

The Effectiveness of Policy Marketing of Hakka Tung Blossom Festival in Taiwan

Ting-Ming Chen

Professor of Department of Hakka Language and Social Sciences,
National Central University,
Taiwan
Email: tmchen2010@hotmail.com

Hsiu-Yu Chiu

Master of the Graduate Institute of Hakka Political Economy,
National Central University,
Taiwan

Abstract

For Hakka people in Taiwan, Hakka Tung Blossom Festival is a representative activity of culture and innovation. The boom has been expanding with products and industries associated with tung blossoms ever since the start of the festival held by the Council for Hakka Affairs (CHA) in 2002. This research adopts three rounds of anonymous collective-decisions from experts (Delphi method) in order to construct "Evaluation Indicators of Policy Marketing Strategy and Effectiveness of Hakka Tung Blossom Festival". The analytic hierarchy process (AHP) is adopted to evaluate the relative weight distribution and indicator orders. The results are used to construct relative weight distribution system governing "Evaluation Indicators of Policy Marketing Strategy and Effectiveness of Hakka Tung Blossom Festival," which investigates ideal goals, creativity, policy planning and execution, positioning, marketing strategy model, event development conditions, marketing efficacy and offers suggestions.

Keywords: Policy marketing, Hakka Tung Blossom Festival, delphi method, analytic hierarchy process (AHP)

I. Preface

Policy marketing strategies of every government directly affect their outcomes, and even hold the key to the relationship between the general public and the government. Kotler once said, to those governments who wanted to convey the true value and satisfy the needs of every citizen, marketing is the best platform. (Kotler, and Levy, 1969; Kotler, and Lee, 2007) However, beyond each marketing strategy, the process of its design, planning, execution and evaluation, and the efficiency of the policy are worth discussing. This research utilizes the Hakka Tung Blossom Festival organized by the Council for Hakka Affairs since 2002 to investigate the policy marketing strategy models, the actual impacts, and the present condition. Starting from the government's aspect when making policy marketing strategies, the research utilizes qualitative research method, Delphi method and AHP over stakeholders, incorporate expert suggestions, and cross-reference current literature reviews to establish "Evaluation Indicators of Policy Marketing Strategy and Effectiveness of Hakka Tung Blossom Festival" and its "Corresponding Weighing System" which provide reference to the Council for Hakka Affairs (CHA) and make the research complete. In accordance with the above research motives, this research will discuss Hakka Tung Blossom Festival, the evaluation indicators and the weighing system, the current development conditions. Furthermore, the implementation process and actual efficacy by the policy makers and related stakeholders will be explored. The research hopes to offer advice for the officials when promoting Hakka activities.

II. Theories and Literature Review

Origins and Development of Policy Marketing

The concept of marketing has been present in private sectors for quite a while, and gradually spread to public sectors, establishing itself as an inevitable trend. The development of policy marketing is closely related to the proliferation of marketing. It is generally considered that ever since the broadening of the concept by Philip Kotler and Sidney Levy in 1969, marketing has expanded beyond the private sectors. The following could be some of the reasons that marketing was infused into public management— high demands to meet social needs, the blurring distinction between public and private sectors, rapid social changes, raising awareness of public participation, change of civil service, limited resources, and productivity improvement of public sector. Meanwhile, the government is facing the dilemma that the productivity crisis lies within government agencies, forcing the government to seek ways for improvement. Therefore, implementing marketing concepts in public sector management is becoming a global trend. In 1991, based on Kotler's corporate marketing model, Snavelly established a marketing model suitable for policy research and marking the official commencement of research in the area of policy marketing (Weng, 2004). Thereafter, Altman and Petkus (1994) utilized social marketing concept and suggested a stakeholder-based policy process that employed social marketing during policy formulation and made marketing a critical research topic for policies.

In addition to the fore-mentioned theories, the main reasons for the emergence of policy marketing are due to the rise of consumerism and civic boosterism. The emerging trend has led the relationship between the government and the general public to a change, shifting from the ruling and the ruled to an equal cooperative relationship, forcing the government to adopt marketing to promote its public policies (Chiu, Yu, Luo, Chang, and Li, 2001).

As for the characteristics of policy marketing, Hans Buurma (2001) listed the following as the functions of policy marketing. (a) Exchange with few individually known customers. There are three steps in the exchange process, supply and demand, product and reward exchange, and realization of goals on both sides. The exchange between government and social agencies is based upon a covenant, an agreement between two or more parties. In this case, the government acts as one party while limited agencies act as another. (b) Exchange process in general terms. The government provides several product combinations as policy tools in return for citizenship behavior. Meanwhile, the citizens also wish to live under legal behaviors, so that the policies could achieve the intended results. (c) Exchange with a multitude of customers. The government needs to conduct exchange with a deal of customers, the named ones and the anonymous ones. (d) Marketing regulations: Many scholars believe that marketing regulations could effectively increase public compliance. Moreover, through regulations, policy marketing could effectively serve the public's needs. (e) Marketing through intermediaries: Through sharing of public policy authorities with NGOs, the government could leverage upon other's strengths and serve as inspectional units.

