

Satisfaction and Motivation of Attending the Summer Concert Series at
Mount Hermon, California

A Senior Project

presented to

the Faculty of the Recreation, Parks, and Tourism Administration Department

California Polytechnic State University, San Luis Obispo

In Partial Fulfillment

of the Requirements for the Degree

Bachelor of Science

by

Cera R. Singley

September 2010

© 2010 Cera R. Singley

ABSTRACT

SATISFACTION AND MOTIVATION FOR ATTENDING THE SUMMER CONCERT SERIES AT MOUNT HERMON, CALIFORNIA

CERA R. SINGLEY

SEPTEMBER 2010

For only a few decades, concerts have been increasingly popular, especially during the summer months, when smaller outdoor venues can offer their services to lesser-known artists. For just around 30 years, the Mount Hermon Christian Conference Center has been putting on a Summer Concert Series for attendees of all ages. With the recent economic recession, attendance at the concerts has dropped. Data were collected using questionnaires from three concerts during the Summer 2010 Concert Series. Data collected from this study indicated that an overwhelming majority of attendees were over 60 years old, unsatisfied with the price and quality of the buffet, and heard about the concerts from the Mount Hermon LOG. Conclusions and recommendations were aimed to provide Mount Hermon with sufficient information to improve their promotional and managerial tactics in regards to attendee satisfaction and motivation for attending the Summer Concert Series at Mount Hermon.

Keywords: concert, satisfaction, motivation, Mount Hermon

TABLE OF CONTENTS

	PAGE
ABSTRACT.....	ii
LIST OF TABLES.....	v
Chapter 1 INTRODUCTION AND REVIEW OF LITERATURE.....	1
Background of the Study	1
Review of Literature	3
Concert promotion and management.....	3
Concert participant motivation and satisfaction	5
Summary	9
Purpose of the Study.....	9
Research Questions.....	9
Delimitations.....	10
Limitations	10
Assumptions.....	10
Definition of Terms.....	11
Chapter 2 METHODS AND PROCEDURES	12
Description of Subjects.....	12
Description of Instrument	12
Description of Procedures.....	14
Method of Data Analysis	15
Chapter 3 PRESENTATION OF THE RESULTS.....	17
Top Three Areas of Importance and Satisfaction	17
Areas of Improvement to Increase Attendee Satisfaction.....	19
The Top Three Motivations for Attending the Summer Concert Series.....	21
Analysis of Demographics and Music Preference in Reference to Satisfaction.....	21

Summary	25
Chapter 4 DISCUSSION AND CONCLUSIONS.....	27
Summary	27
Discussion	28
Conclusions.....	31
Recommendations.....	31
REFERENCES	34
APPENDIXES	36
Appendix A: Questionnaire	37
Appendix B: Informed Consent Letter	40

LIST OF TABLES

	PAGE
Table 1: Areas of Importance and Satisfaction According to Mean Scores	18
Table 2: Areas of Dissatisfaction According to Frequency and Percentage.....	19
Table 3: Comments and Suggestions for the Future of the Mount Hermon Summer Concert Series According to Frequency and Percentage	20
Table 4: Concert Motivations According to Mean Score and Standard Deviation	21
Table 5: Genre Categories Compared by Mean Age and Mean Genre Satisfaction	23
Table 6: Preferred Music Genre by Gender According to Frequencies and Percentages.	24
Table 7: Top Marketing Methods According to Frequencies and Percentages	25

Chapter 1

INTRODUCTION AND REVIEW OF LITERATURE

Background of the Study

Music composition has been and is a high demand commodity. In the 18th and early 19th century, only composers were thought to have enough talent and capability to create music. Towards the end of the 19th century, music compositions became more widely heard than in the past with the invention of the phonograph by Thomas Edison (Millard, 2005). Since then, music can be heard on the radio, television, at concerts, on CDs, and even in movies. The latest invention has been MP3 players, making music much more transportable and readily available than ever before.

One would think that with all these inventions and commodities, that the idea of going to a concert to hear live music is a thing of the past. On the contrary, “according to Billboard Boxscore, gross North American concert dollars topped out at more than \$2.8 billion in 2005, with attendance of more than 52 million music fans” (Waddell, Barnet, & Berry, 2007, p. 2). This is encouraging for up and coming artists, as most of them have yet to gain a fan base large enough to support themselves. As Humphries (2005) suggested, “many musicians are resorting to the tried and true tactic of linking up with other groups that appeal to a similar demographic” (para. 11). With this strategy, newer artists can open up for headlining artists, hoping to gain the same fan base the bigger artist has.

Some of the main patrons of concerts usually tend to be teenagers and college students. Unfortunately, this grouping of people tends to have a lower collective income

than most middle-aged patrons, so they elect to sit in the lawn seating. This option is especially important for those up and coming artists because people can still come and hear them play, but at a much lower price. As Humphries (2005) said, “in past years, lawn seats had drawn people who weren’t hardcore fans of a band but who were willing to check the band out live for a smaller price. In particular, the lawn had been a big draw for teens with limited funds” (para. 9).

For many outdoor venues, summer concerts are the “midsummer trademark of many American musical institutions” (Andrews, 2004, p. 58). Unfortunately, in order to provide outdoor seating, the weather has to be nice. Usually the summer months, June to September, tend to have the best weather and “provid[e] as much as 70% of annual revenue for companies with a lot of open air venues” (Smith, 2004, para. 3). Summer concert series are becoming more and more popular. Many are held at fairs or even amusement parks. Surprisingly, Christian concerts are of high demand at these venues. Stooksbury (1995) stated, “Six Flags’ most profitable nights are the Christian nights. They do better in cost per thousand than they do on Country” (para. 21).

