

## Investigating the effect of promotion mix elements on attracting artists to participate in theater festivals

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### ABSTRACT

Development of different types of arts, especially plays, is one of the important aspects of cultural development of human society. But why is it that despite the increase in the number of graduates, students, institutions and art centers and despite the high traffic of theaters, the number of artists participating in festivals is decreasing year after year? The present study aims to investigate the effect of promotion mix elements on attracting artists to participate in theater festivals and rank these elements. The elements are identified through review of the theoretical literature and conceptual model of the study is developed in the form of four hypotheses. In this study, library method is used in theoretical studies and in the field study, questionnaire was distributed among 259 artists working in theater, who were randomly selected from among the population (796 artists). The study is conducted in Iran in the period of January to March, 2016. Based on the analysis of collected data using Spearman and Friedman tests, it was concluded that advertisement and sales promotion, from among the promotion mix tools, had a significant effect on attracting artists to participate in theater festivals of the country, but public relations and personal selling had no significant effect on increasing artists' attraction. Therefore, considering advertisements and increasing sales promotion tools are recommended to attract artists to participate in theater festivals.

### Keyword:

Marketing mix, promotion mix, advertising, sales promotion, public relations, personal selling, and theater

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**INTRODUCTION**

In today's competitive world, enterprises need to use marketing techniques and conduct specialized marketing research for their survival. Studies have shown that unsuccessfulness of companies and organizations stems from their inability to take advantage of marketing techniques. These organizations ignored market developments and changes of customers' consumption patterns. Instead of turning to advanced marketing, they were concerned about sales and preferred profits to customer satisfaction. (Constantinides, 2004).

The present era is the age of technology, telecommunications, industry, growth and economic development; therefore, thinking patterns should not be as before. Today, marketing should not be considered equivalent to sales. Many people think marketing is just selling and advertising. Not surprisingly, we are attacked by every day television ads, direct mail to get suggestions, and online ads. Selling and advertisement only a part (a small part of) of the great mass of marketing.

Today, marketing should not be known with its old meaning (i.e. selling), but it must be known with its modern meaning of providing customer satisfaction (Kotler & Armstrong, 2014).

According to Kotler, satisfaction, happiness or disappointment of an individual is the result of comparing perceived performance of a product or comparing results with expectations (Santouridis & Trivellas, 2010).

In a very simple term, marketing is "management of profitable relationships with customers". The aim of marketing is to create benefits for customers and gain mutual benefit (Kotler & Armstrong, 2014).

Marketing, in a more general sense, is a social and managerial process by which people and organizations meet their needs and wants through the creation and exchange of benefits with each other. Marketing, in the small scale of business, requires the creation of profitable and fruitful exchange relationships with customers. Therefore, marketing is defined as a process in which companies create benefit for customers in exchange of advantages taken from them and consolidate their relations with them (Kotler & Armstrong, 2014).

Most of managers in different organizations may still consider managers and leaders' astuteness in making the most important decisions as the key to survival, full development, and success of organizations in today's tumultuous world, but the more important issue in the management process is the implementation of decisions (Herbiniak, 2006).

Given the importance of meeting the needs of customers (in this study, artists), organizations must first identify and prioritize the factors affecting customer satisfaction and then, take measures to improve customer satisfaction considering the limited resources of the organization and based on the priority of factors. In this study, the executive committee and organizers of theater festivals should assess the needs of artists and theater directors and identify the factors that can increase their consent to participate in festivals and then, take necessary measures to better hold festivals according to their resources and facilities.

When customers are satisfied with the service provided, their attitude toward organization is improved and this will affect their satisfaction with organization (Anderson & Lindestad, 1998).

Many years ago, Professor Neil Borden of Harvard Business School identified companies' activities that affect the purchase of products. For example, pharmaceutical companies can affect physicians' prescriptions by making sales calls, giving out free samples of medicine, writing articles in specialized journals, advertising in the press. Borden says that all these factors constitute "marketing mix" (Baker, 1999).

In the early 1960s, Professor Mac Jerome McCarthy proposed a marketing mix consisted of four main factors of "product, price, place, and promotion", traditionally known as 4p. This 4p includes any action done by organizations to influence the demand for their goods (McCarthy & Perrault, 2003).

