective norm and perceived behavioral control. Ajzen and Madden (1986); Terry and O'Leary (1995) defines intention as a person's subjective probability of performing a behavior. It reflects the willingness of an individual to engage in a certain behavior. In the study of leisure and recreation, behavioral intention refers to the intention of an individual to participate again within a year of having traveled and the willingness to expend more for travel (Baker and Crompton, 2000). Measuring behavioral intention is mainly conducted using such indicators as the intention to travel again, words of mouth and the willingness to recommend (Woodside *et al.*, 1989; Baker and Crompton, 2000; Shepperd *et al.*, 1988).

Further more, Ajzen and Fishbein (1980); Ajzen and Peterson (1988); and Ajzen (1991) reveal that human action is guided by three kinds of consideration, namely (i) behaviour beliefs refers to a favourable or unfavourable attitude toward the behaviour, (ii) normatif beliefs refers to beliefs about the normative expectation due to social pressure and (iii) control beliefs refers to believe about the presence of factors that may facilitate or hamper performance of the u. Three consideration are crucial in changing behaviour of people. In combination, attitude toward the behavior, subjective norm and perceived behavioral control lead to formation of behavior intention. Ajzen and Madden (1986); Terry and O'Leary (1995) strengthen their finding that as the general role, the more favourable the attitude, subjective norm and the greater the perceived behavior control, the stronger should be the person's intention to perform actual behavior.

The Concept of Theory of Planned Behaviour is used as a theoretical basis in this study for predicting behaviour of visitors Sanur Village Festival. In this study, plan to revisit (actual behavior) is the planning of visitation for the next event of Sanur Village Festival, willingness to promote and recommend friends and relatives to visit the event. According White *et al.* (1994); Terry and O'Leary (1995) the actual behaviour is real behavior which can be arranged and predicted. Intentions to visit is influenced by last experience on previous visitation as an expression of perceived behavior control, satisfaction regarding the event and the food served as

an expression of attitude of the event or attitudes towards behavior. Suara Pembaharuan (2016); White *et al.* (1994) add willingness to attend the event is an expression of intention. Meanwhile, subjective norms is social pressure which affect visitors to behave which is influenced by individu, groups, attributes and media of promotions.

Structural Equation Modeling (SEM)

Structural equation modeling (SEM) is a statistical technique for building and testing statistical models, which are often causal models. It is a hybrid technique that encompasses aspects of confirmatory factor analysis, path analysis and regression, which can be seen as special cases of SEM (Cai *et al.*, 2003). Ghozali (2014) defines Structural Equation Modeling (SEM) as a method of statistical analysis to test and estimate the causal relationship between several variables using a combination of statistical data or data that assumes a causal relationship qualitatively. Bade on the calculus approach, he defines SEM as:

“... Structural Equation Modeling (SEM) is a statistical technique for testing and estimating causal relationship using a combination of statistical data and qualitative causal assumption ...” (Cai *et al.*, 2003).

Moreover, Cai *et al.* (2003) reveals that SEM is a combination of the two methods of statistical analysis of the factor analysis developed in psychology and psychometrics and simultaneous equation modeling developed in econometrics. White *et al.* (1994) argues SEM as simulateous equation models are multivariate regression models, but unlike in the multivariate model is simple where the response variable of the equation appears as a predictor in the equation the other, which will take effect on a reciprocal basis, either directly or against another variable that serves as an intermediary. This shows the reciprocal relationship between the variables in a model.

Characteristics SEM is (i) to distinguish explicitly between the latent variables and variables measured so that it can be used to test various hypotheses, (ii) not only for nonexperimental (correlation), but also data of the experiment, (iii) basic statistics in the SEM is the covariance, but can also use other standard statistical procedures such as regression, correlation, factor analysis and ANOVA, and (iv) SEM is an analytical technique with large samples

(Fornell and Larcker, 1981). Some aspects that distinguish SEM with other multivariate analysis are (i) the SEM approach is more confirmatory rather than exploratory. However, it is possible that aspects exploratorynya can also be performed, (ii) SEM can be used to assess intervariabel relationship for the purpose of inferential data analysis. By contrast, most other multivariate procedures essentially descriptive thus testing the hypothesis becomes difficult, (iii) Other multivariate approaches are not able to assess and correct for measurement error, while the SEM is able to estimate the parameters explicitly, (iv) The only other multivariate techniques based on variables that were stretching observation alone, while the SEM technique can perform both an immeasurable variables (called latent variables) and variables measured, (v) SEM method can explain the variable immeasurable (latent variables / unobserved variables) into variable measured by the manifest variables is often called indicator so that research related to the latent variable can be done. This uniqueness makes SEM method is very popular as a research methodology in nonexperimental Cai *et al.* (2003); Fornell and Larcker (1981).