Mount Hermon Christian Conference Center has been operating a Summer Concert Series for over 30 years. Headed up by David Talbott, the conference center attracts thousands of people every summer. Attendees include residents of the Mount Hermon area, their families, and campers of the weekly camps hosted by Mount Hermon. A main portion of the attendees are from the “Depression” cohort, “World War Two” group, “Post War” cohort, and the Baby Boomers, placing them anywhere from 40 to 100 years old. This grouping of people likes big band music and music from the 1950s, for example, Frank Sinatra, The Beatles, Elvis Presley, Hank Williams, Johnny Cash, and

Jerry Lee Lewis. However, younger demographics may not prefer these genres. Instead they prefer rock, rap, and country music. They are attracted to music that has a more robust beat, thus disliking the music of their older family members (Getz, 1997). Such examples include Britney Spears, Backstreet Boys, Blink 182, Toby Keith, Taylor Swift, and P!nk.

There has never been any research conducted on the music preferences of the attendees of the Mount Hermon Summer Concert Series, nor on the satisfaction with amenities offered. With such a wide range in the ages of attendees, music and amenities need to be tailored to attract all audiences and interests. There is also a potential of increasing guest attendance, thus generating more revenue for Mount Hermon.

Review of Literature

The review of literature will be organized in similar fashion as the background of the study; starting out with broader categories then moving to smaller, more defined ones. The review is composed of journal articles, as well as excerpts from books and textbooks. All items of reference have been obtained from the Robert E. Kennedy Library at California Polytechnic State University in San Luis Obispo or through Link+. Databases used were ABI/INFORM Global, Hospitality and Tourism Complete, ProQuest, and JSTOR. The review of literature has been organized into two major topic areas: concert promotion and management, and concert participant motivation and satisfaction.

Concert promotion and management. Successful concert promotion and management is the difference between successful and unsuccessful events. Today, “more

than 96 percent of U.S. corporations include event marketing in their promotional strategies” (Close, Finney, Lacey, & Sneath, 2006, p. 420).

Since its beginning only 60 years ago, “by the independent record companies in an effort to exploit the fledging rock [and] roll recording artists” (Moody & Dexter, 2010, p. 4), concert touring has been increasing rapidly. Independent record companies soon realized that music fans loved hearing live music on records and CDs. With expanded record sales, these independent record companies grew into larger concert promotion firms. In today’s world of concert promotion, there are two major promoters; Live Nation and Clear Channel Communications. There are also smaller promotion companies, which are forced to be creative in their promotion tactics because Live Nation and Clear Channel Communications have control of most of the promotional dollars. Waddell et al. (2007) stated that “the business of concert promotion becomes more competitive each year, and is a consistently evolving industry” (p. 2).

The business of concert promotion is a complicated process. “In basic terms, the concert business is about buyers (promoters) buying a commodity (live performers) from sellers (agents) and reselling this commodity in a market place (the venue) where the end-user (concert goers) will consume it (rock out)” (Waddell et al., 2007, p. 2). Having the proper tactic for advertising a “commodity” is also beneficial to the performer, optimizing their revenue. Waddell et al. (2007) later went on to say that “the art in concert promotion is derived from the experience, instinct, knowledge of the event to promote and who it appeals to, innate sense of timing and flair necessary to capture public awareness” (p. 193).

An excellent avenue for promotional advertising is on radio stations. After all, Clear Channel Communications, based out of Beverly Hills, California, originally owned numerous radio stations, later building up to promote and produce tours for artists coming to the area (Waddell et al., 2007, p. 113). Radio stations are prime avenues for local and regional advertising. People listen to the radio on a regular basis and as Getz (1997) discovered, “a practical marketing and segmentation strategy for events emphasizes the importance of first developing local and regional markets, as these usually provide the greatest demand” (p. 271). This fact is especially important when it comes to events being held at small venues. As Waddell et al. (2007) pointed out:

Promoting concerts in small venues is a unique process. While there are fewer tickets to sell, smaller venues often host lesser-known acts. In many cases, the promoter is faced with hyping the venue, a concert series, a style of music, or even a night of the week, as opposed to relying on star power. (p. 200)

Typically, Christian concerts are held at smaller venues, thus making it difficult to promote such an event. However, working with local radio stations and churches will guarantee a successful event (Burnside, 2001). Mount Hermon is an example of a smaller venue. The Summer Concert series are usually held in the auditorium, with the ability to accommodate upwards of 650 people.

Concert participant motivation and satisfaction. Motivation and satisfaction are two similar, yet different things. Getz and Cheyne (2002) defined a motive as “an internal factor that arouses, directs, and integrates a person’s behavior” (p. 135). According to Yuan and Jang (2008), “satisfaction is defined as a customers’ overall affective reaction to a product or service” (p. 280). In other words, a motivation is the factor that persuades

the participant to participate, while satisfaction relates to the emotional response to the concert or event as a whole.

From a recreational standpoint, perhaps the most important motive for most concert participants is leisure. Getz and Cheyne (2002) reinforced this idea saying, “attendance at events is for most people a leisure experience, that is freely chosen for its intrinsic rewards” (p. 140). Going to a concert involves socializing with friends and meeting other people who share the same interests as the participant. It is not everyday that a person can be provided with “opportunities for leisure, social or cultural experiences outside the normal range of choices or beyond everyday experience” (Getz & Cheyne, p. 135). However there are other various levels of leisure motivation and satisfaction as illustrated by Getz and Cheyne. These include:

Basic physical needs (providing exercise, relaxation, food, sexual gratification, earning a living); interpersonal or social needs, including self-esteem and the esteem of others (being with and meeting people, access to cultural traditions, celebration, belonging and sharing, competing and volunteering); and personal needs, including aesthetics and self-actualization (education, appreciation of the arts, discovery, participation and learning). (p. 141)

Although these needs vary and are all slightly different, they all lead back to one key aspect: leisure (Getz & Cheyne). Leisure is needed in everyday life to provide an escape from reality and venture into a new undiscovered world of adventure, which ultimately leads to satisfaction (Getz & Cheyne).

Satisfaction relates back to an emotional response to a situation or event. Usually it is a positive emotion of pleasantness (Mano & Oliver, 1993). As stated by Mano and

Oliver (1993), “product satisfaction is naturally tied to cognitive judgments and to effective reaction elicited in consumption” (p. 451). However, this satisfaction does not usually occur until after the product has been purchased, taken home, and consumed or used. If satisfied with the product or service, the participant or consumer will most likely exhibit “attitude change, repeat purchase, positive word of mouth, and brand loyalty” (Yuan & Jang, 2008, p. 280).