In recent years, this traditional four-component marketing mix has been criticized and it is believed that it has ignored some important issues.

Hence, more Ps are added to this treasure. In this regard, Kotler proposed politics and popular belief in his book "Kotler on Marketing Management".

According to Kotler, whether the number of factors determining the marketing mix is 4, 6 or 10 is deemed to be not so important. The important point is the framework in which marketing can operate and organize its strategy and activities. As economists only consider the two factors of "supply" and "demand" as the basis, marketing mix is like a box for marketing professionals, where they put their utilities and find them easily (Mohammadian & Aghajan, 2012).

The combination of marketing elements is one of the fundamental concepts of modern marketing. The combination of marketing elements is a set of controllable marketing variables that the organization combines in the target market and to create its needed reaction. This combination includes factors that can influence demand.

Marketing mix is a set of controllable and tactical marketing tools that the organization blends them together to meet the needs of the target market. This popular elements include: product, price, place (distribution) and promotion mix (Mason, 2007, Kimuli, 2006, Dibb, 2002, Kotler, 2000, Ambler, 2000).

One of the elements of the marketing mix that has a decisive role in the success of organizations is promotion activities.

Pheng low et al. stated that promotion includes any form of informing and persuasion and remembering customers in the marketing mix of product, goods or services (Pheng low, sui, tan, 1995).

Oh and Kwon also believe that promotion leads to increase in sales and profits, expansion of willingness to try promoted brand, and increase in purchases and thus, sales will be strengthened (Oh & Kwon, 2009).

Promotion is a set of actions that the organization does to communicate with its desired sectors in the target market and to affect them in order to better position products and services. Accordingly, it plays a very important role in advancing policies and marketing strategies such as communication with customers, introduction of new

products, modification and change of the mentality of customers and audiences about the company and its brand (Raghubir, 1999). The fourth factor in the marketing mix (promotion mix) covers all communication tool that can deliver a message to a target audience. These tools can be divided into four groups: Advertising, sales promotion, public relations, personal selling (Esmailpour, 2014). Advertising, specifically, is impersonal communication and introduction of a product or service through various carriers against receipt of funds for profit or non-profit institutions or people who somehow have been identified in the message (Kotler and Armstrong, 2003). Advertising is designed to increase the number of customers by creating and strengthening brand image and brand loyalty (Thong-in, 2010). Sales promotion is often used by companies to improve sales of a product or service, to encourage existing customers to use existing services more frequently, and to attract new customers to use the service provided by a company (Manisha, 2012). Public relations is an impersonal and indirect way for the introduction of products or services of the organization (Victor Lusala Aliata, 2012). PR includes activities such as communicating with the media, doing charitable activities, or crisis management (Grankvist, 2004). Personal sales include sales through face to face communication methods. These methods include direct interaction between the company's sales force and customers (Victor Lusala Aliata, 2012). One of the important tasks in marketing management is determining the most effective composition of promotion mix elements. In terms of the effect, promotion mix elements are different from each other. Each of the promotion mix elements has unique features that are the decisive factor in choosing each of them (Linson, 1993). A company must consciously and carefully combine communication tools together in a way that it can create a harmonious combination of promotion mix elements, a combination that enables achievement of communication and marketing goals (Hill, Piggott and Griffith, 2001). Whether the promotion mix elements could attract artists to theater festivals or not is of utmost importance in this study and will be examined. Many theater festivals, such as Tak theater festival, Soreye Mah theater festival, student theater festival, Resistance theater festival, Fajr festival, and other different festivals are planned in the country every year. It is obvious that the provision of such festivals in the province, region, country or international levels demands a large amount of funds. From advertising activities such as designing and printing posters, calls, brochures, leaflets, and urban banners to secretariat activities such as setting up a system for registration, receiving and sending works to the jury, judge and review costs and heavy administrative spending to hold rap-up sessions that includes the hall, making the decor, the cost of host and various other items all need a very heavy budget. The country affords all these costs to encourage the cultural development in society. As a result, it is important to hold festivals with appropriate goals and spend budgets in the right direction. There are three main types of costs, i.e. fixed, variable, and total costs, in economics (Kamali & Dadkhah, 2014). Fixed costs are costs that do not depend on the level of production or sales, such as renting companies, executives and staff's salaries, bank interests, and heating. Fixed costs remain fixed regardless of the amount of production. Variable costs are costs that are directly related

