



A Successful Festival for Kids in Győr

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Abstract

The Győr Kids Festival was established to be a free outdoor festival for socially disadvantaged children. The organizers later expanded the festival so it would be longer than 1 day and children could participate in all kinds of programmes including sports, culture, arts and crafts. The festival's primary target audience were the parents of children 3–14 years old.

The product was designed to create access to cultural events, and due to subsequent behavioural changes, such as starting or increasing the participation in cultural activities, the families could experience the benefits of an improved well-being. In order to achieve the realization of the desired behaviour, the Vaskakas Puppet Theatre (VPT), as the main organizer, should coordinate different complementary approaches, namely, an economic, a technological and an informational one. In this case two major strategies can be followed: a reinforcement and an induction. In 2015, the VPT launched a development in the marketing mix to reduce the barriers of participation in the Györkőc Festival. This festival has increased the number of visitors every year, and now it is the largest free outdoor children's festival in Hungary with 26,000 registered children and approximately 50,000 visitors.

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Learning Objectives

- The learning objectives of this case study provide students with the opportunity to:
- Identify and describe the four complementary approaches, namely, a legal, an economic, a technological and an informational one with the purpose of behavioural change.
- Explain the process of segmentation and the benefits of segmenting a target audience.
- Describe with examples different variables that can be used to segment a target audience.
- Describe the criteria that should be considered when selecting a segment to target with a behavioural change intervention.
- Understand and apply the four major strategies in social marketing: reinforcement, induction, rationalization and confrontation strategies.
- Use the 4Ps of marketing tools to create the social marketing programme.
- Identify the specialities of services and develop methods to make the intangible tangible; manage the quality of service, the service capacity and the production of service with consumer.

Introduction

Social marketing is important in improving people's well-being and positively influencing individual's behaviour. Comprehending the theoretical aspects of social marketing and the execution of knowledge obtained provides a better understanding of the consumers' behaviour and implementation of the successful marketing strategy. In order to achieve the realization of the desired behaviour, the social marketers should coordinate different complementary approaches, namely, a legal, an economic, a technological and an informational (Santesmases 1999).

Since social marketing is customer centred, all strategic planning begins with understanding the target audience behaviour. Four major strategies can be followed: a reinforcement, an induction, a rationalization and a confrontation (Santesmases 1999). The social marketing programme pays attention not only to communication but also to the value proposition that it costs to the target audience members and the channels through which it is made available. It empowers students to carefully integrate communication promotion with the other 3Ps of the marketing mix elements.

Most non-profit organizations are primarily in the service market. The services can be delivered by people, places and objects. Services are especially difficult to manage because they are typically intangible, inseparable from the producer, variable in characteristics and perishable and involve the target audience in their production (Andreasen and Kotler 2008). The researchers focus increasingly on

the examination of experience marketing in the service sector. Recently companies have begun to systematically design and manage the consumer experience as an added value to their primary service in order to differentiate their offering from competitors (Pine and Gilmore 1998; Wolf 1999). In this case study, the students can study the implementation of innovative services with tangible and intangible elements that affect consumers.

Overall life satisfaction did not change significantly between 2013 and 2016 in Hungary: it was 6.11 in 2013 and 6.10 in 2016 (on a scale of 0–10) (KSH 2017a). According to the Eurostat (EU-SILC3) survey in 2013, Hungary was at the end of the EU ranking and only ahead of Bulgaria. In Hungary, where households had a higher share of leisure expenditure (3.6%) than in some EU member states, residents rated their satisfaction with time use at only 6.3. Household expenditure on leisure reflects the cultural attitudes, the availability of leisure and cultural events and their price. Culture and entertainment are important activities, which contribute to an individual's quality of life. In Hungary, households with children had to make spending reductions because price is the second main barrier in accessing culture, after lack of time (EUROSTAT 2015). There is still a marked difference between the consumption of households in the worst and in the best financial situation. In 2015, the monthly consumption expenditure of households for culture in the top income quintile was 10.8 times as high as that of families in the lowest quintile (KSH 2016). The consumption of households with children increased in each consumption group except for transport and recreation and culture. In 2015, the proportion of expenditures on recreation and culture was 6.6%, and the rate of expenditures on communication equalled 7.2% (KSH 2017a).

There were various trends in demand for cultural services. On the whole the number of visitors fell in public cultural institutes over the past 20 years, and the rate of cultural activities is moderately low in families with children. In the case of theatres, the urbanization inclination was most noticeable, as half of performances were held in the capital. The geographical distance of families' residencies can make accessing cultural programme a bit difficult.

At the same time, the appearance of the Internet has fundamentally changed media consumption and cultural activities; the most up-to-date technical solutions and devices also support the use of online cultural products. The increase in the number of Internet users did not break the hegemony of television in Hungary; it has continued to be the most significant media in the country. This is due to the fact that television is readily available and relatively inexpensive and it allows information and entertainment programmes instantly available.