Yuan and Jang (2008) orchestrated a study on wine festivals. They found that, “though wine festival quality itself does not directly influence behavioral intentions, it has an indirect effect (through satisfaction) on behavioral intentions” (p. 285). This, in and of itself, is another reason to attempt to increase participant satisfaction. If participants are pleased with the product or service then they will continue to come back, buying more tickets and revisiting the event (p. 279). To increase satisfaction, Yuan and Jang (2008) suggested:

In the context of this wine festival, the strong link between perceived quality and the organization suggests that the greatest potential for strengthening satisfaction of attendees is by ensuring distinctive organizational features, such as short lines, good selection of food, and reasonable admission price. (p. 285)

Charging too much for admission, food, or other amenities leads to dissatisfaction and ultimately to decreased motivation to return.

Another key to satisfying the concert audience is to provide them with a personally appealing performer or event. As Silvers (2004) stated, “nothing enhances a performance more than an enthusiastic audience and nothing destroys a performance more quickly than an unreceptive one” (p. 286). However, due to a large gap in younger

and older audiences, choosing the right audience is especially difficult. A study orchestrated by the National Music League in New York City found that “most of the respondents prefer to book ‘classical and contemporary’ or ‘varied but very classical’ music...and where events are largely student controlled, pop and jazz dominate, and chamber music loses out to ‘big names’” (Miller, 1971, p. 38). If concert promoters want to appeal to a younger audience then they should focus, not only on what appeals to the younger audience, but also on what appeals to the older audience. To reinforce this aspect, O’Sullivan and Spangler (1998) stated that:

Due to the highly individualized and personal nature of experiences, it is crucial that experience providers are able to make good customer matches. The essential components of making such a match involve finding out what people want and then creating customer-centered experiences around that information. The combination of these customer-centered strategies with the infusion of information create the right kinds of experiences to retain existing participants and reach emerging markets. (p. 344)

Providing the participants with exactly what they are looking for enhances their experience and makes them want to come back for more.

Unfortunately, however, audience demographics change. According to Miller (1971), “whatever the situation is today, the concert tomorrow depends on youth” (p. 39). Miller (1971) also stated later on “young people will determine what kinds of music will and will not be performed in the future. Not surprisingly, the most popular type of concert with students according to the respondents is the rock concert. Second comes folk music, and the orchestra concert third” (p. 39). Although thinking this way is important,

one must realize that “entertainment must ultimately support the purpose and objectives of the event” (Silvers, 2004, p. 277).

Summary. Concert promotion and management, as well as concert participant motivation and satisfaction are closely intertwined. Without the proper promotion of the event, participant motivation to attend the event would be lower than if it was better promoted. The same applies for management and satisfaction. Without the appropriate management for the facility, participant satisfaction will be low. When promoting and managing a concert, any promoter must think about the participant demographic they would like to target. When selecting the proper promotional technique for the demographic, the concert should be a success in both motivation and satisfaction for the participant.

Purpose of the Study

The purpose of this study was to assess attendee satisfaction and motivation of attending the Summer Concert Series at Mount Hermon, California.

Research Questions

This study attempted to answer the following research questions:

1. What are the top three areas of importance and satisfaction at the Summer Concert Series at Mount Hermon, California?
2. Are there aspects of the event that management can improve on to increase attendee satisfaction?

3. What are the top three motivations to attend the Summer Concert Series at Mount Hermon?
4. Do demographics and music preference affect satisfaction?

Delimitations

This study was delimited to the following parameters:

1. Information about attendee satisfaction was gathered from the attendees of the Summer 2010 Summer Concert Series.
2. The variables measured were age, gender, motivations for attending concert, music preference, and satisfaction and importance with event amenities.
3. The data were collected in the summer of 2010.
4. Information for this study was gathered using a self-administered questionnaire.

Limitations

This study was limited to the following factors:

1. The instrument used in this study was not tested for validity or reliability.
2. There may have been a disproportionate representation of age ranges.
3. The attendees may have had inadequate time to complete the questionnaire.
4. The representative sample size was too small.

Assumptions

This study was based on the following assumptions:

1. It was assumed that participants answered honestly and to the best of their ability.
2. It was assumed that the participants attended more than one concert.
3. It was assumed that participants represented all age ranges.
4. It was assumed that participants were over 18 years of age.

Definition of Terms

The following terms are defined as used in this study:

Attendee. anyone who attends the Summer Concert Series for recreational purposes

Motivation. “an internal factor that arouses, directs, and integrates a person’s behavior” (Getz & Cheyne, 2002, p. 135)

Satisfaction. “customer’s overall affective reaction to a product or service” (Yuan & Jang, 2008, p. 280)

Chapter 2

METHODS AND PROCEDURES

The purpose of this study was to determine the satisfaction and motivation of attending the Summer Concert Series in Mount Hermon, California. This chapter on methods and procedures is organized into the following sections: description of subjects, description of instrument, description of procedures, and method of data analysis.

Description of Subjects

The subjects of this study were attendees at the 2010 Summer Concert Series in Mount Hermon, California. There were nine concerts, each had an average of 150 to 200 attendees, equaling approximately 1,500 attendees for the duration of the series. A representative sample size of 262 attendees was selected. Attendees were determined based on the fact that they were physically at the concert and were 18 years or older. Demographics of the attendees were determined during the survey with questions based on gender and age. Subjects were selected using convenience sampling.

Description of Instrument

The instrument for this study was a single page, double-sided questionnaire, designed to measure satisfaction and motivation of attending the Summer Concert Series at Mount Hermon, California. It consisted of nine questions, most of which were demographic related, with the exception of four that were satisfaction and motivation related. Questions one and two were general concert questions such as how they heard

about the concert and how many total Mount Hermon concerts they have attended. Questions three and four addressed importance and satisfaction with items such as concert genre, concert quality, concert variety, concert duration, price of buffet, quality of food, venue, and customer service. Question five was a rating system of motivations for attending the concerts, with items such as the artist performing, food/buffet, visiting with friends, relaxing, getting out of the house, and being part of their mini-vacation plan. Questions six through eight were demographic related about favorite music genre, gender, and age. Favorite music genre options included country, folk, classical, rock, blues, hip-hop, and other; and gender options being male or female. The final question was an open-ended question where attendees could leave thoughts or opinions about past concerts and suggestions for future ones.