Chang-tai Chiu et al. (2001) also mentioned that policy marketing means marketing management promoted by the government, which includes the process of planning, organizing, executing and controlling of marketing events. Policy marketing focused mainly on service or social behavior, not physical objects, thus it faces more restrictions compared to those of private companies. Generally speaking, policy marketing possess the following characteristics — uncertain consumer groups, unclear attitudes of target groups, instability of producers, unclear relationship between policy marketing and marketing goals, and the acceptability of the public.

In sum, the marketing functions of public policies are: (a) Reinforce the competitiveness in public strategies. Policy marketing increases competitiveness in public strategies and create different options. The more options there are, the better services people will get. Therefore, competitiveness is the best way for a more efficient government. (b) Build a decent public image. Commercial in the market help to build a decent image for the public sectors, helping to expand public policy and gain public support. (c) Symbolize the price of public service. Service provided by the government can be commercialized through marketing to draw public's interest. To commercialize is to name the price for public service; in other words, users charge. (d) Create needs for the public. One of the main functions of policy marketing is to stimulate the needs to purchase public service and create income for the government to cover the budgetary deficit.

Policy Marketing Strategy Model and Elements

From policy formulators' perspective, the more compliant the general public is to the policy, the less obstacles they will have for execution. To get better results, authorities should formulate a set of policy marketing strategies to convince the general public. Policy marketing strategies could be divided into four points. (a) Define policy marketing target groups. (b) Strengthen the study of consumer demands and psychology. Consumers are the most valuable asset of public policies, thus their needs should take precedence. (c) Promote collaborative marketing. Collaborative marketing means the joint effort of the general public and the government in promoting the policies. (d) Use event marketing to replace media marketing. The traditional methods employ newspaper advertising, brochures, TVs, commercial broadcasts, etc. If event marketing could be supplemented, there could be better results. (e) Give due importance to media PR, academic PR and people's representatives PR. In the modern democratic society, three forces that represent the freedom of speech are the media, academia and people's representatives. If these three forces could be duly influenced, the success of policy marketing will ensue.

Snavely (1991) believes that the environmental factors of public policy marketing model include demographic economics, politics, social culture and technology. With service attitude as core principle, policy marketing strategy of public sectors should employ the segment of society, effectively allocating important resources to satisfy respective needs of different target groups.

There is another phase in the public policy marketing model, the marketing mix, which acts as a critical component in the policy marketing process. In response to the unique environment of executing public policy, Snavely (1991) made adjustments to the traditional 4P marketing model to accurately reflect the conditions in public sectors. The 4Ps employed by traditional corporate marketing are product, price, place and promotion. In Snavely's model, service replaces product, cost replaces price, inducement and education replaces promotion, and channel serves as the cost in the computation of customer service. Furthermore, legal authorities, policy analysis and human resources are three additional marketing tools suited to the government settings.

This research combines all fore-mentioned elements and addresses the current condition of Hakka Tung Blossom Festival. They include integrating service, cost, inducement and education, legal authority, policy analysis and human resources in analytical process. In addition, since the implementation of the project "Hakka Culture Resources Survey" in 2005 by the CHA, the combination of Hakka cultural resources such as historical sites, buildings, gatherings, relics, cultural sights, traditional arts and customs has made the promotion of Hakka Tung Blossom Festival successful. Moreover, during the community promotion of "Living Environment Improvement Plan," many tung blossom paths were built. The Executive Yuan even put Hakka Tung Blossom Festival in the list of 12 Major Hakka Festivals, promoting the most grassroots, local and traditional Hakka festival and Hakka culture nationwide, and boosting tourism and Hakka industry development.

Overall, the promotion of Hakka Tung Blossom Festival by the CHA involves not only event marketing but also public policy aspects, making the festival one of the policy marketing events. This research then compiles the “Evaluation Indicators of Policy Marketing Strategy and Effectiveness of Hakka Tung Blossom Festival” of all aspects and its weighing system to evaluate the event.

Case study of Hakka Tung Blossom Festival

Tung blossoms have been thought as an important asset in Hakka regions and are inseparable from Hakka villages. To appreciate the Mother Nature who nourished the lands, and Hakka ancestors who spent hundreds of years cultivating in the mountains, Hakka Tung Blossom Festival has been held from April to May during the blossoming season, annually since 2002 to remind Hakka people about the difficult past and the passing on of their culture. The initial locations of the festival were in Taoyuan, Hsinchu, Miaoli, and Taichung, due to the larger concentration of Hakka people in these areas. In addition, tung blossoms, which not only symbolize the development of the Hakka people but also represent the Hakka culture, can be spotted along the mountain trails.

