

Exploring The Impact Of The Annual Subic Carnival On Tourism Development In Subic Bay Freeport Zone

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Abstract: *This qualitative research study explores the impact of the Annual Subic Carnival on tourism development in Subic Bay Freeport Zone, Philippines. Utilizing purposive sampling, researchers conducted structured interviews with (10) ten key stakeholders, including tourists, residents, business owners, and event organizers. Data were analyzed using thematic analysis. The findings reveal that the carnival significantly enhances positive tourist experiences through a festive atmosphere and diverse entertainment like carnival rides and food stalls. It serves as a vital marketing tool, driving tourist arrivals and organic social media promotion. Furthermore, the event booster's economic growth by providing livelihood opportunities for local vendors and strengthening the community's image as a vibrant, family-friendly destination. Despite its success, the study identifies critical challenges in waste management, parking, and crowd control. The research concludes that while the carnival is a powerful catalyst for local and regional tourism, improved organizational planning is essential for long-term sustainability.*

Keywords: *Annual Carnival, Positive Tourist Experience, Tourism Development, Entertainment*

I. Introduction

Festivals and carnivals have increasingly become important components of contemporary tourism development, serving as attractions that generate economic activity, cultural exchange, and increased visitor flows (Lopes & Hiray, 2024). Carnival tourism a niche within event tourism refers to travel driven by participation in festive and cultural events that celebrate local heritage, social performance, and entertainment (Lopes & Hiray, 2024). At a community level, carnivals often involve organized parades, rides, exhibits, and performances that blend tradition with recreational appeal. In the context of Subic Bay, the annual Subic Carnival represents such an event embedded within the region's tourism calendar, potentially reinforcing its attractiveness as a leisure destination. This aligns with broader trends in event tourism whereby cultural celebrations are leveraged to enrich the visitor experience and contribute to destination competitiveness (Lopes & Hiray, 2024).

From a global standpoint, research on festivals and events has shown that well-managed carnivals and cultural celebrations

provide significant tourism impacts, including increased arrivals, extended stays, and enhanced regional visibility. For example, major events like Rio Carnival continue to drive substantial economic and tourism benefits in 2025, the Carnival was reported to generate an estimated 5.5 billion reais for Rio's economy and stimulate international visitor participation, demonstrating how festival tourism can influence host destinations beyond entertainment alone (La Monde, 2025). Similarly, academic studies on cultural events and festivals emphasize their role in shaping cultural tourism landscapes and community well-being, highlighting multidimensional impacts that extend beyond simple attendance figures (Lopes & Hiray, 2024). Such global insights illustrate how carnivals contribute to broader tourism objectives, including destination branding and economic diversification.

In the Philippine context, annual festivals and carnivals have long acted as anchors for tourism, engaging both domestic and international visitors while showcasing local traditions.

Studies on Filipino festival tourism such as research exploring motivations and experiences in the Kadayawan Festival in Davao City indicate that festivals attract tourists for cultural immersion and local engagement, which in turn supports community pride and regional tourism growth (Felicilda & Reyes, 2025). These Filipino event tourism studies underscore the cultural and economic importance of festivals in local settings, aligning with broader national tourism development goals that emphasize cultural preservation and sustainable visitor engagement. Subic Bay's tourism landscape similarly draws on festivities, although specific studies focusing on carnival events like the Subic Carnival remain scarce.

Despite the recognized potential of festivals and events in tourism development, a gap persists in empirical research that specifically quantifies the impacts of smaller-scale carnivals — such as the Subic Carnival — on local tourism metrics. While broader festival tourism research addresses the general contributions of cultural events to tourism flows and community benefits (Lopes & Hiray, 2024), there is limited local research on how such annual carnival events influence key performance indicators like tourist arrivals, spending behavior, business revenues, and destination image in mid-sized Filipino destinations. Additionally, much of the existing literature has focused on larger or internationally renowned festivals, leaving a research gap in understanding how community-level carnivals function as sustainable tourism drivers. This gap underscores the need for context-specific investigation into the Subic Carnival's role in tourism development.

Aligning with the Sustainable Development Goals (SDGs), event tourism including carnivals can advance targets related to sustainable economic growth (SDG 8), sustainable cities and communities (SDG 11), and responsible tourism (SDG 12). Festival tourism has the potential to create job opportunities, enhance local business activity, and foster social cohesion while preserving cultural heritage and promoting inclusive community participation (Lopes & Hiray, 2024). By situating the Subic Carnival within the SDG framework, this study highlights how local event-driven tourism initiatives may support both economic resilience and cultural sustainability within Subic Bay while aligning with global sustainable development priorities.