The researcher created the instrument. The final draft of the instrument was pilot tested by ten concert attendees the researcher knew had attended concerts in the past. The pilot test determined that the instrument would collect data on concert attendees' satisfactions and motivations. The instrument and procedures for implementation were submitted and approved by Cal Poly's Human Subjects Committee. A copy of the instrument can be found in Appendix A.

Attached to the front of each questionnaire was a copy of the Informed Consent Letter. The letter indicated who the researcher was and the purpose of the study. It indicated the participants' rights for taking the questionnaire, how long it would take, that there were no risks associated with completing the questionnaire, and potential benefits for participating in the study. The researcher's contact information was also included if

the participants wanted to know the outcomes of the study as well as who to contact with questions. A copy of the Informed Consent Letter can be found in Appendix B.

Description of Procedures

Contact was made with the Associate Director of Advancement and Host of Mount Hermon's Concert Series, David Talbot, on April 1, 2010 to obtain permission to conduct the study. Through a series of emails regarding what Mount Hermon wanted to include in the questionnaire, it was created and approved by the Human Subjects Committee on June 1, 2010. It was then approved by Mount Hermon on June 16, 2010.

Questionnaires, attached to the Informed Letter of Consent, were distributed to attendees and completed at three concerts, June 19th, June 26th, and July 10th. Upon arrival, attendees were greeted with a questionnaire and Informed Consent Letter at the entrance to Mount Hermon's auditorium. During the intermission, after various announcements, David Talbot explained about the purpose of the questionnaire and asked attendees to participate. He instructed attendees to deposit the completed questionnaires in a cardboard box at the back of the auditorium. This box was placed on top of the audiovisual booth. The researcher was standing nearby to answer any questions attendees had about the questionnaire or study.

At the end of each concert, completed questionnaires were collected from the box and numbered. Once the target sample size of 262 or more questionnaires was collected, all data were entered into a Microsoft Excel database spreadsheet. Data were evaluated and analyzed accordingly.

Method of Data Analysis

After all questionnaires were collected, data were entered into Microsoft Excel. Each item included on the questionnaire was designed to answer one of the four research questions.

The first research question was designed to determine the top three areas of importance and satisfaction with the Summer Concert Series. Question three from the questionnaire was used to answer this research question. It analyzed importance and satisfaction with concert genre, concert quality, concert variety, concert duration, price of buffet, quality of food, venue, and customer service. To analyze the data received from this question, an importance/performance chart was utilized. For each item, means, on a scale of one to four, of satisfaction and importance were calculated and graphed according to importance (x) and satisfaction (y). To determine the position of the x and y-axis, overall mean of importance and satisfaction were calculated. The upper right quadrant, maintain performance, represented items that were extremely important and that attendees were extremely satisfied with. The lower right quadrant, possible overkill, represented items that were slightly important and with which attendees were extremely satisfied. The lower left quadrant, not important, represented items that were slightly important and with which attendees were not satisfied. The upper left quadrant, concentrate here, represented items that were extremely important and with which attendees were not satisfied.

The second research question was to determine if there were areas of the event that management can improve on to increase attendee satisfaction. To help answer this question were questions four and nine, open-ended questions regarding reasons for being

unsatisfied and any additional comments. Data were grouped into categories and then evaluated according to frequency and percentage.

Question five measured research question three determining the top three motivations for attending the Summer Concert Series. Participants were asked to rate a list of motivations, on a scale of one to four, including the artist performing, food/buffet, visiting with friends, relaxing, getting out of the house, and being part of a mini-vacation plan. Data received from this question was analyzed using means and standard deviations.

Questions one, two, six, seven, and eight on the questionnaire, answered research question four to determine if demographics and music preference affected the satisfaction of the attendees. These questions measured items such as how the participant heard about the concert, how many concerts they had attended at Mount Hermon, levels of satisfaction, favorite music genre, gender, and age. These questions were measured by frequency and percentage, correlations, and analysis of variances. When comparing age and satisfaction, and age and number of concerts attended were analyzed using correlation at significance of 0.05. Analysis of variances was utilized when comparing age and favorite music genre and favorite music genre and genre satisfaction. Frequencies and percentages were used to measure how participants heard about the concert, and gender and favorite music genre.

Chapter 3

PRESENTATION OF THE RESULTS

The purpose of this study was to determine the satisfaction and motivation of attending the Summer Concert Series in Mount Hermon, California. The data were collected through self-administered questionnaires, distributed to attendees at three concerts; June 19th, June 26th, and July 10th, 2010. The data were collected from 89, 32, and 141 attendees at the first, second, and third concert, respectively. A representative sample size of 262 questionnaires were collected and analyzed from a total population of approximately 1,500 attendees.

Top Three Areas of Importance and Satisfaction

The top three areas of satisfaction and importance on a one to four scale, with four being the highest, were concert quality (Satisfaction Mean [SM] = 3.7, Importance Mean [IM] = 3.5), customer service (SM = 3.6, IM = 3.3), and concert variety (SM = 3.4, IM = 3.3). The areas that needed to be focused on the most were concert genre (SM = 3.2, IM = 3.1) and quality of food (SM = 3.1, IM = 3.1). Venue (SM = 3.1, IM = 2.9) and price of buffet (SM = 2.5, IM = 2.6) were the least important and concert duration (SM = 3.4, IM = 3.0) was possible overkill. For a visual presentation of the data in the form of an importance/performance chart, see figure 1. For a presentation of data broken down by area according to mean score of importance and satisfaction, see table 1.