Hakka Tung Blossom Festival is a traditional but innovative Hakka festival and has recently become an annual cultural event for the Hakka people. Therefore, the festival provides not only ecotourism but space in time for people to see and understand Hakka culture, creates financial income for the Hakka farmers, and invigorates industrial development of those villages (Wang, & Chang, 2004).

Above all, Hakka Tung Blossom Festival has spread from its original locations to the whole island with the aid from organizing and sponsoring units through varied channels. Also, the theme and contents of the festival each year are characterized with more and more creativity and variedness. Furthermore, under the development of festival tourism, festivals are no longer a one-day, nor an ethnic activity without economic value. They are adopted by relevant units as tourism and policy marketing strategy and become an avenue for promoting and conserving folk culture, arts and relevant human resources (Burr, 1997).

With the collaboration of tourism, festivals have become the fastest growing trend in the tourism industry worldwide, mounting up its number, massiveness and the number of participants (Ye, 2005). In other words, Hakka Tung Blossom Festival is a policy marketing strategy adopted by the CHA, in hopes of boosting Hakka industry and local tourism along the “No. Three Provincial Express in northern Taiwan”. And through the collaborative model of central planning, corporate sponsorship, local implementation, and community establishment, the festival develops in multiple aspects, making it a Hakka festival of enriching culture, reinvigorating local industries and tourism.

III. Research Methods

The research focuses on the policy marketing of Hakka Tung Blossom Festival held by the CHA annually, and through Delphi method and AHP, in combination with related literature reviews on policy

marketing, results, ideas and opinions. Indicators are cross-referenced so that evaluations can be done on whether the current model fits the public’s needs. The framework of this research is shown in figure 1.