Previous study on Structural Equation Modeling (SEM) are: (i) Research undertaken by Wiranatha, *et al.* (2016) on A study on Model of Foreign Tourist Loyalty on Marine Tourism to Visit Bali, and (ii) Research undertaken by Suryawardani and Wiranatha (2016) on Assessment of Guest's Perception in Implementation of Green Hotel in Supporting Sustainable Tourism.

RESEARCH METHOD

Research Location and Time

Research was undertaken in the area of Sanur Village Cultural Festival, Bali on 26 - 30 August 2015.

Respondents and Sample Design

Respondents were visitors of Sanur Village Cultural Festival. Sample was designed based on the criteria of a minimum number of samples based on factor analysis approach, i.e., between 5 to 10 times of the number of indicators. The number of indicators in this study was 22, while the number of respondents was 207 visitors. Thus, it can be stated that the number of samples has

already met the minimum criteria of required samples.

Variables and Indicators

Research was designed based on five variables namely variable *attitudes towards behaviour, subjective norms, perceived behaviour control, behavioural intention dan actual behaviour*. Each variable is supported by indicators, as follow:

Table 1
Indicators of Latent Attitudes toward Behaviour

Items	Indicators
ATT ₁	Event has been well-organized
ATT ₂	Event's performance
ATT ₃	Event's layout
ATT ₄	Quality of information
ATT ₅	Quality and price of food and beverages
ATT ₆	Quality and price of products and handicrafts
ATT ₇	Event's assessment

Remark: developed for this research

Table 2
Indicators of Latent Subjective Norms

Items	Indicators
NOR ₁	Source of event's information
NOR ₂	Come's accompany
NOR ₃	Come's arrangement
NOR ₄	Advertisement about event

Remark: developed for this research

Table 3
Indicators of Perceived Behaviour Control

Items	Indicators
PBC ₁	Experience from previous event's performance
PBC ₂	Experience from previous food and beverage's varieties
PBC ₃	Experience from previous exhibitions

Remark: developed for this research

Table 4
Indicators of Latent Behavioural Intention

Items	Indicators
INT ₁	Events offers an interested experience
INT ₂	Knowledge of event's organizer
INT ₃	Quality of event's organizer
INT ₄	Safety and security of service
INT ₅	Desire to enjoy the event

Remark: developed for this research

Table 5
Indicators of Latent Actual Behaviour

Items	Indicators
REV ₁	Willingness to revisit
REV ₂	Revisit the event
REV ₃	Promote and recommend the event

Remark: developed for this research

Structural Equation Modeling of Sanur Village Festival

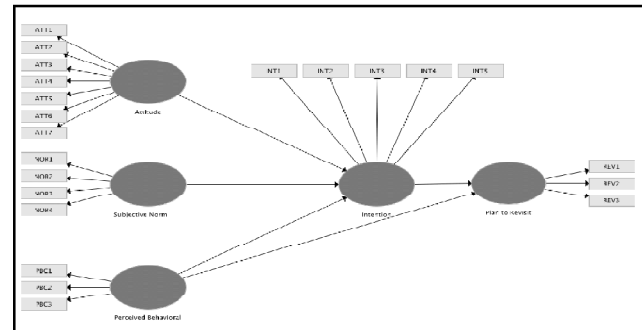


Figure 1: Structural Equation Modeling of Sanur Village Festival

Figure 1 shows a structural equation modeling of Sanur Village Festival. The Theory of Planned Behaviour is implemented in this research. In the model, latent of attitude towards behavior, subjective norms, and perceived behavioral control are the three exogenous latent variables; whereas behavioral intentions, and plans to revisit or actual behaviour are endogenous latent variables. Structural equation model actually composed of two sub-models, namely: (a) the outer or the measurement model, which describes the relationship between a latents with the indicators; and (b) inner or structural model, which describes the relationship between latent in the whole model (Jarvis *et al.* 2003; Tenenhaus *et al.* 2005; and Henseler *et al.* 2009).