In regard to the conditions of poor families, they do not have a chance to visit cultural events, but they may have the need or mood to do so. In their spare time, they like to relax at home and they rarely go out. If they do go out, then they go to the cinema but this happens only annually. In their leisure time, they prefer to stay at home and rest by watching TV but prefer to surf on the channels as a bounty hunter, too (Illés 2017).

Győr as the county seat is located in the northwest of Hungary. The town has a developed economy, a good infrastructure and progressive tourism. In Győr there are

about 129,000 people; furthermore in the Győr-Moson-Sopron County, the resident population is 447,985, and of them 43,281 are children aged 0 year to 9 years (KSH 2017b). For 26 years the Vaskakas Puppet Theatre has offered puppet performances for the children of this town. The number of performances and children has increased year by year, and the number of season tickets is at 7500. It is important that children can experience theatre or puppet theatre and hence may become conscious cultural consumers. In 2008 the Vaskakas Puppet Theatre (VPT) from Győr first organized the Györkőc Festival¹ for children on the first weekend in July. The idea of the Győr Kids Festival was to establish a free outdoor festival for socially disadvantaged children. The organizers later expanded the festival so it would be longer than 1 day and children could participate in all kinds of programmes including sports, culture, arts and crafts.

Initially this festival satisfied the wants of local families, but the organizers could reach the target group of the Vaskakas Puppet Theatre. The VPT did not succeed in its original objective, as a moderately few socially disadvantaged children were involved in programmes of the Györkőc Festival. Within 4 years about half of the participants came from other cities and villages, but most of the visitors only came for 1 day to the festival. In order to change the behaviour of families with children, the organizers had to work out and implement additional marketing tools to use the appropriate approaches and strategies of social marketing.

Case Development

Target Audience

The festival's primary target audience were the parents of children ages 3–14 years in the region. These children had little opportunity to spend time on leisure activities. One of these activities is the children's day that offers different sport activities on the last Sunday of May in every settlement. However this popular event for children was held for only 1 day, and there is basically one line of programmes. Hungarian children have distinct wants, and there are some mutual values that Györkőc Festival provides that coincide with these wants.

Values for participants are that:

- Participation in all programmes is for free.
- There are programmes over 3 days.
- Many types of programmes are in several locations.
- The main organizer of the Győr Kids Festival is the Vaskakas Puppet Theatre, which has experience in the organization of performances and events.

¹Györkőc is a slang term for 'child' or 'kid'; the festival organizers use the term 'kid' as a translation.

The festival's secondary target audience consists of the local and regional enterprises. This festival is a very good opportunity to showcase their products and services. People from the region can meet them and buy from them. The festival also gives an opportunity for local and regional NGOs to have a booth and promote their activities.

In addition this festival has a significant value for the society in that it amplifies the importance of family.

Campaign Objectives: Behaviour Objectives

The children are accompanied by their parents, and the child-centric festival in Győr shows that this type of event can also be a good relaxing programme for the adults, not just the children. The family members can have a good time together at the festival. Participation in different indoor or outdoor programmes was a competing behaviour for children and parents because of the time, cost or convenience.

For the festival organizers, there were more objectives:

- To enhance the numbers of socially disadvantaged children in attendance at festival programmes
- To increase the participation time of children to 2 or 3 days
- To expand the attraction zone from a local event to a more regional one
- To reinforce the active behaviour of local children in order for them to return to the next Györkőc Festival

In order to achieve the realization of the desired behaviour, the VPT, as the main organizer, should coordinate different complementary approaches, namely, an economic, a technological and an informational one. Two major strategies may be suitable to achieve the objectives: a reinforcement and an induction.

Campaign Strategies

The VPT, the main organizer, has run an annual campaign promoting the Győr Kids Festival since 2008. The idea was originated by one of the artists in Vaskakas Puppet Theatre, and she was encouraged by the team of the VPT (23 artists and assistants). They are competent and have a lot of experience in the organization and realization of programmes and events for children. Initially the organizers could only reach those that had season tickets for the performances of the VPT; therefore most of visitors of the festival came from the town Győr and nearby countryside of Győr.

A survey was conducted on the opinions of attendance. In general the participants were satisfied with the level of programmes in the Györkőc Festival. At the same time, there were negative opinions regarding crowds in some locations and the level

of infrastructure, for example, missing shielding in squares, and lack of hygienic conditions, such as mobile toilets for children. In addition, there was not an adequate flow of information to the different locations. In 2015, the VPT developed the marketing mix to reduce the barriers of participation in the Györkőc Festival. The festival has had an increase in the number of visitors over the years, and it is now the largest free outdoor children's festival in Hungary with 26,000 registered children and approximately 50,000 visitors.