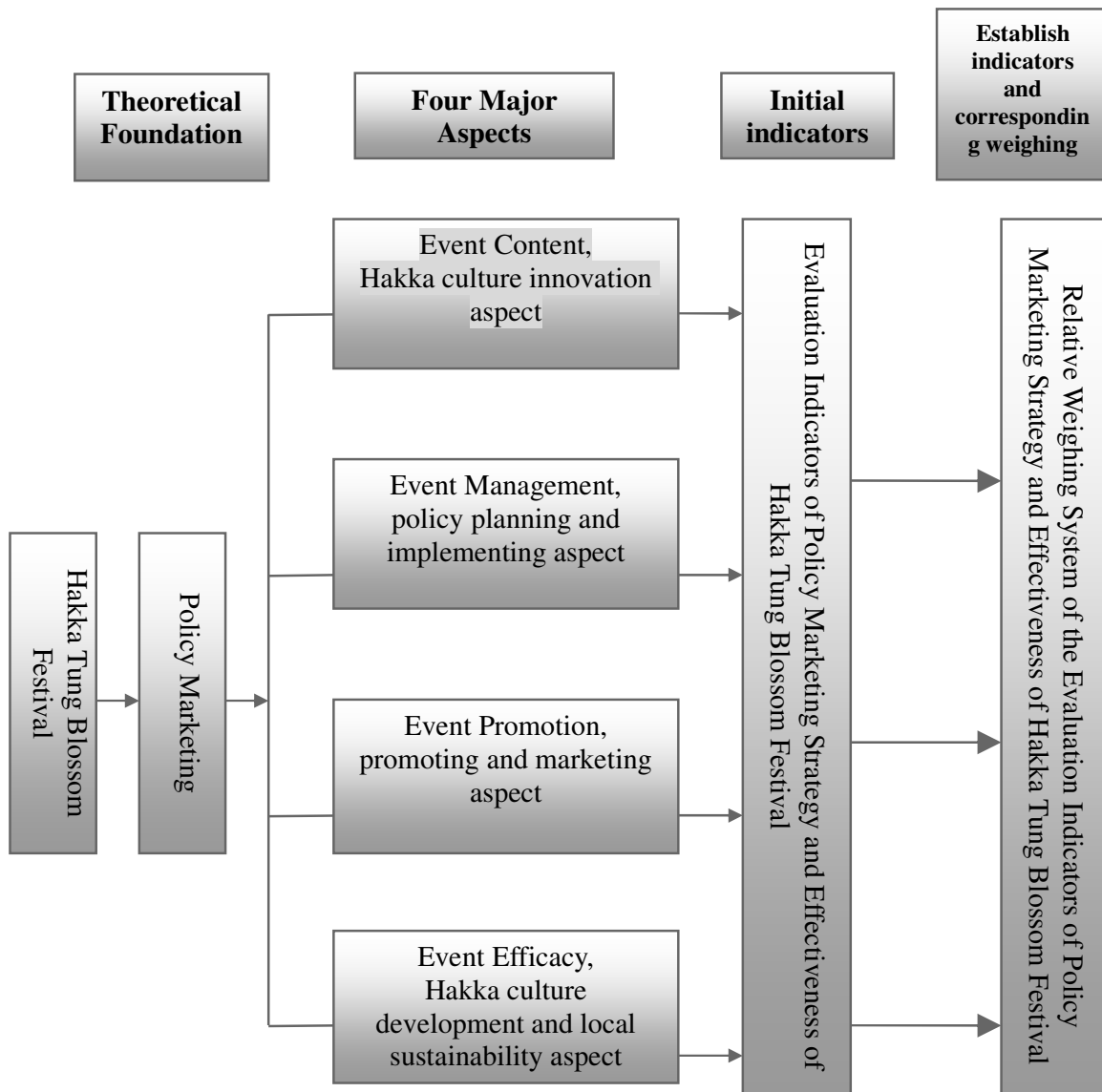


Figure 1. Research Framework

This research employs a qualitative research on literature analysis, Delphi method and AHP. Through gathering information, a suitable research topic is established to incorporate understanding of the core issue. On the other hand, literature is being analyzed for the design of Delphi questionnaire to figure out different levels in understanding and effectiveness of the policy from industries, government, media, academia and related stakeholders. Relevant questions are being clarified and organized, resulted in the “Evaluation Indicators of Policy Marketing Strategy and Effectiveness of Hakka Tung Blossom Festival” that serves as an analytical basis for strengths and weaknesses of the festival.

Delphi Method

Delphi method possesses forecasting characteristics and was first developed by Rand Corporation in the 1950s. This national defense project titled “Project Delphi” utilized a series of questions to solicit feedbacks from experts and draft corresponding battle strategies. Hartman (1981) and Shieh (1990) stressed that anonymity was crucial in the feedback solicitation process and that correspondence method should be preferably by paper instead of direct contact. A continuous supply of feedback was provided to the experts and scholars to induce them in reaching consensus through experience sharing. In addition, the Delphi questionnaire results are often demonstrated through descriptive statistics with mode, median, average and quartile deviation as analytical information. Thus, the results have strong scientific backing.

The Delphi questionnaire designed by this research is based on policy marketing and local festival evaluation indicators. With special reference to the three elements suggested by Weng, Hsin-li (2004), individual and team environment of policy marketing, service and target audience, and marketing combination. Four additional indicators are government agencies, group pressure, general public and voters, and service target audience. The research employs the fore-mentioned indicators as foundation and compiles three aspects of policy marketing and sub-indicators according to Hakka Tung Blossom Festival. To ensure the openness and scope of the research, the modified Delphi method is employed mainly in how all aspects of the indicators are relevant, whether it is suitable, revisable, or not suitable. The respondents keep the freedom to answer the questions. This is the first round of questionnaire distribution.

After receiving all the responses, the SPSS system is employed on all effective responses with coding assigned to each one the results are saved in the computer database. The results are then analyzed for ratio of indicators and their distribution which provide the basis to design the second round questionnaire. The Likert Scale is employed in the design of the questionnaire with five levels or grades for each indicator — very unsatisfactory, unsatisfactory, average, satisfactory, and very satisfactory. The resulting questionnaire is then sent to the experts to solicit their response.

An iterative process is conducted and in the third round of questionnaire collection. The mean (M) and quartile deviation (QD) are used to evaluate the satisfactory rate and consensus for each indicator. If the mode (Mo) and mean (M) have an absolute difference of $| Mo - M | \leq 1$, then it reaches the convergence, which means the experts has come to an agreement on all relevant indicators and the next round of Delphi questionnaire distribution is unnecessary. The resulting indicators become the “Evaluation Indicators of Policy Marketing Strategy and Effectiveness of Hakka Tung Blossom Festival.”

Critical case sampling method is employed in the sampling of chosen targets from the academia, industries, group representatives, etc., who care for the development of policy marketing of Hakka Tung Blossom Festival. Altogether 28 people form the Delphi expert group and undergo three rounds of anonymous Delphi questionnaire feedback. The responses are gathered and formed the “Evaluation Indicators of Policy Marketing Strategy and Effectiveness of Hakka Tung Blossom Festival.”

Analytic Hierarchy Process (AHP)

AHP was developed by Professor Thomas L. Saaty of Pittsburg University in 1971 as a tool for decision-making with main use in situations with unclear conditions. AHP seeks to solve uncertain problems through systematic analysis and after dividing the problems into a set of hierarchy. Pairwise comparison method is employed to determine the relationship between different elements of the problem and the most suitable course of action is determined from these results (Saaty, 1990).

The design of AHP questionnaire is based on the “Evaluation Indicators of Policy Marketing Strategy and Effectiveness of Hakka Tung Blossom Festival” derived from Delphi method with average as selection criteria. Those over 3.5 are selected as indicators for AHP and the weighing questionnaire based on the “Evaluation Indicators of Policy Marketing Effectiveness and Strategy of Hakka Tung Blossom Festival” is compiled. Altogether there are four major aspects and 19 sub-indicators using pairwise comparison. It gives the experts a deciding basis for their consideration of the weighing of each indicator.