Data Analysis

Assessing visitors behaviour in visiting Sanur Village Festival was undertaken based on five-point Likert rating scale (Westbrook, 1980; Colman *et al.*, 1997). Relationship between variables was analyzed by using SmartPLS program. Evaluation for marketing of Sanur Village Festival based on visitors' behaviour was analyzed qualitatively.

RESULTS AND DISCUSSION

Distribution of SVF Visitors based on Country of Origin and Sex

The results show that most visitors are from Indonesia (63%) which is the majority are locals. Visitors from European countries stay in the second ranks (25%), followed by Australia (9.6%), USA (1.8%) and Asia (0.6%) (Figure 1). The percentage of visitors by gender is as follows: of the 207 respondents, 40.9% were male and 59.9% were female.

Distribution of SVF Visitors by Age Group

The highest percentage of visitors of SVF 2015 based on age group is the age group 16-25 years (39.1%), followed by the age group of 26-35 years (23.2%), age ee 56 years (19.8%), age group of 46 -45 years (11.6%) and age de 15 years (6.3%) is the lowest percentage.

Distribution of SVF Visitors based on Types of Advertisement

Among types of advertisement, the results show that the highest percentage of advertisement's type which affected the visitors' intention to visit SVF is the use of digital advertisement, namely television (41.2%), internet (32.7%), and broadcast (13.4%). However, non-digital advertisement has less influences, namely printed media (4.8%), banner (4.5%) and brochure (3.4%).

Feasibility of The Research Instruments

There are five latents in this reseach, namely (a) attitude towards behavior, (b) subjective norms, (c) perceived behavioral control, (d) intention, and (e) plan to revisit. Validity of each indicator can be seen from correlation coefficient, meanwhile, reliability of all indicators in assessing the latent variable can be seen from Alpha Cronbach coefficient. The following Table show results of feasibility of the research instruments.

Table 6
Alpha Cronbach and Correlation Coefficients of Latent Attitude towards Behaviour

Items	Correlation Coefficients	Alpha Cronbach Coefficients
ATT ₁ Event has been well-organized	0.820	0.854
ATT ₂ Event's performance	0.662	0.870
ATT ₃ Event's layout	0.758	0.859
ATT ₄ Quality of information	0.605	0.879
ATT ₅ Quality and price of food and beverages	0.750	0.860
ATT ₆ Quality and price of products and handicrafts	0.674	0.868
ATT ₇ Event's assessment	0.529	0.885
Alpha Cronbach	0.885	

Source: analyzed from primary data (2016)

Table 6 shows that all indicators were valid in measuring the latent attitude towards behaviour with the alpha cronbach coefficients was 0.885. The results also show that indicator of quality of information has the lowest correlation coefficients about 0.605, however, it has exceeded the threshold value required to declare that a statement is valid in measuring latent variable. According to Ghozali (2014) the threshold value required to declare that a statement is valid in measuring latent variable is that if the correlation coefficients is ≥ 0.3 .

Feasibility of the research instruments for latent variable of subjective norms which were formed by four indicators can be seen in the Table 7.

The results show that alpha cronbach coefficients for latent subjective norm was only 0.418 or less than the threshold value required by (Hair *et al.*, 1995). Observing that if one of the reflective indicators of latent is eliminated, it will not cause a significant increase in the value of alpha, and the importance of these variables need to be included in the model of the theory of planned

Table 7
Alpha Cronbach and Correlation Coefficients of Latent Subjective Norms

<i>Items</i>	<i>Correlation Coefficients</i>	<i>Alpha Cronbach Coefficients</i>
NOR ₁ Source of event's information	0.255	0.349
NOR ₂ Come's accompany	0.412	0.129
NOR ₃ Come's arrangement	0.226	0.429
NOR ₄ Event's advertisement	0.169	0.413
Alpha Cronbach	0.418	

Source: analyzed from primary data (2016)

behavior, hence all of four indicators were kept in the model even though the only indicator NOR₂ has the exceed threshold value of 0.30. The third latent is the latent perceived behavior control, see Table 8.

Table 8 shows all of three indicators of perceived behavior control have the correlation coefficients exceed the threshold value (0.3), as well as the Alpha Cronbach coefficients which were 0.678 (exceed the threshold value of 0.6). It can be concluded that all of three indicators are valid and reliable.

The fourth latent is behavioural intention. The results also showed that all of indicators are valid and reliable in measuring latent of behavioural intention with the threshold value ≥ 0.3 and alpha cronbach coefficients was 0.794 (≥ 0.6), see Table 9.