The purpose of this study is to explore and measure the impact of the annual Subic Carnival on tourism development in Subic Bay, providing both local empirical insights and comparative perspectives with broader academic understandings of festival tourism impacts. Specifically, the research aims to assess how the event influences visitor behavior and destination appeal, stimulates economic activity among tourism stakeholders, and contributes to sustainable tourism outcomes. By bridging the gap between global festival tourism theory and local event impacts, this study intends to inform policymakers, tourism planners, and community

stakeholders on how carnival-based tourism can be leveraged for broader destination development goals.

Statement of the Problem

This study aims to explore the impact of the Annual Subic Carnival on tourism development in Subic Bay.

Specifically, it seeks to answer the following questions:

1. What are the experiences of tourists who attend the Annual Subic Carnival in Subic Bay?
2. How do local stakeholders (business owners, residents, and event organizers) perceive the role of the Subic Carnival in promoting tourism?
3. How does the Annual Subic Carnival influence the image and attractiveness of Subic Bay as a tourist destination?
4. What benefits does the Subic Carnival bring to the local community in terms of economic, cultural, and social aspects?
5. What challenges are encountered in organizing the Annual Subic Carnival, and what improvements can be suggested to enhance it as a tourism event?

Basic Assumptions

The study operates under the following assumptions:

1. The Annual Subic Carnival plays a role in influencing tourism activities and visitor interest in Subic Bay.
2. Tourists who attend the Subic Carnival can share their genuine experiences and perceptions regarding the event.
3. Local stakeholders, including business owners, residents, and event organizers, have sufficient knowledge and experience to provide meaningful insights about the impact of the Subic Carnival on tourism development.
4. Participants will answer the interview questions honestly and openly based on their personal experiences.
5. Qualitative interviews are an appropriate method for exploring perceptions, experiences, and impacts related to the Subic Carnival and tourism development.
6. The data gathered from the interviews will reflect common themes that can help explain the role of the Subic Carnival in promoting tourism in Subic Bay.

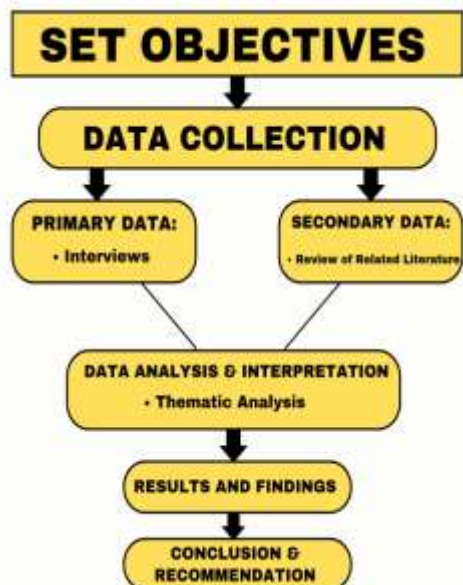


Figure 1: Research flow

The Figure above presents the conceptual framework of the study, illustrating the systematic process undertaken in exploring the impact of the Annual Subic Carnival on tourism development in Subic Bay. The framework begins with the setting of objectives, which defines the study's focus on assessing how the carnival influences tourist arrivals, local economic activity, destination image, and community engagement. This step ensures that the research remains aligned with the overarching goal of evaluating the carnival's contribution to tourism growth and development in Subic Bay.

II. Methodology

This study used a qualitative research design, which was appropriate for investigating the experiences, roles, and involvement of individuals in a community. Qualitative research is well-suited for gaining in-depth insights from participants and evaluating their behaviors, motives, and interactions in context, making it suitable for community-based investigations.

According to Adams et al. (2022), qualitative methodologies are especially beneficial in understanding the intricacies of community engagement because they allow for the capturing of community members' viewpoints as well as the contextual factors that shape their participation. Similarly, Mallari et al. (2020) noted how qualitative interviews can expose the lived experiences and motivations of community-based workers in the Philippines, highlighting important variables that quantitative methods may overlook.

This study uses a case study approach, which, according to Hassan (2024), provides for a thorough evaluation of real-life occurrences in their contexts. The case study technique is ideal for this research since it focuses on understanding how the annual Subic Carnival impacts the Tourism development of Subic Bay. Using this approach, the study can provide

extensive insights into community involvement in its natural setting.

Given the nature of this study, which seeks to investigate how individuals interact with and contribute to their communities, qualitative research allows researchers to collect detailed, narrative data using methods such as interviews and observations, resulting in a more nuanced understanding of community dynamics.

Population and Samples

To find and select examples that maximized the effectiveness of the limited resources, the researchers used purposive sampling as the method for sampling to select a specific group of individuals or units for analysis.