The AHP questionnaire is edited based on the three-round of Delphi questionnaire that constructs corresponding weighing system of “Evaluation Indicators of Policy Marketing Strategy and Effectiveness of Hakka Tung Blossom Festival.” Researchers randomly select 8 people from the Delphi expert group. And based on the ratio of whether they belong to industry, government, media, academia and local region, five more are selected to form a group of 13 for the AHP expert group with their listing as shown in table 1.

Table 1. Listing of experts participating in AHP

Name of Organization	Job Title	Type
Council for Hakka Affairs, Executive Yuan	Deputy Minister	Government
Hakka Affairs Bureau of Taipei County Government	Deputy Director	Government
Taoyuan County Government Cultural Affairs Bureau—Cultural Development Section	Organizer	Government
Miaoli County Touwu Township	chief comptroller	Government
Graduate Institute of Hakka Political Economy, National Central University	Assistant Professor	Academia
Graduate Institute of Hakka Political Economy, National Central University	Assistant Professor	Academia
Global Hakka Research Center, National United University	Assistant researcher	Academia
China Daily	Reporter	Media
TTV	Anchor	Media

Taoyuan County Longtan Township Sanlin Community Development Association	Project manager	Civic groups and Industry
New Era Art Resort & Spa	Manger of management dept	Civic groups and Industry
Debeer Jewelry Co. Ltd. (Paris Jewelry)	Assistant	Civic groups and Industry
Excellence Public Co.	Organizer	Civic groups and Industry

IV. Findings

Result Analysis for Delphi Questionnaire

Each round of the Delphi questionnaire statistic employs mean (M) and quartile deviation (QD) to evaluate the satisfactory and consensus level of each aspects and sub-indicators. The mean (M) is employed to determine the satisfactory level of participant toward each aspect and sub-indicator. When the value scores above 4 ($M \geq 4$), it means the indicator in question has reached a “very satisfactory” level. When it scores above 3 ($M \geq 3$), it means “satisfactory;” and below 3 ($M < 3$) means “unsatisfactory.” Thus, the higher value of M represents the higher level of satisfaction.

In addition, quartile deviation (QD) is to evaluate the difference of opinion between the experts involved. When the quartile deviation value scores below 0.6 ($QD \leq 0.6$), it means the interviewees reach “high consensus.” When it scores between 0.6 and 1 ($0.6 \leq QD \leq 1$), it means the interviewees reach “average consensus;” and above 1 ($QD > 1$) means “low consensus”. Thus, the lower value of QD represents the lower level of disagreement and the higher level of consensus. Further, the feedback and suggestions given by the experts will be used as reference for future discussion and adjustment of the aspects and indicators.

Through three rounds of indicator establishment by the Delphi questionnaire and compiling responses from the experts, each indicator receives an average score of 3.00 to 4.08. With quartile deviation from 0 to 1 and | mode – average | value being less than 1 indicating convergence, all indicators receive a general consensus from the experts. The result is the formation of the “Evaluation Indicators of Policy Marketing Strategy and Effectiveness of Hakka Tung Blossom Festival” with four major aspects and 40 sub-indicators.

Analysis of AHP Results

Through the four major aspects and 40 sub-indicators established by the Delphi questionnaire, an average of the score over 3.5 is used as the selecting criteria for AHP questionnaire construction, reducing to four major aspects and 19 sub-indicators. After evaluating and comparing its related weighing and orders by

the expert group, the relative weight distribution system governing “Evaluation Indicators of Policy Marketing Strategy and Effectiveness of Hakka Tung Blossom Festival” is established. The results in weight distribution and orders are as follows.

(a) Event promotion (29.5%): the aspect of promoting and advocating marketing. Four sub-indicators in this aspect are “conspicuity of media reports” (46.2%), the most important, “plan implementation efficacy and clarification of event publications designed by the organizing units” (24.3%), “sufficient tourist information to demonstrate Hakka features” (15.2%), and “integration of local leisure industry and Hakka Tung Blossom” (14.3%). The IR value of the four sub-indicators is 0.00633, which is smaller than 0.1, and therefore passes the consensus criteria.

(b) Event efficiency (28.1%): the aspect of developing Hakka culture and sustainability in its regions. The followings are the 7 sub-indicators, starting the from the most important, “the event and its relation to local marketing” (19%), to “promote Hakka cultural unity and social identification” (17%), “enhance the importance of Hakka people by the government and relevant agencies” (16.6%), “invigorate economy and its incidental advantages” (15.8%), “respect cultural diversity and local identity” (14.3%), “cultural artistic value of event content” (9.5%) and “enhance government image through policies or events” (7.9%). The IR value of the seven sub-indicators is 0.00901, which is smaller than 0.1, and therefore passes the consensus criteria.