The last latent is plan to revisit or actual behaviour. There are three indicators which are all valid and reliable in measuring actual behaviour. The correlation and alpha cronbach coefficients both exceed the threshold value, see Table 10.

Table 8
Alpha Cronbach and Correlation Coefficients of Latent Norms Perceived Behavior Control

<i>Items</i>	<i>Correlation Coefficients</i>	<i>Alpha Cronbach Coefficients</i>
PBC ₁ Experience of previous event's performance	0.550	0.536
PBC ₂ Experience of previous food and beverage's varieties	0.703	0.435
PBC ₃ Experience of previous exhibitions	0.392	0.875
Alpha Cronbach	0.678	

Source: analyzed from primary data (2016)

Table 9
Alpha Cronbach and Correlation Coefficients of Latent Behavioural Intention

<i>Items</i>	<i>Correlation Coefficients</i>	<i>Alpha Cronbach Coefficients</i>
INT ₁ Events offers an interested experience	0.813	0.661
INT ₂ Knowledge of event's organizers	0.700	0.714
INT ₃ Quality of event's organizer	0.321	0.848
INT ₄ Safety and security of service	0.765	0.684
INT ₅ Desire to enjoy the event	0.485	0.782
Alpha Cronbach	0.794	

Source: analyzed from primary data (2016)

Table 10
Alpha Cronbach and Correlation Coefficients of Latent Plan to Revisit

Items	Correlation Coefficients	Alpha Cronbach Coefficients
REV ₁ Willingness to revisit	0.311	0.460
REV ₂ Revisit the event	0.560	0.260
REV ₃ Promote and recommend the event	0.372	0.311
Alpha Cronbach	0.642	

Source: analyzed from primary data (2016)

Analysis Results of The Structural Equation Modeling

Results of the structural equation modeling of Sanur Village Cultural Festival (SVF) by using SmartPLS are as follow (see, Figure 2).

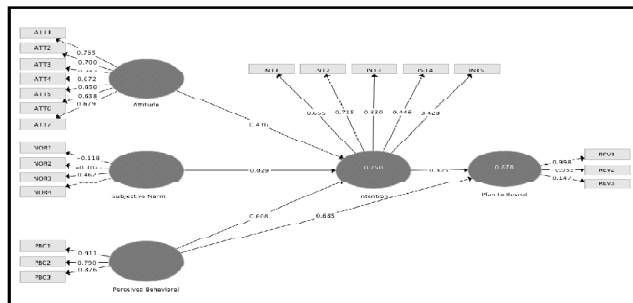


Figure 2: Structural Equation Modeling of Sanur Village Cultural Festival

Outer or Measurement Model

Analysis of outer or measurement model focuses on the relationship between a latent variable with constituent indicators. Table 11 shows loading factors of all indicators of latent attitudes toward behaviour.

The Table 11 shows that latent attitudes toward behaviour were significantly reflected by all indicators at the significant level of $\alpha = 1\%$. The results also showed that attitude towards behavior highly reflected on the indicator ATT 1 showing that Sanur Village Cultural Festival is mostly reflected by well-organized event. Regarding latent variable of subjective norms, the results showed that subjective norms was only reflected by indicator NOR₄ at the significant level of $\alpha = 1\%$, with the value of loading factor was 0.880. The result indicated

Table 11
Loading factors of Indicators of Latent Attitudes towards Behaviour

Items	Original Sample	Standard Error	t-Statistic
ATT ₁ Well-organized event	0.765	0.125	6.140**
ATT ₂ Event's performance	0.700	0.115	6.111**
ATT ₃ Event's layout	0.742	0.101	7.317**
ATT ₄ Quality of information	0.672	0.085	7.872**
ATT ₅ Quality and price of foods and beverages	0.656	0.100	6.554**
ATT ₆ Quality and price of products and handicrafts	0.638	0.096	6.617**
ATT ₇ Event's assessment	0.679	0.119	5.707**

Source: analyzed from primary data (2016)

that subjective norms was dominantly reflected by advertising. Meanwhile, subjective norms was not significantly reflected by three other indicators, namely NOR₁, NOR₂ and NOR₃, see Table 12.

Regarding latent perceived behaviour control, the results showed that perceived behaviour control was

significantly reflected by all indicators at the significant level of $\alpha = 1\%$. The results indicated that perceived behaviour control was reflected by previous event's performance, previous food and beverage and previous exhibitions, see Table 13.