Product Strategy

The social marketing product's goal is to access the cultural events to improve the individual and societal welfare. It is particularly important to change behaviour in socially disadvantaged families and enhance their cultural activities. The basic idea is that a problematic behaviour is exchanged for perceived individual benefit when an alternative behaviour is adopted.

In 2015, the VPT had to focus on developing and launching new offerings in the value proposition of Győr Kids Festival, and it has increased the number of its locations, thematic sites, games and performances. The organizers added new offerings that were relatively dissimilar to their present offerings, and they put emphasis on existing consumers and new consumers, too. In July the water games (water slide, jumping castle, small pedal boats, water dodgem and water cylinders) provided a wonderful experience for children. The Kids Eco Park delivered further new and great adventures with the exhibition of the Danube Museum so the children could gain knowledge on the relationship between human and natural environments in a family-friendly form. The festival also offered cultural and intellectual activities, which were very entertaining and memorable: Mátrai Wood, logic games; Tudor Game Family, unique strategic board games; the Arrabona Chess School; and Poem-Play-Ground. The value proposition of the festival is service, and the extensive involvement of the target audience is an integral part in the production of that service. Many children from 3 to 14 years old are involved in the exciting sport and means of transport in the vehicle park, e.g. canoe races, racetrack, tricky bikes, flying scouts, road traffic track and railway obstacle course. Special attention is given to the atmospherics of the different locations. Győr is the town of three rivers; hence the beach of Danube and the Raba Island give a fabulous natural environment for the programmes. Furthermore, the squares and streets in the city ensured extra special spaces, e.g. buildings with treasured baroque architecture and the gunnery near the castle. Figure 1 shows the map of all locations at the Györkőc Festival in 2015.

The Győr Kids Festival was complemented by the International Győr Kids Olympics in which organizers awaited teams from around the country and abroad. The teams competed in eight different sports (e.g. swimming, athletics, street basketball, soccer, tennis, beach volleyball, wrestling, water polo) in several sport centres in the town.

Price Strategy

Győr was transformed into a playground where children could participate in every programme with a wristband received free of charge in return for a photograph of



Fig. 1 Map of locations at the Györkőc Festival. Source: <http://2015.gyorkoc.hu/en/programs>

them smiling. The concept of the Győr Kids Festival was to establish a free outdoor festival for socially disadvantaged children. This goal was supported by different price discounts offered by local service organizations, e.g. Rába Quelle Spa, Thermal and Adventure Bath, Xantus Janos Zoo and other cultural organizations in Győr. The cultural programmes were very popular for families: free visitation to the Bishop’s Castle and Saint Laszlo Visitors’ Centre. The Mobilis Interactive Exhibition Centre was open to visitors with performances that included exciting and breathtaking experiments; the entry was free with a wristband. Many children enjoyed the Kids Raft Program, which was an adventurous cruise down the Rába and the Danube rivers. Children with Győr Kids wristbands could travel for free. In order to extend the time of children’s participation to 2 or 3 days and to expand the attraction zone from a local event to a more regional one, the national railway company (MÁV-Start Ltd.) provided a free train trip home from Győr to children (aged 6–14) who participated in the Győr Kids Festival. During the Györkőc Festival in many hotels, a child with a wristband could use the facilities for free if an adult had booked a room, and in several restaurants two children with wristbands could receive a free meal if an adult ordered a meal.

The consumers perceived nonmonetary costs in terms of effort, time, physical energy, or psychic costs. For poor families, however, such costs could be very significant: they could worry asking for time off from work, fear that they would be tired, potential embarrassment in that participation in the festival would be costly and worry about giving up current behaviour, which was simple and comfortable to them. These nonmonetary costs were minimized by an informational approach and an induction strategy.

In order to offer all programmes of the Györkőc Festival free of charge to children, event organizers were responsible for generating funds. With respect to the financial sources of the VPT, renting out property for enterprises produced some revenue. The VPT was satisfied that a number of food-beverage providers and arts-crafts vendors continuously increased. This festival was supported by the local

government of Győr, the citizens, municipalities and companies that provided special services (e.g. EON, PATENT-SECURITY) and private individuals that collaborated in the realization of the programmes. Thanks to all support, the budget of the Györkőc Festival has doubled by 2015.

Place Strategy

The Györkőc Festival has attracted more attendees; therefore several locations were added along with the motto 'Thousand programmes on ten sites'. The management ensured that certain factors complied into creating an ideal event, specifically in regard to time it takes place in the convenience of summer and in regard to place the convenience of using the spaces in the city centre of Győr, and providing transportation to remote settlements, as well as providing infrastructural equipment for the hygienic services offered to the children. This was seen through the target audience members' repeated participation behaviour and positive word-of-mouth (WOM) because their expectations were met with the perceived benefit-cost. Figure 2 presents the opening ceremony in the city.