to production volume, such as the cost of raw materials. Variable costs may vary depending on the number of produced units. To obtain a variable cost, the variable cost of a product is multiplied by the production volume. The total cost is the sum of fixed costs and variable costs at every level of production. A part of festivals' costs is fixed costs that must be paid regardless of the number of artists participating in the festival, such as arbitration costs, review costs, and secretariat costs; therefore, it is important to determine the number of participants in the festival so as to amortize costs by increasing the number of participants. However, the secretariat of the festival spends budget on festivals, so the more the number of participants, the less the costs and the more famous the festival will be. This is because if the statistics of participants in a festival announced in press conferences, and through the media or the secretariat is higher, the festival will be more famous among artists, it will be more valuable, and also will attract famous people. If the number of famous people participating in these festivals is more, the festival will be more important, will attract more artists each year, and will substantially save costs. The present is very important and necessary to investigate the effect of promotion mix elements on attracting artists to participate in theater festivals because there are numerous research gaps in this area. Secretariat of theater festivals do not know what activities can increase the number of participating artists or do not know how they can push famous artists toward participating in these festivals. Some of the secretariats seek to do so by increasing advertising activities and some other believe that these activities are just a way to spend money and energy without achieving appropriate results; in the meanwhile, it is the funds, facilities and manpower that is wasted. Because of this gap and the differences, conducting studies on this subject is necessary so that we can determine which promotion mix elements can have the greatest impact on attracting artists and to be able to take advantage of the theoretical and practical research benefits, such as cost, time, budget, facilities, and human resources savings. The present study attempts to figure out why is it that despite extensive activities of artists in the theater, whether at home or abroad, their presence to participate in the festival is very weak. What we want to investigate is that which promotion mix elements have the greatest effect on attracting artists to participate in festivals, what is our priority in the use of these elements, and how these elements must be combined to reach the maximum number of artists participating in the festivals. It should be noted that since participation in theater festivals in Iran requires registration by the director of play and registration will not be done by other people, wherever the term theater artists is used all over the study, it means theater directors. In connection with this research, both domestic and foreign studies are limited that are not available and studies that are available have investigated attraction of viewers to the theater festivals. But there have been numerous studies in various fields in relation to the investigation of promotion mix elements or marketing mix elements that promotion mix is a part of it. Some of the latest research in marketing can be stated as follows. Hoseini and Habibi (2015) conducted a case study and investigated the impact of marketing mix elements on attracting tourists to the historic town of Masooleh and the results showed that from among the promotion mix

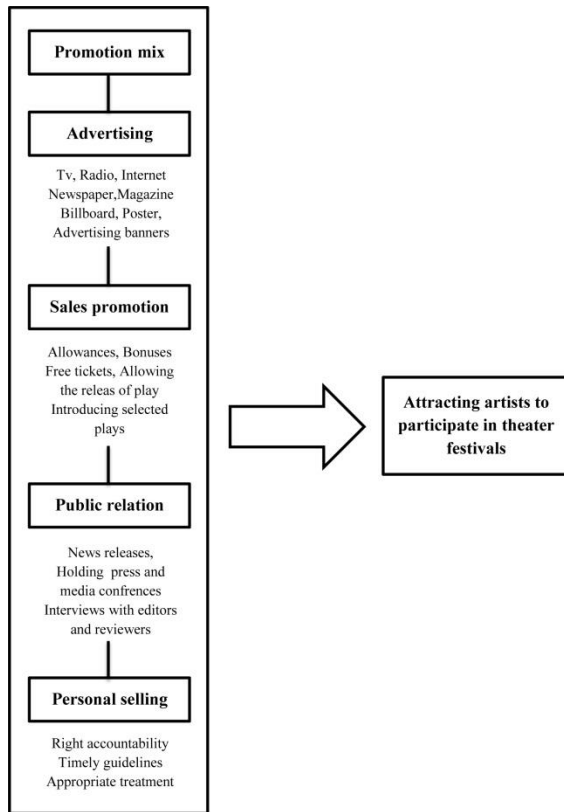
elements, sales promotion had the greatest impact. Pnahizadeh (2013) examined the effect of exercise promotion mix on revenues of sports federation in a case study. It was found that promotion mix elements cause revenues for wrestling federation, but according to the findings, personal selling is most effective. Amiri and Taajzadeh (2013) examined the impact of promotion mix on attracting customers of Sepah Bank branches in Ardebil. The results of this study indicated that sales promotion, public relations, personal selling and advertising were effective in attracting customers of Sepah Bank branches in Ardebil, respectively. Samiee (2010) conducted a case study about the impact of promotion mix elements, as a component of marketing mix of services, on improving compliance of tax payers. They found that advertising and public relations were the most effective promotion mix elements, respectively. Hoseinikia (2010) examined the impact of the promotion mix elements on attracting more tourists to tourist areas of Tange Washi and Savashi waterfall. It was concluded that advertising, public relations, sales promotion and personal selling had the greatest impact. Foroghi and Zare (2009) conducted a study entitled as "using appropriate promotion and incentive mixes to attract faculty members" and investigated promotion mix. It was found that sales promotion had the greatest impact on faculty members' attraction. Teerling and Pieterse (2010) have considered multi-channel marketing. The authors said that governments interact with citizens and help them through different ways. They believed that development of communication facilities is a requirement of countries' development and consider the