Table 12
Loading factors of Indicators of Latent Subjective Norms

	<i>Items</i>	<i>Original Sample</i>	<i>Standard Error</i>	<i>t-Statistic</i>
NOR ₁	Source of event's information	-0.118	0.485	0.224 ns
NOR ₂	Come's accompany	-0.302	0.396	0.763 ns
NOR ₃	Come's arrangement	0.462	0.393	1.176 ns
NOR ₄	Advertisement about event	0.880	0.551	1.597 ns

Source: analyzed from primary data (2016)

Table 13
Loading factors of Indicators of Latent Perceived Behaviour Control

	<i>Items</i>	<i>Original Sample</i>	<i>Standard Error</i>	<i>T Statistic</i>
PBC ₁	Experience from previous event's performance	0.911	0.029	31.814 **
PBC ₂	Experience from previous food and beverage's varieties	0.790	0.071	11.164 **
PBC ₃	Experience from previous exhibitions	0.876	0.053	16.626 **

Source: analyzed from primary data (2016)

Regarding latent intention, the results showed that intention was significantly reflected by all indicators. Five indicators were significant at the significant level of $\alpha = 1\%$, meanwhile one indicator was significant at the

significant level of $\alpha = 10\%$. Indicator which has the highest loading factor was INT₃ indicated that intention to visit SVF was dominantly reflected by quality and professionalism of the event organizers, see Table 14.

Table 14
Loading factors of Indicators of Latent Intention

	<i>Items</i>	<i>Original Sample</i>	<i>Standard Error</i>	<i>T Statistic</i>
INT ₁	Events offers an interested experience	0.655	0.163	4.017 **
INT ₂	Knowledge of event's organizer	0.715	0.130	5.489 **
INT ₃	Quality of event's organizer	0.830	0.041	20.172 **
INT ₄	Safety and security of service	0.446	0.155	2.881 **
INT ₅	Desire to enjoy the event	0.420	0.220	1.906 *

Source: analyzed from primary data (2016)

Latent plan to revisit (actual behaviour) is the only latent endogeneous which was reflected by three indicators. The results showed that plan to revisit was significantly reflected by indicator REV₁ at the significant

level of $\alpha = 1\%$. The results indicated that plan to revisit as an actual behaviour was reflected by willingness to revisit, see Table 15.

Table 15
Loading factors of Indicators of Latent Plan to Revisit

	<i>Items</i>	<i>Original Sample</i>	<i>Standard Error</i>	<i>T Statistic</i>
REV ₁	Willingness to revisit	0.998	0.010	100.203 **
REV ₂	Revisit the event	-0.053	0.048	1.119 ns
REV ₃	Promote and recommend the event	0.147	0.227	0.649 ns

Source: analyzed from primary data (2016)

Inner or Structural Model

Inner or structural modeling is used to measure relationship between laten variables. Path coefficient can be seen in the Figure 12, which show direct effects of each exogeneous latent to the corresponding endogeneous latent as well as indirect effect of exogeneous latent to endogeneous latent through mediation of latent variable. The amount of direct and indirect effects become total effects of exogeneous latent

to endogeneous latent. Regarding this reseach, interpretation to inner model of structural modeling is devided into:

(a) Direct effects of exogeneous latent to endogeneous latent

From Figure 13 can be seen five direct relationship between latents with the level of significance shown in the Table 16.

Table 16
Direct Effect of Exogeneous to Endogeneous Latent in the Inner Model

<i>Latent Exogeneous Endogeneous</i>	<i>Latent</i>	<i>Sample Mean</i>	<i>Standard Deviation</i>	<i>t-Stat</i>	<i>p-Value</i>	
Attitude	⇒ Intention	0.436	0.086	5.057	0.000	**
Subjective Norms	⇒ Intention	0.029	0.068	0.431	0.667	ns
Perceived Behavior	⇒ Intention	0.608	0.074	8.174	0.000	**
Perceived Behavior	⇒ Plan to Revisit	0.685	0.113	6.054	0.000	**
Intention	⇒ Plan to Revisit	0.305	0.114	2.676	0.008	**

Mark :
ns : Non significance
** : Significance at $\alpha = 1 \%$.

Source : analyzed from primary data (2016).