Every year the organization of the Györkőc Festival was incumbent on the VPT that employs 23 staff members, so it was necessary to have the cooperation of the stakeholders of town. During the festival the volunteers had important roles because they directly met with the consumers. They helped solve problems, shared in families' pleasure and made the programmes more memorable with their presence. Over the years there was increase in the volunteers, especially students. The website of the festival and the VPT was used to recruit persons for volunteering. Additional channels of volunteer promotion and information dissemination were done through schools and the university, using targeted, tailored information.



Fig. 2 Opening ceremony in Dunakapu Square. Source: <http://2015.gyorkoc.hu/en/news>

Marketing Communication Strategy

The organizers proposed to reinforce the awareness and popularity of the festival in the town and to enhance the numbers of participants and patrons in the region. Furthermore, the VPT would enhance the attractiveness of the Győr Kids Festival to children from other towns and villages in Hungary.

The festival maintains a website² and online presence on social networking sites (Facebook, Instagram and Twitter) in order to promote the programmes and encourage the children and their parents to visit the events. In the festival smiling volunteers await the smiling kids and parents and a photograph, which was the entrance fee to the festival. These smiling photos were uploaded to the website and social media.

In carrying out communication to its target audiences, the VPT used three main tools: paid advertising, joint advertising and publicity. The marketing adviser assisted in the planning and implementing of the marketing communication campaign. More theoretical background (AIDA, 5M models) was applied to perform an efficient campaign to change and maintain the target group's behaviour (Lewis 1903; Kotler 2002).

In order to change the behaviour of the socially disadvantaged children in attendance at the festival programmes, the managers of campaign used an induction strategy. Message focused on the awareness of festival programmes, the perceived economic and social benefits of behaviour and some important details regarding the accessibility of participation. According to the media consumption of the target group, they decided several mediums. The local families were reached by the regional daily newspaper (Kisalföld), local radio and Internet, which was the most preferred informational source. Two sponsors from the media industry (Kisalföld newspaper and Győr+MEDIA) continuously published actual information about the festival in the form of advertising materials and publicity by using printed and online communication. Some sponsors posted their special programmes on their web sites, e.g. GyőrSZOL, a waste management non-profit organization, promoted the Eco Park programme.

Advertising and publicity in social media and on the different cultural, tourist and thematic web sites contributed to the increase in the length of time of families' participation and also to the extension of the attraction zone to a more regional one.

In order to reinforce the active behaviour of local children, the VPT developed web components; they created well-designed and attractive web sites that encouraged the enhancement of online communication and advocated the campaign message.

²www.gyorkoc.hu

Conclusions

Given the significant growth demand, the Györkőc Festival is in a great position to continually increase its popularity, while providing a unique, varied and valuable programme for families with children.

The VPT keeps track of the number of children based on the wristbands received for a photograph of them smiling. In 2015, the Györkőc Festival registered 22,000 children from ages 3 to 5 in July, which represents a 15% rise in the number of children from 2014. The size of families was similar to the nuclear family model with a mean value 3.67 persons per family. According to age little ones and pupils found suitable activities in the festival, too. Enhancing the exposure was partly due to consistently offering free and exciting programmes in a fabulous environment. In addition, the dispersion of participants significantly changed, families from more than 50 km away successfully were reached (68%) and some consumers came from settlements abroad near the border (5%). A remarkable result is that many children who lived in villages and smaller towns participated in cultural programmes and special games in the vehicle park. They arrived consciously to spend more time with innovative services in different locations. At the same time, the local families spent more money in restaurants and hospitalities.

Many citizens had a desire to contribute towards making Győr a better place to live; more people were interested in volunteering. Online marketing communication resulted in more than 7000 followers in Facebook and plenty likes to the smiling photos in social media.

The success of the Győr Kids Festival is shown by the fact that it has already won the title of Excellent Quality Festival twice after a thorough examination by the Hungarian Festival Association. The festival has also received the Diamond Award of City Marketing, as well as the title of EFFE from the European Festival Association.

Discussion Questions

1. How are the stages of change of behaviour involved in the decision-making process of families in regards to the Györkőc Festival?
2. Explain the levels of the concept of product to the Györkőc Festival.
3. What can the VPT do to further increase the number of families participating in the festival programmes?
4. Which marketing research methods can be useful to get to know the attitude and behaviour of target attendance at the festival?
5. Do you have suggestions for improving their connection to sponsors and partners?
6. What are the relative strengths and weaknesses of media types used in the campaign?
7. How would you measure the effectiveness of the campaign of the Györkőc Festival?

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