development of e-government as the best opportunity for firms and individuals to use it for propaganda so that the aim of this research is showing the impact of advertising through governmental e-service channels. Kaplan and Haenlein (2009) have addressed the importance of developing public marketing. The authors noted the role of public marketing in public places and believed that the importance of this section of marketing in promoting organizational goals. Domegan (2008) conducted a study to evaluate social marketing. The study aimed to restore social marketing and its applications in temporary marketing programs. In other words, the author has tried to focus on social elements in marketing and has considered it as the most important part of marketing. In general, it can be concluded that promotion mix is of particular importance in determining the status of organizations in the target market and attracting customers (artists). In fact, promotion mix is one of the crucial and determining factors in maintaining or increasing organizations' sales. However, these elements have not been paid due attention in attracting artists to theater festivals. Therefore, the present study has addressed this issue and its main goal is determining the effect of these elements and prioritizing the effect of each element on attracting artists to participate in theater festivals. The elements have been identified by examining the theoretical and empirical literature and conceptual model is formulated in the form of four hypotheses.

**Figure 1: theoretical framework of the study (Kotler and Armstrong, Marketing principles, Translated by Bahman Fooroozandeh, 2014)**



Figure 2: conceptual model of the study



In this study, promotion mix elements are independent variables and artists' attraction to participate in theater festivals is dependent variable.

Therefore, according to this model, it is aimed to investigate the effect of independent variables (advertising, sales promotion, personal selling and public relations) on attracting artists to participate in theater festivals (the dependent variable).

First hypothesis: advertising affects artists' attraction to participate in theater festivals.

Second hypothesis: sales promotion affects artists' attraction to participate in theater festivals.

Third hypothesis: public relations affects artists' attraction to participate in theater festivals.

Fourth hypothesis: personal selling affects artists' attraction to participate in theater festivals.

**Tools and Methods:**

The present study is applied in terms of its objectives and is descriptive- survey in terms of its nature, quality and the method it has been conducted.

Given that the present study aims to determine the most effective promotion mix elements on attracting artists to participate in theater festivals, the population of the study should be theater artists (theater directors) active in the festivals. According to the inquiries carried out, population of this study consists of 796 artists working in theater and theater festivals of the country.

Sample size was calculated using the Cochran formula, which turned out to be 259 artists.

$$n = \frac{NZ^2 \alpha/2 Pq}{\epsilon^2(N-1) + Z^2 \alpha/2 Pq} = n = \frac{796(1.96)^2(0.5*0.5)}{(0.05)^2(796-1) + (1.96)^2(0.5*0.5)} = 259$$

Two methods were used to collect the data. In the library method, books, magazines, journals and theses were used and in the field research method, questionnaire is a common practice to collect primary data, which has been used in this study.