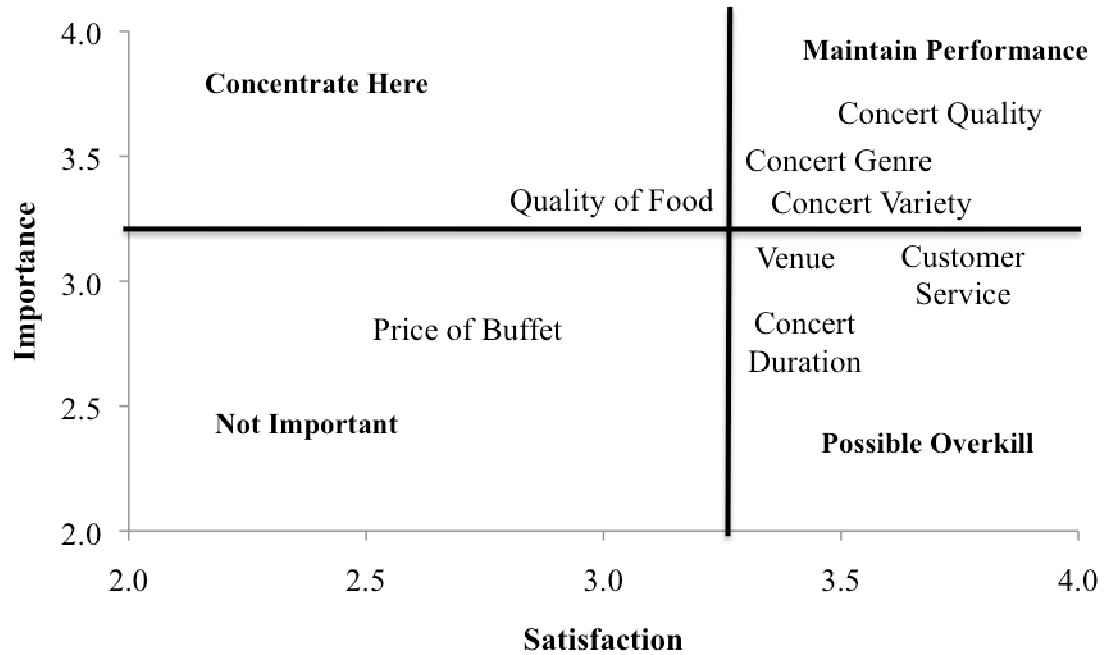


Figure 1. Importance/Performance Chart According to Mean Scores of Importance and Satisfaction

Table 1
Areas of Importance and Satisfaction According to Mean Scores

Areas	Satisfaction Mean	Importance Mean
Concert Genre	3.2	3.1
Concert Quality	3.7	3.6
Concert Variety	3.4	3.3
Concert Duration	3.4	3.0
Price of Buffet	2.5	2.6
Quality of Food	3.1	3.1
Venue	3.1	2.9
Customer Service	3.6	3.3
Overall Mean	3.3	3.1

Areas of Improvement to Increase Attendee Satisfaction

The first area of improvement analyzed to increase attendee satisfaction was the dissatisfaction with any of the areas of importance and satisfaction. A majority of the attendees were satisfied with the items listed or did not leave a comment (n = 212, 80.92%). Most of the attendees who included a comment were unsatisfied with the price of the buffet (n = 33, 12.59%). Most of the other responses were related to the buffet, or concert genre. For a presentation of data based on dissatisfaction, see table 2.

Table 2
Areas of Dissatisfaction According to Frequency and Percentage

Item	<i>f</i>	%
No comment	212	80.92
Buffet too expensive	33	12.59
Hot food cold, no variety in desserts	2	0.76
Stand up break needed	1	0.38
Food quality decreased, price increase	4	1.53
Food quality poor	3	1.15
Customer service in making phone reservations was poor	1	0.38
More outdoor concerts with contemporary artists	3	1.15
More gospel songs from Buddy Greene	1	0.38
Want to be part of the worship, not just be a concert	1	0.38
Earlier check-in time	1	0.38
Total	262	100.00

The second area of improvement analyzed was comments and suggestions for the future of the Mount Hermon Summer Concert Series. Once again the majority of the attendees did not leave any comments (n = 187, 71.37%). However, 25 (9.54%) of the attendees who left a comment said they loved the concerts. Suggestions for future artists (n = 21, 8.02%) and genre suggestions (n = 6, 2.29%) were also common responses. For a list of responses, see table 3.

Table 3
Comments and Suggestions for the Future of the Mount Hermon Summer Concert Series According to Frequency and Percentage

Comment/Suggestion	<i>f</i>	%
No comment	187	71.37
Artist Suggestions	21	8.02
Genre Suggestions	6	2.29
Love the concerts	25	9.54
Artists talk too much	1	0.38
Advertisements around Mount Hermon	4	1.53
Like a particular artist	3	1.14
Reconsider the price of the buffet	2	0.76
If the concert genre changes too much, you won't find me here	1	0.38
Start the concerts earlier	2	0.76
Understanding the economy	1	0.38
Shuttle system from parking lot to bookstore	1	0.38
Contemporary artists	5	1.91
Have an artist that leads us to worship	1	0.38
Have concerts go into late August	2	0.76
Total	262	99.98

Note. Due to rounding of numbers, percentages may not equal 100%.

The Top Three Motivations for Attending the Summer Concert Series

The top three motivations for attending the Summer Concert Series were determined by each motivation having the highest mean score and lowest standard deviation from the mean. The motivation with the highest mean score and lowest standard deviation was the artist performing (mean = 3.35, SD = 0.81). The motivation of relaxing had a mean score of 2.97 and a standard deviation of 1.00. Finally, visiting with friends had a mean motivation score of 2.81 and a standard deviation of 1.10. The final three motivations were food/buffet (mean = 2.32, SD = 1.10), it gets me out of the house (mean = 2.03, SD = 1.16), and it was part of my mini-vacation plan (mean = 1.73, SD = 1.20). For a presentation of data by motivation, see table 4.