(c) Event management (22.8%): the aspect of managing and executing policies. 2 sub-indicators are “leadership and control of organizing unit” (51.7%), and “event implementation procedure and plan execution” (48.3%). The IR value of the two sub-indicators is 0, which is smaller than 0.1, and therefore passes the consensus criteria.

(d) Event contents (19.5%): the aspect of creativeness in Hakka culture. There are 6 sub-indicators, starting from “the association between tung blossom products and the event” (26.8%), to “the connection of Tung Blossom and Hakka image” (19.4%), “overall packaging concept such as movie production, guidebooks, etc.” (18.1%), “catering service with Hakka culture or local features” (12.6%), “internet content (website establishing, web pages, advertisements, search engines, emails, etc) that demonstrates the innovation of Hakka culture” (12%) and “commercialization of creative products and fashion design coding” (11.1%). The IR value of the six sub-indicators is 0.02, which is smaller than 0.1, and therefore passes the consensus criteria.

Through analysis of AHP result and integrated opinions from the team experts, the IR and OII values of all sub-indicators fall under 0.1, indicating a genuine consensus. Furthermore, based on the relative weighing and ordering system of the indicators evaluated by the experts, the relative weighing system of the “Evaluation Indicators of Policy Marketing Strategy and Effectiveness of Hakka Tung Blossom Festival” is completed with four major aspects and 19 sub-indicators. Their relative weighing and ordering are listed in the following table2.

Table 2. Relative Weight Distribution System Governing Evaluation Indicators of Policy Marketing Strategy and Effectiveness of Hakka Tung Blossom Festival

Major Aspects		Sub-indicators (%)	
1. Event promotion: the aspect of promoting and advocating marketing	29.5%	3-1. Conspicuity of media reports	46.2%
		3-2. Plan implementation efficacy and clarification of event publications designed by the organizing units	24.3%
		3-3. Sufficient tourist information to demonstrate Hakka features	15.2%
		3-7. Integration of local leisure industry and Hakka Tung Blossom	14.3%
2. Event efficiency: the aspect of developing Hakka culture and sustainability in its regions	28.1%	4-7. The event and its relation to local marketing	19%
		4-10. Promote Hakka cultural unity and social identification	17%
		4-11. Enhance the importance of Hakka people by the government and relevant agencies	16.6%
		4-5. Invigorate economy and its incidental advantages	15.8%
		4-6. Respect cultural diversity and local identity	14.3%
		4-1. Cultural artistic value of event content	9.5%
		4-12. Enhances government image through policies or events	7.9%
3. Event management: the aspect of managing and executing policies	22.8%	2-1. Leadership and control of organizing unit	51.7%
		2-5. Event implementation procedure and plan execution	48.3%
4. Event contents: the aspect of creativeness in Hakka culture	19.5%	1-7. Association between Tung Blossom products and the event	26.8%
		1-9. connection of Tung Blossom and Hakka image	19.4%
		1-1. Overall packaging concept (ex: movie production, guidebooks, etc.)	18.1%
		1-8. Catering service with Hakka culture or local features	12.6%
		1-4. Internet content (website establishing, web pages, advertisements, search engines, emails, etc) that demonstrates the features of Hakka culture	12%
		1-2. Commercialization of creative products and fashion design coding	11.1%

V. Conclusion

This research employs triangulation methods to evaluate the event contents, management, promotion and efficacy. They investigate ideal goals, creative aspects, policy planning and execution, positioning, marketing strategy model and event development conditions, marketing efficacy and offer suggestions. First, the event should deepen its contents and uniqueness, avoid dependence upon “Tung Blossom Logo,” and ignore inheritance of Hakka cultural values. Efforts should be made to integrate tung blossom symbolism and the meaning of events to truly deepen Hakka culture and provide extensibility for the Hakka Tung Blossom Festival. However, in view of the rising of the Internet, it is paradoxical that the internet content (website setting, web pages, advertisements, search engines, emails, etc.) demonstrating Hakka features only accounts for 2.7%, indicating the need for the CHA to take measures to enhance internet contents and its richness. Overall, the Hakka Tung Blossom Festival is still a uniquely representative activity of Hakka culture. And through CHA’s packaging, promoting and marketing, business models, integration of exhibition venues and distribution channels, new elements and images are given, creating a truly Hakka event. Currently, products and industries based on the Hakka Tung Blossom are flourishing.

Furthermore, discussions are made from policy planning and execution aspects, and the triangular relationship between central government, local government and the local people. The implementation of policy planning, execution and evaluation of “three joint administrative systems,” and following the event principle of “central planning, corporate sponsorship, local implementation, and community establishment” are the key lessons of event management. Based on this, to effectively reach policy target and create sustainable Hakka culture development, the balanced responsibilities amongst central, local and civic groups are essential. Through brainstorming and harnessing of group ideas, stakeholders participate in the planning and implementing of Hakka Tung Blossom Festival through stages and roles of public and private collaboration and cross-industry collaboration model. The key in the process relies upon the efficiency and efficacy of the personnel involved. Hence, their professional and cultural development are crucial, and will affect the policy planning and execution abilities of the management aspect, such as cultivation of talents, increase of service ability, introduction of new blood, and acceptance of people who share passion for the local (please refer to figure 2).