As can be seen from the Table 16 that the influence of subjective norms to intention was not significant with direct coefficient was only 0.029, meanwhile, four direct effects show significant relationship at the significant level $\alpha = 1 \%$. Variables which give the highest direct effects to intention to visit SVF was variable perceived behaviour,

followed by variabel attitudes toward behaviour with the path coefficients were 0.608 and 0.436 respectively. Perceived behaviour also exceed intension in affecting plan to revisit with path coefficient was 0.685 and significance level $\alpha = 1 \%$.

Table 17
Indirect Effect of Exogeneous to Endogeneous Latent in Inner Model

<i>Variables</i>	<i>Mediation</i>	<i>Endogeneous</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>t-Statistic</i>	<i>p-Value</i>	
Exogeneous Attitude towards Behavior	⇒ Intention	⇒ Plan to Revisit	0.133	0.043	3.124	0.002	**
Subjective Norms	⇒ Intention	⇒ Plan to Revisit	0.009	0.022	0.396	0.692	ns
Perceived Behavior Control	⇒ Intention	⇒ Plan to Revisit	0.185	0.088	2.114	0.035	*

Mark :
ns : Non significance at $\alpha = 5 \%$
* : Significance at $\alpha = 5 \%$
** : Significance at $\alpha = 1 \%$.

Source : analyzed from primary data (2016).

(b) Indirect effects of exogeneous latent to endogeneous latent

In addition to direct influence of significance relationship shown in Table 17, there are several paths in which an exogenous latent variables also have an indirect influence on the variables corresponding endogenous latent variables through the mediation of others. Table 17 shows indirect influence of the relationship between the research model:

In the model, there are three indirect relationships as shown in Figure 13. Table 17 shows the entire indirect relationship. Two indirect influence, i.e. indirect influence attitude toward behaviour and perceived behavioral control to plan to revisit through the mediation of latent variables intention, showed

significant effects on the path coefficients for 0133 and 0185; whereas the effect of mediation intention on the causal relationship between subjective norms with plan to revisit remains were not significance. This can be understood that subjective norms was latent variable which was only reliable reflected by one indicator, namely advertising.

(c) Total effects of exogeneous latent to endogeneous latent

Combination of direct effects with indirect effects form total effects of exogeneous latent to endogeneous latent. Table 18 shows total effects of the relationship between latent of the reseach model.

Table 18
Total Effects of Exogeneous to Endogeneous Latent in the Inner Model

<i>Latent Exogenous</i>	<i>Latent Endogenous</i>	<i>Sample Mean</i>	<i>Standard Deviation</i>	<i>T-Statistic</i>	<i>p-Value</i>	
Attitude towards Behavior	⇒ Intention	0.436	0.086	5.057	0.000	**
Attitude towards Behavior	⇒ Plan to Revisit	0.133	0.043	3.124	0.002	**
Intention	⇒ Plan to Revisit	0.305	0.114	2.676	0.008	**
Perceived Behavioral	⇒ Intention	0.608	0.074	8.174	0.000	**
Perceived Behavioral	⇒ Plan to Revisit	0.870	0.040	21.479	0.000	**
Subjective Norms	⇒ Intention	0.029	0.068	0.431	0.667	ns
Subjective Norms	⇒ Plan to Revisit	0.009	0.022	0.396	0.692	ns

Mark :
 ns : Non significance at $\alpha = 5 \%$
 ** : Significance at $\alpha = 1 \%$.
 Source : analyzed from primary data (2016).

Feasibility of Structural Equation Model

To assess the feasibility of structural equation model as a whole, the value of Goodness of Fit (GoF) was used (Tenenhaus *et al.*, 2009; Chin *et al.*, 2003). Results of this reseach showed that GoF of the model is calculated at 0.5995 (exceed the threshold value= 0.5) which declare that the model was acceptable and the analysis can be continued.

Endogeneous latent which has coefficient of determination (R^2) more than 0.67 indicating that the relationship between two latents was substantially explained (Chin *et al.* 2003). The results showed that latent intention ($R^2=0.750$) and laten plan to revisit ($R^2=0.878$)

are two endogeneous latents which were strongly explained by exogeneous latents. CR (Critical Ratio) of latents attitude towards behaviour (0.867), perceived behaviour control (0.895) and intention (0.758) were more than the threshold required ($CR \geq 0.60$), indicating that all of indicators of these latents have dependable internal consistency.