Table 4
Concert Motivations According to Mean Score and Standard Deviation

Event Motivations	Mean	SD
The artist performing	3.53	0.81
Food/Bufferet	2.32	1.10
Visiting with friends	2.81	1.10
Relaxing	2.97	1.00
It gets me out of the house	2.03	1.16
It was part of my mini-vacation plan	1.73	1.20

Analysis of Demographics and Music Preference in Reference to Satisfaction

The first type of analysis was a t-test. The closer the item analyzed was to a correlation of +1 or -1, the more of a relationship they had. The first item analyzed was the correlation between age and genre satisfaction, resulting in a -0.02 correlation,

meaning that age did not have an impact on the participant's genre satisfaction. The second item analyzed using a t-test was age and number of concerts attended. This resulted in a 0.26 correlation, meaning that age did not necessarily have an impact on the number of concerts attended.

The second item evaluated was genre. It was compared two different ways, by age and by genre satisfaction. The lowest overall scoring category was folk music with a mean age (MA) of 57.9 and a mean genre satisfaction (MGS) of 2.9 out of 4. The highest scoring categories were bluegrass (MA = 50.0, MGS = 4.0), hip-hop (MA = 67.0, MGS = 4.0), Hawaiian (MA = 21, MGS = 4.0), and gospel (MA = 65.7, MGS = 3.7). For a presentation of data compared by age and genre satisfaction, see table 5.

Table 5
Genre Categories Compared by Mean Age and Mean Genre Satisfaction

Genre Categories	Mean Age	Genre Satisfaction Mean
Country	62.1	3.2
Folk	57.9	2.9
Classical	67.4	3.3
Rock	49.6	3.3
Blues	64.8	3.5
Hip-Hop	67.0	4.0
Gospel	65.7	3.7
Traditional Hymns	67.4	3.3
Bluegrass	50.0	4.0
Big Band	77.0	3.0
Mixed	60.7	3.5
Jazz	63.0	3.5
Contemporary Christian	56.9	3.3
Alternative	18.0	3.0
Hawaiian	21.0	4.0

When analyzing gender and favorite music genre, males preferred country (n = 31, 27.4%), classical (n = 22, 19.5%), and folk (n = 13, 11.5%) the most, whereas females preferred mixed (n = 31, 20.8%), country (n = 30, 20.15%), and classical (n = 28, 18.8%). For a more detailed and extensive listing of preferred music genres, see table 6.

Table 6
Preferred Music Genre by Gender According to Frequencies and Percentages

Music Preference	Gender			
	Male		Female	
	<i>f</i>	%	<i>f</i>	%
Country	31	27.43	30	20.15
Folk	13	11.50	19	12.75
Classical	22	19.47	28	18.79
Rock	12	10.62	11	7.38
Blues	2	1.77	2	1.34
Hip-Hop	1	0.88	0	0.00
Gospel	12	10.62	11	7.38
Traditional Hymns	2	1.77	5	3.35
Bluegrass	1	0.88	0	0.00
Big Band	1	0.88	0	0.00
Mixed	8	7.08	31	20.81
Jazz	3	2.65	1	0.67
Contemporary Christian	4	3.53	10	6.71
Alternative	1	0.88	0	0.00
Hawaiian	0	0.00	1	0.67
Total	113	99.96	149	100.00

Note. Due to rounding of numbers, percentages may not equal 100%.

Frequencies and percentages were also used to measure how attendees found out about the concerts. An overwhelming majority of attendees found out about the concerts by the Mount Hermon LOG (n = 125, 34.72%) or by a friend (n = 103, 28.61%). For a more complete listing of marketing methods, see table 7.

Table 7
Top Marketing Methods According to Frequencies and Percentages

Marketing Method	<i>f</i>	%
Church	21	5.83
Friend	103	28.61
Brochure	41	11.39
Mount Hermon LOG	125	34.72
Radio	5	1.39
Internet	31	8.61
Resident	6	1.67
Years of Attending	5	1.39
Mount Hermon Flyer	2	0.56
Family	5	1.39
Mount Hermon Events	2	0.56
Summer Visitor	1	0.28
Wife/Husband	2	0.56
Stumbled Upon	1	0.28
Checked but no response	6	1.67
Mount Hermon Staff	3	0.83
Mini-Vacation	1	0.28
Total	360	100.02

Note. Due to rounding of numbers, percentages may not equal 100%.

Summary

The results of this study were that attendees are generally dissatisfied with concert genre and food quality and are generally highly satisfied with the concert quality, customer service, and concert variety. Attendees came to the concerts for various reasons, such as to see the artist performing, to relax, and to visit with friends. The least motivating factor for attendees was that it was a part of their mini-vacation plan. Most of

the attendees loved the concerts and were pleased with them. Others were unsatisfied with the price of the buffet and some left suggestions for future genres and artists. The top three music genres were country, folk, and classical, however the respondents who liked folk music were generally less satisfied with genre at the concerts. The highest scoring genre categories for satisfaction were bluegrass, hip-hop, Hawaiian, and gospel. Age did not have an influence on genre satisfaction, nor did age influence the number of concerts attended. Respondents heard about the concerts the most by means of the Mount Hermon LOG and friends. A more detailed summary and discussion of these findings will be presented in Chapter 4.

Chapter 4

DISCUSSION AND CONCLUSIONS

Summary

Summer concert series are a staple for many outdoor concert venues. They provide attendees with an opportunity to participate in a leisure activity that is different from everyday life. To keep concert attendees satisfied and motivated to participate, concert promoters must have the right marketing and managerial techniques while constantly reminding themselves of the target demographic. The Mount Hermon Christian Conference Center has been operating a Summer Concert Series for a little over 30 years. No prior research had been done for Mount Hermon on the Summer Concert Series, making it a good venue for research.

For this study, an assessment of attendee satisfaction and motivation for attending the Mount Hermon Summer Concert Series was conducted. Questionnaires were administered and collected by the researcher at three separate concerts: June 19th, July 26th, and July 10th. Data were tabulated and analyzed on the top three areas of importance and satisfaction, areas of event improvement, the top three motivations to attend, and whether music preference affected the satisfaction of the attendees.

Data collected showed an overwhelming response from older age groups. Attendees were generally satisfied with the overall concert series or specific artist, however were not satisfied with the food price or buffet options. Some avenues for improvement included better advertising, genre and artist suggestions, and changing the timeline of the concerts. Participants attended the concerts to visit with friends, hear the

artist performing, and to relax. Attendees heard about the concerts by means of the Mount Hermon LOG (bi-annual report/newsletter). Age did not have an impact on genre satisfaction, nor did age influence the number of concerts attended. The data did suggest a need for further research collected from people who do not regularly attend the concerts to include demographics of non-attendees.