Simple random sampling was used in this study and therefore, 300 questionnaires were distributed among the statistical population and a total of 283 questionnaires were collected. After the removal of incomplete questionnaires, 259 questionnaires were used.

In this study, based on the understandings of the researchers, the researchers designed a 24-item questionnaire after reviewing previous studies. The questionnaire contains five demographic questions (gender, age, education, major, and experience in the field of theater), three questions relating to tendency to theater festivals, four questions relating to advertising (first hypothesis), 6 questions about sales promotion (second hypothesis), three questions relating to public relations (third hypothesis) and three questions relating to personal sales (fourth hypothesis) based on a 5-point Likert scale ranging from very low, low, medium, high, very high scored as 1-2-3- 4-5.

To determine the validity of the questionnaire, it was first given to the five professors and experts in the fields of business management and marketing. Then, it was given to five experts in the field of performing arts. Finally, in a specialized panel of experts with executive and organizer of festivals (3 persons), statistics and research (2), it was reviewed to find its difficulty level, the mismatch,

ambiguous phrases or failure in the meanings of words. Their opinions were applied in the form of minor changes in the questionnaire.

Another way to assess the validity is the content validity ratio (CVR). Validity of the questionnaire was also confirmed using this method.

The third method of evaluating validity is content validity index (CVI) using Walz and Basel method. Finally, the mean CVI was equal to .84 and validity of the questionnaire was confirmed.

To determine the reliability of a measurement instrument, Cronbach test is often used. The present study has also used the same method. After designing the questionnaire and checking its validity, the questionnaire was distributed among 30 members of the sample population. After collecting and transmitting data to the SPSS software and measuring by Cronbach test, the result was equal to .82, which showed the high reliability of the questionnaire.

Table 1: Cronbach's test results

	Variable	Cronbach
1	Advertising	.82
2	Sales promotion	.74
3	Public relations	.74
4	Personal selling	.99
5	Total	.82

**Hypotheses testing**

In this study, the Kolmogorov-Smirnov test has been used to

test the normality of the data and the following results were obtained.

**Table 2: Testing normality of data distribution**

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
The index of tendency to theater festivals	.465	259	.000	.555	259	.000

a.Lilliefors Significance Correction

According to this table, the significance level of tendency toward theater festivals is .000. Therefore, it can be said that data distribution is not normal. Accordingly, nonparametric tests can be used due to the fact that data are not distributed

normally. In this study, Spearman test is used for hypotheses testing and Friedman test is used to prioritize elements affecting attraction of artists.

**Table 3: hypotheses testing and attracting artists to theater festivals**

First hypothesis		Second hypothesis	
Spearman table	Advertising and attracting artists to theater festivals	Spearman table	Sales promotion and attracting artists to theater festivals
Spearman correlation	.219**	Spearman correlation	.128*
Sig. level	.000	Sig. level	.039
No.	259	No.	259
Third hypothesis		Fourth hypothesis	
Spearman table	Public relations and attracting artists to theater festivals	Spearman table	Personal selling and attracting artists to theater festivals
Spearman correlation	.035	Spearman correlation	.076
Sig. level	.577	Sig. level	.224
No.	259	No.	259

To test the first hypothesis, advertising and attracting artists to theater festivals were used as variables. Since significance level is .000 and is less than .05, there is a significant relationship between these two variables. Therefore, the hypothesis is accepted and it can be concluded that advertising affects attracting artists to theater festivals by 99% confidence level. Accordingly, the more advertising is used, the more strengthened people’s tendency toward theater festivals will be. To test the second hypothesis, sales promotion and attracting artists to theater festivals were used as variables. Since significance level is .039 and is less than .05, there is a significant relationship between these two variables. Therefore, the hypothesis is accepted and it can be concluded that sales promotion affects attracting artists to theater festivals by 95% confidence level. Accordingly, the more the sales promotion facilities, the more strengthened people’s tendency toward theater festivals will be. To test the third hypothesis, public relations and attracting artists to theater festivals were used as variables. Since significance level is .577 and is greater than .05, there isn’t any significant relationship between

these two variables. Therefore, the hypothesis is not accepted and it can be concluded that public relations do not affect attracting artists to theater festivals. To test the fourth hypothesis, personal selling and attracting artists to theater festivals were used as variables. Since significance level is .224 and is greater than .05, there isn’t any significant relationship between these two variables. Therefore, the hypothesis is not accepted and it can be concluded that personal selling does not affect attracting artists to theater festivals.