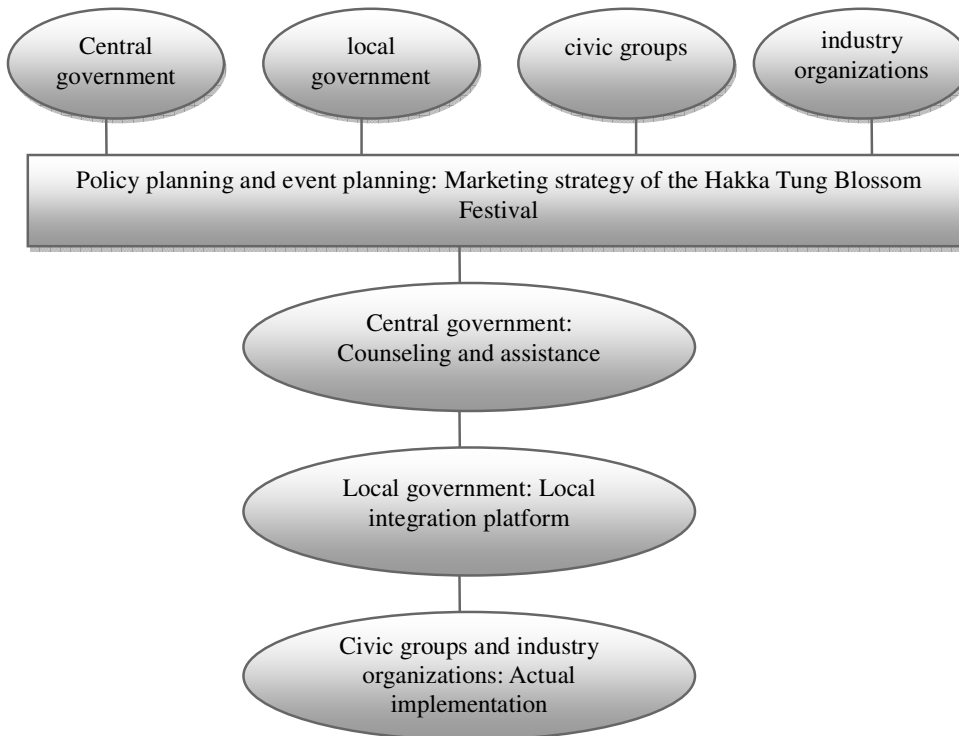


Figure 2. Stages and roles of central government, local government and civic groups

Thirdly, the success of the Hakka Festival relies upon the depth and breadth of promotion and marketing strategies. In simple terms, it means whether the event's conspicuity and promulgation could reach its sales target and goal. However, the media reporting, appeal of related publication, advertising DM, promotion flags and other introductory materials employed by the Festival are close to the lives of the people. The promotion methods are also constantly evolving that the features and uniqueness of Hakka culture could be introduced and further promoted. Strengthening of international marketing, developing uniqueness of products, varied and international development, and participating in international exhibitions could all serve to enhance the Festival.

Lastly, Hakka Tung Blossom Festival brings in tangible visitors and it results in adding economic value and incidental advantages, creating market values for the related communities and its surrounding industries. In addition, several intangible values are also increased, which are deeper understanding of the Hakka culture, more involved emotions, invigoration of Hakka villages, cultural sustainable development, and multi-cultural promotions. However, the image enhancement of the government through policy or event indicator only accounts for 3.6%, indicating that the Festival is indeed a positive contribution to cultural sustainable development and its peripheral areas. Further, to avoid over emphasis on the Hakka, the opinions and participation of other ethnic groups should be taken into serious consideration because Hakka Tung Blossom Festival is not merely a Hakka event, but a national one.

VI. Research Suggestions

Promote Depth and Breadth of Policy Marketing

The research suggests carrying on varied and innovative promotions and distribution channels during the festival to build the breadth of policy marketing. For instance, shooting Tung Blossom idol dramas, collaborating with fast food restaurants in developing “Tung Blossom Meals”, lecturing how to plant tung trees, holding creative Hakka culinary contests, etc., may draw more attention and create greater conspicuity from “Hakka marketing” to “Marketing Hakka.” In addition, emphasize “emotional marketing,” more work should be done on the emotional side of Hakka culture so that more depth could be added to the event instead of simply emphasizing on tourism, industry and value.