Discussion

Mount Hermon Christian Conference Center, operating a Summer Concert Series for over 30 years, has recently experienced a decrease in the number of attendants as in past years. This decrease in numbers could be due to a variety of different reasons. Based on data collected from this study, indications show that contributing factors could be promotional tactics, motivational reasons, dissatisfaction with the event amenities, and general overall demographics of the attendees.

According to data collected from younger audiences, management should gear the promotion of concerts towards their generation. This will help pull in a more diverse population and more word-of-mouth advertising. Based on previous research, Burnside (2001) suggested that local and regional advertising often times provide the greatest demand for attending the concerts. Data collected showed that most attendees heard about the concerts from the Mount Hermon LOG and friends. Smaller venues, much like that at Mount Hermon, are best promoted through local radio stations and churches. Mount Hermon should focus their efforts to advertise to more local radio stations, as well as local newspapers, and even perhaps news stations.

In reference to a concert, both motivation and satisfaction are closely intertwined. According to previous research, Getz and Cheyne (2002) referred to a motivation as to a factor that persuades a participant to participate. They also illustrated that the highest motivation for most recreation enthusiasts is leisure. Some of the needs met by the motivation of leisure include basic physical needs, interpersonal or social needs, and personal needs. According to the research collected at Mount Hermon, the top three motivations to attend the Mount Hermon Summer Concert Series were artist performing, relaxing, and visiting with friends, which all fall under the category of leisurely motivations. The least motivational factor for attendees was that it was part of the mini-vacation plan.

Satisfaction relates to the positive emotional response to the event or concert as a whole. According to data collected from the three concerts, the top three areas of importance and satisfaction were concert quality, concert variety, and customer service. The items that needed to be focused on the most were concert genre and quality of food. One of the main reasons behind the decrease in the number of attendees is because if attendees are unsatisfied with the product or service they will not return to experience it again. Providing a genre that younger audiences are not at all interested in will result in decreased attendees. According to Miller (1971), young people will determine the future of music genres played at concerts. Considering that the data collected indicated that the average age for attendees was 61.2, Mount Hermon should consider attracting a much younger audience to preserve the longevity of the Summer Concert Series. Offering a more contemporary artist will not only attract a younger audience, but will also support Mount Hermon's goals and objectives as Silvers (2004) suggests.

However, the limitation that not all people who are dissatisfied with the concert were able to provide feedback needs to be examined. This factor might explain why the data is skewed more towards satisfaction with the concert series overall. In order to get more balanced data, a study on people who do not attend the concerts is recommended.

Also connected to satisfaction and motivation for attending the Summer Concert Series at Mount Hermon was areas for improvement. Most people who left a comment indicated that the buffet was too expensive, explaining that they were on a fixed income and were unable to afford such an expensive evening to recreate. As previous research suggests, charging too much for admission, food, or other amenities leads to dissatisfaction and ultimately to decreased motivation to return (Yuan & Jang, 2008).

Attendees of the concert series were also asked to leave suggestions and comments for future concerts at Mount Hermon. Most of the suggestions were related to a change in genre or artist. Some of the suggestions included more contemporary artists. Since there is such a large age gap between attendees, concert promoters should focus not only on what appeals to the younger audience, but also on what appeals to the older audience, ultimately supporting the goals and objectives of the agency.

Another area of analysis was the demographics of the attendees. As stated before, the average age of attendees was 61.2 years old. Interestingly enough age did not have a direct impact on the participant's level of satisfaction, nor the number of concerts attended. Attendees were satisfied with the genre of the concerts, most of which being country or classical, which were also the most popular music genres. A total of 113 males and 149 females responded to the questionnaire and the average number of concerts attended was 36.3, further reinforcing the fact that the current attendees are from the

older generations and have been to more than just one concert. There is a need for Mount Hermon to expand their efforts to attract newer audiences, to keep the tradition of the Summer Concert Series alive for many years to come.

Conclusions

Based on the findings of this study, the following conclusions are drawn:

1. The top three areas of importance and satisfaction at the summer concert series at Mount Hermon, California were concert quality, customer service, and concert variety.
2. The aspects of the concert that could be improved upon were buffet price, concert genre, and artists.
3. The top three motivations to attend the Summer Concert Series at Mount Hermon, California were artist performing, relaxing, and visiting with friends.
4. Demographics and music preference did not affect satisfaction.

Recommendations

Based on the conclusions of this study, the following recommendations are made:

1. Decrease the price of the buffet, so a wider demographic can attend.
2. Increase the quality of the food, so attendees are consistently satisfied.
3. Consider younger, more contemporary artists to perform at Mount Hermon.
4. Conduct further research on the Summer Concert Series, but target potential attendees who choose not to attend the concerts.
5. Offer childcare options so younger families can attend.

6. Extend the concerts so that they last later into August.
7. Pair buffet options with artist performing, for example, have a barbeque buffet for a more contemporary artist and a fancier buffet in the dining hall for artists such as Steve Green.
8. Have stronger promotional tactics by advertising earlier in the year, as soon as artists are booked.
9. Put information on the website in an easy to find place and advertise on more well-known radio stations.