**Prioritizing accepted hypotheses**

In the first hypothesis that the effect of advertising on attracting artists to participate in theater festivals is investigated, media have been divided into four main categories with the goal of determining the status of each of these four categories. Based on Friedman test and obtained results, broadcasting advertisements through modern media sender is in the first place, through traditional media sender is in the second place, through performance media is in the third place, and through printed media is in the fourth place.



**Table 4: descriptive statistics**

	N	Mean	Std. Deviation	Min	Max
Broadcast advertising through traditional media sender	259	4.0116	1.10490	1.00	5.00
Broadcast advertising through modern media sender	259	4.5869	.77957	2.00	5.00
Broadcast advertising through printed media	259	3.4131	1.12889	1.00	5.00
Broadcast advertising through performance media	259	3.7220	1.13436	1.00	5.00

**Table 5: Ranks**

	Mean Rank
Broadcast advertising through traditional media sender	2.57
Broadcast advertising through modern media sender	3.35
Broadcast advertising through printed media	1.85
Broadcast advertising through performance media	2.22

In the second hypothesis that the effect of sales promotion on attracting artists to participate in theater festivals is investigated, sales promotion facilities are divided into six main categories with the goal of determining the status of each of these six categories. Based on Friedman test and obtained results, allocation of allowances to plays going to

festivals is in the first place, allocation of prizes to selected plays is in the second place, letting the public release of selected plays without costs of venue is in the third place, introducing selected plays to larger festivals is in the fourth place, holding workshops through festivals is in the fifth place, and giving free tickets to see the plays is in the sixth place.

**Table 6: Descriptive statistics**

	N	Mean	Std. Deviation	Min	Max
Giving free tickets to see the plays	259	3.5251	1.10423	1.00	5.00
Introducing selected plays to larger festivals	259	4.3745	.78915	1.00	5.00
Letting the public release of selected plays without costs of venue	259	4.4865	.73322	2.00	5.00
Allocation of allowances to plays going to festivals	259	4.6062	.76713	1.00	5.00
Allocation of prizes to selected plays	259	4.5019	.79424	1.00	5.00
Holding workshops through festivals	259	3.8919	1.10491	1.00	5.00

**Table 7: Ranks**

	Mean Rank
Giving free tickets to see the plays	2.29
Introducing selected plays to larger festivals	3.69
Letting the public release of selected plays without costs of venue	3.90
Allocation of allowances to plays going to festivals	4.16
Allocation of prizes to selected plays	4.03
Holding workshops through festivals	2.93

### Discussion and conclusion

Promotion mix is a key concept that determines techniques and tools that the arts and cultural organizations can create value and attract and retain artists participating in their festivals through them. Therefore, it is necessary to investigate the effect and role of each element on attracting artists to participate in theater festivals.

After testing hypotheses through Spearman test, it was shown that of the four elements of promotion mix, advertising and sales promotion can just increase artists participating in theater festivals and public relations and personal selling have no significant impact on increasing

artists. The results of Friedman test for ranking the two accepted hypotheses were as follows:

A: advertising: 1. broadcasting advertisements through modern media sender, 2. broadcasting advertisements through traditional media sender, 3. broadcasting advertisements through performance media, and 4. broadcasting advertisements through printed media

B: Sales promotion: 1. allocation of allowances to plays going to festivals, 2. allocation of prizes to selected plays, 3. letting the public release of selected plays without costs of venue, 4. introducing selected plays to larger festivals, 5.

holding workshops through festivals, and 6. giving free tickets to see the plays

### **Executive Suggestions**

1-Given that advertising has a major role in attracting artists, it is better to increase advertising budget of festivals; however, since modern sender media, such as internet, had the greatest effect, secretariats of festivals are suggested to look for theater sites, which are specialized in theater topics and are frequently visited by artists, before holding festivals. Examples of these sites include tiwall ([www.tiwall.com](http://www.tiwall.com)), theater forum ([www.theaterforum.ir](http://www.theaterforum.ir)), and Iran theater ([www.theater.ir](http://www.theater.ir)). Then, they should talk to the CEOs of these sites to design and load festival site.