DISCUSSION

This study was designed to understand visitors behaviour in visiting Sanur Village Festival which has been undertaken since 2005 as one of the prestigious events in Bali and to evaluate marketing strategy of Sanur Village

Festival based on visitors behaviour. The results showed that intention to revisit Sanur Village Festival 2015 was significantly influenced by attitudes towards behaviour dan perceived behaviour control, however subjective norms was not significantly influence intention to revisit SVF. Plan to revisit (actual behaviour) was significantly influenced by behavioural intention dan perceived behaviour control. However, subjective norms did not influence intention of visitors to visit Sanur Cultural Festival which indicated that social pressure such as friends and relatives' arrangement to visit SVF did not influence visitors to visit the event. However, the results showed that among indicators of subjective norms, only indicator advertising in promoting Sanur Cultural Festival was representative marketing tools which also significantly influenced intention to visit. The results indicated that ability of advertisement to was really high to persuade visitors to joint with the event.

The results also showed that all of indicators of variable attitudes toward behaviour were representative indicators of attitudes toward behaviour variable, such as: event has been well-organized, event's performance, event's layout, quality of information, quality and price of food and beverages, quality and price of products and handicrafts and event's assessment. The results indicated that attitudes toward behaviour was significantly reflected by all of the above indicators.

Similarly, indicators of variable perceived behaviour control, such as experience from previous event's performance, experience from previous food and beverage's varieties dan experience from previous exhibitions were representative indicators of variable perceived behaviour control. This means that perceived behaviour control was significantly reflected by all of the above indicators. The results indicated that previous experiences significantly influenced intention to visit Sanur Village Cultural Festival. Meaning that wonderful experience results in intention to repeat the nice memory again which could encourage visitor to do revisit regarding the marvelous event and festivals.

Finding of this research showed that there were similarity between results of this study and the concept of Theory of Planned Behaviour created by Adjen dan Fishbien that Attitudes towards behaviour dan perceived

behaviour control significantly influenced intention to behave. Another similairy was perceived behaviour control significantly influenced actual behaviour which was the basis concept for the expansion from Theory of Reaction-Action (TRA) to The Theory of Planned Behaviour which was created by Azjen dan Fishbien (1985). However, different result was found that subjective norms did not influence intention to behave. Regarding type of promotion tools used in promoting Sanur Village Festival, the research showed that only indicator advertising was preferred by visitors as promotion tools compared with the other three efforts to persuade visitors to visit Sanur Village Festival, namely visit arrangement, visit accompanied and source of information. The results indicated that ability of advertisement was really high to persuade visitors to visit the event. As an umbrella of marketing, advertisement was proven to be an effective promotional tools in purchase behaviour through various forms of media either digital and non digital. As can be seen from the results that among types of advertisement, the highest percentage of advertisement types which affected visitors intention to visit Sanur Village Festival was the use of digital advertisement, namely television (41.2%), internet (32.7%), and broadcast (13.4%). However, non-digital advertisement has less influences, namely printed media (4.8%), banner (4.5%) and brochure (3.4%). These trends are evident that digital advertisement has more powerful effect in influencing visitors behaviour.

Evaluation of the marketing strategy of Sanur Village Festival was undertaken based on the concept of Integrated Marketing Communication (IMC), that is a marketing strategy which use different communication tools such as advertising, public relations, sales promotion, direct marketing and personal selling which work together to maximize the communication impact on target consumers. Regarding Sanur Village Festival, quality of performance during the SVF was evaluated as well-organized event and good quality of information which was managed and communicated by professional public relation. The statistical results also showed that relationship between perception of visitors related to the product and services of event was significant to the willingness of visitor to visit the event which indicated that quality of products and services offered was well

accepted by visitors. In other words, visitors were able to enjoy the iconic activity favorites such as food festival and music performances by national and local artists.