REFERENCES

REFERENCES

- Andrews, S. (2004). Popping into summer. *Ski Area Management*, 43(1), 58-59, 70.
- Burnside, M. W. (2001). Christian music execs shed light on genre's ability to pack houses. *Amusement Business*, 113(17), 5. Retrived April 12, 2010 from Hospitality & Tourism Complete database.
- Close, A. G., Finney, R. Z., Lacey, R. Z., & Sneath, J. Z. (2006, December). Engaging the consumer through event marketing: Linking attendees with the sponsor, community, and brand. *Journal of Advertising Research*, 46(4), 420-433.
- Getz, D. (1997). *Event management & event tourism*. New York: Cognizant Communication Corporation.
- Getz, D., & Cheyne, J. (2002). Special event motives and behavior. In C. Ryan (Ed.) *The tourist experience* (p. 135 – 155). (2nd ed.). London: Continuum Books.
- Humphries, S. (2005, March 25). Summer concerts stage a comeback. *The Christian Science Monitor*, p. 16. Retrieved April 12, 2010 from ProQuest database.
- Mano, H., & Oliver, R. (1993). Assessing the dimensionality and structure of the consumption experience: Evaluation, feeling, and satisfaction. *Journal of Consumer Research*, 20(3), 451-466.
- Millard, A. (2005). *America on record: A history of recorded sound*. (2nd ed.). [Electronic Copy]. Cambridge: Cambridge University Press.
- Miller, B. F. (1971, October). The future of concerts is in the hands of youth. *Music Educators Journal*, 58(2), 37-40. Retrieved April 19, 2010 from JSTOR database.
- Moody, J. M., & Dexter, P. (2010). *Concert lighting: Techniques, art and business*. (3rd ed.). Amsterdam: Elsevier, Inc.
- O'Sullivan, E. L., & Spangler, K. J. (1998). *Experience Marketing: Strategies for the New Millennium*. Pennsylvania: Venture Publishing, Inc.
- Silvers, J. R. (2004). *Professional event coordination*. New Jersey: John Wiley & Sons, Inc.
- Smith, E. (2004, October 11). Concert industry blames creeping prices for slow summer. *The Wall Street Journal*, p. B1. Retrieved April 13, 2010 from ProQuest database.
- Stooksbury, C. (1995). Marketing key to success with Christian concerts. *Amusement Business*, 107(48), 7. Retrieved April 12, 2010 from Hospitality & Tourism

Complete database.

Waddell, R. D., & Barnett, R., & Berry, J. (2007). *This business of concert promoting and touring: A practical guide to creating, selling, organizing, and staging concerts*. New York: Billboard Books.

Yuan, J., & Jang, S. (2008, February). The effects of quality and satisfaction on awareness and behavioral intentions: Exploring the role of a wine festival. *Journal of Travel and Research*, 46(3), 279-288.

APPENDIXES

Appendix A

Questionnaire

Satisfaction with the Mount Hermon Summer Concert Series

Please complete this voluntary and anonymous questionnaire. It will only take about 5 minutes of your time. Your responses will be submitted to Mount Hermon staff for thoughtful review and possible improvements. Please return completed questionnaire to designated box at the rear of the auditorium.

Thank you!

1. How did you hear about this concert? *(check all that apply)* ___ Church
 ___ Friend ___ Brochure ___ Mount Hermon LOG ___ Radio ___ Internet
 ___ Other _____

2. How many concerts have you attended at Mount Hermon, including today?

3. For the following questions, please circle your satisfaction and your level of importance for each item, with 1 being the lowest, 4 being the highest, and N/A for not applicable:

<u>Importance</u>					<u>Satisfaction</u>					
	Low			High		Low			High	
N/A	1	2	3	4	Concert Genre	N/A	1	2	3	4
N/A	1	2	3	4	Concert Quality	N/A	1	2	3	4
N/A	1	2	3	4	Concert Variety	N/A	1	2	3	4
N/A	1	2	3	4	Concert Duration	N/A	1	2	3	4
N/A	1	2	3	4	Price of Buffet	N/A	1	2	3	4
N/A	1	2	3	4	Quality of Food	N/A	1	2	3	4
N/A	1	2	3	4	Venue	N/A	1	2	3	4
N/A	1	2	3	4	Customer Service	N/A	1	2	3	4

4. For any bolded items from question 4 that you were unsatisfied with, why were you unsatisfied?

Over →

5. Rate the following motivations for attending a concert offered at Mount Hermon.

	Not a Motivation		High Motivation	
	1	2	3	4
The artist performing	1	2	3	4
Food/Buffer	1	2	3	4
Visiting with friends	1	2	3	4
Relaxing	1	2	3	4
It gets me out of the house	1	2	3	4
It was part of my mini-vacation plan	1	2	3	4

6. Favorite Music Genre: *(check one)* Country Folk Classical
 Rock Blues Hip Hop Other _____

7. Gender: Male Female

8. Age: _____

9. Please feel free to leave any comments regarding any concert(s) you have attended and suggestions for the future of the Summer Concert Series at Mount Hermon.

Thank you!

Please feel free to tear off the attached Informed Consent Letter to keep for your personal records and for more information on who to contact with questions.

Cera Singley is working as a member of the 2010 Summer Staff in the Registration Office. She recently graduated from Cal Poly San Luis Obispo and will be finishing her Senior Project this summer in order to receive her diploma.

Appendix B

Informed Consent Letter

INFORMED CONSENT TO PARTICIPATE IN A SURVEY OF SATISFACTION
AND MOTIVATION OF ATTENDING THE SUMMER CONCERT SERIES AT
MOUNT HERMON, CALIFORNIA

A research project on the Summer Concert Series at Mount Hermon, California, is being conducted by Cera Singley in the Department of Recreation, Parks and Tourism Administration at Cal Poly, San Luis Obispo. The purpose of the study is to assess visitor satisfaction and motivation of attending the Summer Concert Series at Mount Hermon, California.

You are being asked to take part in this study by completing the attached/enclosed questionnaire. Please read the questions carefully and answer them to the best of your ability. Your participation will take approximately five minutes. Please be aware that you are not required to participate in this research and you may discontinue your participation at any time without penalty or loss of benefits. You may also omit any items on the questionnaire you prefer not to answer.

There are no risks associated with this study. Your responses will be provided anonymously to protect your privacy. Potential benefits associated with the study include overall improvements to the Summer Concert Series based on feedback received.

If you have questions regarding this study or would like to be informed of the results when the study is completed, please feel free to contact Cera Singley at (408) 499-8450. If you have questions or concerns regarding the manner in which the study is conducted, you may contact Dr. Susan Opava, Dean of Research and Graduate Programs, at (805) 756-1508, sopava@calpoly.edu.

If you agree to voluntarily participate in this research project as described, please indicate your agreement by completing and returning the attached questionnaire. Please retain this consent cover form for your reference, and thank you for your participation in this research.