2-In connection with advertising on radio and television, it must be acted with full knowledge. Advertising through traditional media sender is in the second place, but this should also be considered that the time of broadcasting advertising is of extreme importance so that advertising will remain ineffective if it is broadcasted in the early hours of day. The reason is that theater artists have to start training from noon onwards due to the use of two important tools of expression and body. Summary and conclusion of these workouts may sometimes last until after midnight, which makes most artists to rest in the early hours of day. Due to the reasons mentioned above, as well as the costs of advertising, especially on TV, it is suggested that to make necessary arrangements with regard to the time of broadcasting advertising and then venture to build and pay for the ad.

3-Advertising through printed and performing media, as a subgroup of advertising, are in the third and fourth places. However, this should also be considered that advertising through these two media should be in places observed by the artists in this field. That is, artists have to be informed of the festival in a way. One of these items can be advertising through printed or performing media on the campus of University of the Arts or even art centers and centers where artists go. Although advertising through traditional and modern media are more effective, we should not ignore the effect of the printed and performing media. This study came to the conclusion that the reason for the low impact of advertising through printed and performing media is failure to do this kind of advertising in the right place.

4-Artists will be attracted to festivals when are financially secure. Therefore, one of the proposals that is very important is to consider specific and special awards for them. These awards can be the allocation of ex gratia loans, stamps to buy appliances less than the market price, buy consumables for free, buy clothing at discount, and hiring the selected artist as the administrative headquarters with the fixed salary or insurance.

5-In some festivals, introducing selected plays to larger festivals is used as a means of attracting more artists to festival. But when the play is introduced to a larger festival, the larger festival jury again review and reread it and often reject the play. This makes this sales promotion tool to be ineffective. Therefore, it is suggested that the executive committee of the festival negotiate with other festival committees before going to use this tool so that if a select play is introduced to a larger festival, the executive committee of the festival incontestably accept the play.

6-Most of the festivals hold workshops during the festival. Based on studies, a smaller number of artists participate in workshops due to congestion of training sessions and not having enough time for these classes. Therefore, it is suggested to hold workshops at least one to two months before festivals so that artists can be trained more freely and increase the quality of the festival. This can be effective in attracting artists to the festival.

7-In this research, personal selling had no effect on attracting artists to participate in festivals. Therefore, secretariats are suggested to spend less budget on personal selling. Festival secretariats usually negotiate with leading artists and somehow induce them to participate in the festival by paying huge salaries so as to make festival famous and attract artists. In this way, secretariat loses the budget; therefore, it is suggested to spend budget on advertising and sales promotion, what is not done by most festivals. On the contrary, they are willing to pay large sums to leading artists to push them toward festivals. In the end, the artist may even withdraw and just the festival has experienced loss of budget and credibility.

### **Limitations and delimitations**

1-Artists are reluctant to fill out forms or even interviews due to their inherent characteristics. Artists do not involve in such cases. Therefore, talking to them and convincing them to fill out forms and explaining that the results of forms can improve their working conditions was one of the problems with this study.

2-Given that festivals are held at certain times of the year, if a researcher wants to do research on this subject, he should postpone it until the time of the festival. Therefore, researcher should consider this point when conducting a study because if he starts his research and then no festival is held at the time of filling out forms, he cannot find artists easily.

3-Artists are not easily identifiable. This means that if there is no festival so that we can communicate with artists, it is very difficult to achieve their contact information. Most organizations that are working with artists refuse to give contact information of artists since they are personal information.

### **Recommendations for future studies**

1-Future researchers who have decided to work on this issue are suggested to do field studies. In this way, they should first choose the population and assess their tendency to theater festivals and then implement each executive recommendations. After implementing executive suggestions, they should reassess artists' tendency to theater festivals.

2-It is suggested to replicate this study once for artists living in Tehran and once for local artists. The reason is that because of the differences between Tehran and the provinces in providing facilities, many artists living in different provinces of the country have to take part in some festivals that do not desire or are forced to refuse to take part in some festivals due to lack of adequate facilities. Therefore, it is better to conduct research for artists living in Tehran and other provinces separately.

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