Phase Transition of Roles

From the Hakka Tung Blossom Festival ideal perspective, it is still in the developing phase. This research suggests that the triangular relationship between central government, local government and civic groups should be balanced and create consensus of policy planning and event planning. It is suggested that through phased roles, a partnership is created to generate mutual interest and profitable negotiations to make the festival better each time. In addition, the central government should play a tutoring role, give local government and civic groups freedom to be creative, and build an environment suitable for preservation of local traditions, aiding the transformation of traditional industry and making the event more varied.

Cultivation of Talents and Introduction of New Blood

In the event promotion aspect, sub-indicator “Plan implementation efficacy and clarification of event publications designed by the organizing units” only holds 24.3%, and “Sufficient tourist information to demonstrate Hakka culture” only 15.2%. The result proves the importance of cultivating talents and introducing new blood. The research suggests that besides language skills, etiquette and service trainings, efforts should be made to solicit volunteers with specialties, taking voluntary guides in Hakka Culture Park, New Taipei City for example. Moreover, cultivating local talents that love the land and undertake the mission to inherit their culture is an area that can be further developed. To attract young children and the next generation is another aspect to work on.

Regional integrative Model

Currently, numerous large scale events were in townships, cities and counties nationwide during Hakka Tung Blossom Festival. With no centralized location, it makes potential participants wonder and feel lost. In addition, the overlapping of event contents in different areas is remarkably high, creating an image of lacking innovation. Thus, the research suggests that when planning the festival, start from small areas, then extend to regional. CHA could choose the most qualified proposal to subsidize, give a certain region the

power to arrange overall, and create a “competitive planning integration” so that Hakka Tung Blossom Festival could be more unique and coordinated.

Search for International Arts Festival Model

The research thinks that if Hakka Tung Blossom Festival could reach out abroad like Avignon Dramatic Art Festival held in France every July or Edinburgh Arts Festival of English held annually in August, not only will it bring more incidental advantages, but upgrade the conspicuity of Taiwan in the global arena. Hence, in order to turn vision into reality, a 2-step method is necessary. First, employ “regional cooperative model” as suggested earlier and focus on one particular region. Second, refine the quality and exquisiteness of tung flower products, participate in international business expositions, adopt marketing communication in the international media, or design international Tung Blossom traveling packages. Through these measures, Hakka Tung Blossom Festival will be a step closer to modeling internationally well-known art festivals.

In conclusion, the research suggests other Hakka festivals or industries to adapt and pass on the most essential part of Hakka Tung Blossom Festival, take advantages of the past experiences and advice from the industries, government, media and academia, revise and rearrange to build a new model, and create a whole new Hakka festival in the future.

References

- Altman, John A. and Petkus, Ed JR. (1994). Toward a stakeholder-based policy process: An application of the social marketing perspective to environment policy development. *Policy Sciences* 27, 37-51.
- Burr, S. W. (1997). Love thy neighbor and prosper community festivals and events. *Parks and Recreation*, 32(9), 106-118.
- Buurma, H. (2001). Public policy marketing: Marketing exchange in the public sector. *European Journal of Marketing*, 35(11/12), 1287-1300.
- Chen, T. M. (2006). *Policy view and policy entrepreneur discovery of Taiwan Hakka Tung Blossom Festival*. Paper presented at the 2006 Asian United Forum on Ethnic Groups, History and Culture: Research on People Groups and Regions, National Central University, Taoyuan, December 2-3.
- Chiu, C. T., Yu, C. L., Luo, C. J., Chang, S. M., and Li, Y. J. (2001). *Political Analysis*. Taipei: National Open University.
- Hartman, A. (1981). Reaching consensus using the Delphi technique. *Education Leadership*, 38, 495-97.
- Kotler, P., and Lee, N. (2007). translated by Kuo, Si-yu. *Kotler on how governments do marketing*. Taipei: Taiwan Pearson Education Publishing.
- Kotler, P., and Levy, S. J. (1969). Broadening the concept of marketing. *Journal of Marketing*, 33, 10-15.

- Saaty, T. L. (1990). How to make a decision: The analytic hierarchy process. *European Journal of Operational Research*, 48(1), 9-26.
- Shieh, V. (1990). *Using Delphi technique to determine the most important characteristics of effective teaching at junior high school level in Taiwan*. Ohio: University of Cincinnati.
- Snavely, K. (1991). Marketing in the government sector: A public policy model. *American Review of Public Administration*, 21(4), 311-326.
- Wang, W. J., and Chang, W. A. (2004). 2004 Hakka culture and creative Industry: Analysis of 2004 Hakka Tung Blossom Festival. *NCU Social Culture Newsletter*, 18, 121-146.
- Weng, H. L. (2004). *Policy Planning and Marketing*. Taipei: Huatai.
- Ye, H. W. (2005). *Research on tourist efficacy of agricultural festivals: With Hakka Tung Blossom Festival as example*. Unpublished master of thesis, Agriculture Extension Center of the National Chung Hsing University, Taichung.