Regarding promotion channels used in the event, the results showed that appropriate channels have been implemented to achieve the best performance. By using information and communication technology to transfer information, the results showed that channels to promote Sanur Village Festival has been developed through B2B (Business to Business), B2C (Business to Customer), and C2C (Customer to Customer) channels. B2B (Business to Business) channel has been undertaken through collaboration with hotel or accommodation, travel agencies, airlines and restaurants by using internet and brochures. Meanwhile, B2C (Business to Customer) and C2C (Customer to Customer) have been widely explored through social media namely google, facebook and twitter, using digital media such as television, display advertising, non digital media such as magazine, newspapers, printed media such as banner, brochure and billboard. In addition, digital marketing without using the internet has also been undertaken to promote Sanur Village Festival in order to gain more visitors to come. However, preferred weblogs, blogs and portals used by visitors to access the event of SVF have not been evaluated clearly in this research. Understanding development of preferred weblogs and portals by internet users is very important to be able to get more success in achieving specific target market, as people are getting more internet oriented. Even though promotion based on C2C channel through words of mouth has been undertaken, however, the statistical results showed that this type of promotion was not significantly persuade visitor to come to visit the event of Sanur Village Festival. The results indicate that successful promotional strategy in the information and technological era should be focused on digital promotion with a clear focus on efficiency, sustainability and experiences enrichment.

Furthermore, in term of sponsorship of SVF, the results showed that Sanur Village Festival has been sponsored by committee of Sanur calls Sanur Development Foundation, The Ministry of Tourism Republic of Indonesia, Regional Tourism Promotion Agency of Bali as well as hotels and restaurants in Bali. So that, sponsorship have been clearly implemented in

managing prestigious event of Sanur Village Festival.

Finally, it can be proved that integrated marketing communication has been implemented in marketing strategy of Sanur Village Festival through some activities, i.e., public relation, advertising, promotion channels, and sponsorship to promote the uniqueness and prestigious cultural events in Sanur supported by information and communication technology which can create value and image of Sanur. In addition, value of cultural events and festivals in Sanur are believed to stimulate the local economy of Sanur, strengthen destination image of Sanur, promoting tourism destinations of Bali as well as preserving cultural heritage of Bali. Hence, it should be noted that Sanur Village Festival should be well managed to create memorable experience to the visitors in order to encourage them to come to the next year event and festival.

Limitation

In term of promotion of Sanur Village Festival through internet, types of weblogs, blogs and portals preferred by visitors has not been evaluated clearly in this research. This information is really needed to understand demand of visitors in getting information through internet in the technological era.

Suggestion for further research

Future research should be able to focus on understanding development of preferred weblogs and portals by visitors in gaining information about Sanur Village Festival in order to be able to get more success in achieve specific target market and to expand global market share as people are getting more internet oriented. In addition, types of respondents need to be classified clearly between domestic and foreign visitors to do mapping what they like and dislike in order to achieve the target of Sanur Village Festival on re-brand Sanur as one of the oldest tourist destination in Bali, create value and strengthen destination image of Sanur and repositioning Sanur to the world tourism calendar of events.

CONCLUSION

- (a) Intention to revisit Sanur Village Festival was significantly influenced by attitudes towards

behaviour dan perceived behaviour control, however subjective norms was not significantly influence intention to revisit Sanur Village Festival.

- (b) Plan to revisit (actual behaviour) was significantly influenced by behavioural intention dan perceived behaviour control.
- (c) There was significant relationship between intention to visit and plan to visit Sanur Village Festival in the following year.
- (d) Evaluation of marketing strategy of Sanur Village Festival showed that:
 - Sanur Village Festival 2015 was well managed by implementing integrated marketing communication as an appropriate marketing strategy supported by information and communication technology to promote the uniqueness of prestigious cultural events which can create value and strengthen destination image of Sanur.
 - Advertisement was proven to be an effective promotional tools in visiting behaviour through various forms of media either digital and non digital. Among types of advertisement, the highest percentage of advertisement types which affected visitors intention to visit Sanur Village Festival was the use of digital advertisement, however, non-digital advertisement has less influences. These trends are evident that digital advertising has more powerful effect than non digital advertising in influencing visitors to visit Sanur Village Festival.
 - Effective channels to promote Sanur Village Festival have been developed through Business to Business, Business to Customer, and Customer to Customer channels. Business to Business channel has been undertaken through collaboration with hotel or accommodation, travel agencies, airlines and restaurants by using internet and brochures. Meanwhile, Business to Customer channel has been widely explore through social media namely google, facebook and twitter, using digital media such as television, display advertising and non digital media such as magazine, newspapers, printed media

including banners, brochures and billboards. Customer to Customer channel has been widely used personal media, however, Customer to Customer channel has not been evaluated clearly in this research in term of preferred weblogs and portals used by visitors which have been widely popular in technology era and people getting more internet oriented.

- Sponsorship of Sanur Village Festival has supported the sustainability of the prestigious event which were founded by Sanur Development Foundation, supported by government, community and private sector in giving sponsorship to the event.

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