This method was appropriate when the researcher had a clear understanding of the features or attributes that they wanted to explore and wanted to choose a sample that reflected those characteristics. This kind of sampling is frequently employed in qualitative research because it allows the researcher to focus on certain areas of interest and collect in-depth data on those issues (Dovetail Editorial Team, 2023).

Locale of the study

This study is conducted in Subic Bay, Zambales, focusing on the Annual Subic Carnival and its impact on tourism development. Subic Bay is a popular tourist destination in the Philippines, known for its coastal attractions, historical sites, and accessibility from nearby regions. The Annual Subic Carnival, held on November to January in front of Subic Yacht Club, it features local performances, food fairs, rides, and entertainment that attract both local and visiting tourists.

The study aims to capture the social, economic, and cultural effects of the carnival on both tourists and the local community. Furthermore, Subic Bay's accessibility, well-developed infrastructure, and established tourism facilities make it a practical locale for conducting interviews and gathering qualitative data.

By focusing on Subic Bay and the carnival, this study aims to understand how local carnivals contribute to tourism development and community engagement in a regional setting.



Figure 2: Locale of the Study

Research Instrument

The study employed a qualitative approach using a structured interview questionnaire to explore the impact of the Annual Subic Carnival on tourism development in Subic Bay. The instrument gathered first-hand information from tourists and local stakeholders regarding their experiences, perceptions, benefits, and challenges related to the carnival. The responses served as the primary data source for understanding the role of the Subic Carnival in promoting tourism and supporting community development.

III. Results and Discussion

Thematic Analysis Mapping



Table 2

Stakeholder

Selected

Experiences

Major Theme:

- | | | |
|--|---|---|
| <ul style="list-style-type: none"> • Enjoyment • Fun • Food Stalls • Rides • Performances • Entertainment • Festive | <ul style="list-style-type: none"> • Enjoyment and Entertainment • Festive Atmosphere | <ul style="list-style-type: none"> • Positive Tourist Experience |
|--|---|---|

Positive Tourist Experience

This theme focuses on the experiential and perceptual dimensions of the Annual Subic Carnival that shape how stakeholders—particularly tourists and local participants—evaluate their visit and overall experience. This theme highlights that enjoyment, entertainment value, and the festive atmosphere are central elements influencing tourist

Figure 5: Thematic Analysis Mapping

The thematic analysis illustrates how the Annual Subic Carnival significantly contributes to tourism development in Subic Bay through four interconnected themes. First, the carnival enhances positive tourist experiences by offering entertainment, a festive ambiance, family-friendly activities, and a lively atmosphere, which leave visitors satisfied and encourage repeat travel. Second, it serves as a strong driver for the promotion of tourism and visitor attraction, increasing tourist arrivals, boosting social media and word-of-mouth exposure, and showcasing local culture to a wider audience. Third, the carnival generates community and economic benefits, including expanded livelihood and business opportunities and increased interaction between residents and tourists, helping strengthen the local economy. However, alongside these advantages, the study also highlights organizational challenges and areas for improvement, such as waste management, crowd control, and the need for more effective planning and coordination. Overall, the map shows that while the Subic Carnival plays a vital role in boosting tourism and community development, enhancing event management will be essential to sustaining its long-term positive impact.

satisfaction and positive destination perception. Participants consistently described the Subic Carnival as enjoyable, fun, exciting, and vibrant, emphasizing the role of food stalls, rides, live performances, and entertainment activities in creating a memorable experience. These elements served as objective indicators of experience quality, allowing visitors to engage not only as spectators but also as active participants in the event. Recent tourism literature emphasizes that festivals

enhance tourist satisfaction when they successfully combine entertainment, sensory stimulation, and social interaction (Jepson & Stadler, 2020; Kim & Hall, 2019).

Respondents associated the carnival with a welcoming and festive environment, which contributed to feelings of comfort and enjoyment during their visit. This supports the notion that emotional responses—such as excitement and enjoyment—are strong predictors of overall event satisfaction and destination loyalty (Stylidis et al., 2020). The Subic Carnival's ability to generate positive emotions strengthens its role as a tourism-driven event.

Sub-theme 1.1: Enjoyment and Entertainment

“Masaya ang experience ko kasi buhay na buhay ang Subic during the carnival.” (My experience was enjoyable because Subic was very lively during the carnival) (P1)

“Enjoy ako sa carnival kasi maraming pagkain at performances.” (I enjoyed the carnival because there were many food options and performances.) (P2)

“Masaya at nakakaaliw ang carnival, lalo na ang mga rides at food stalls.” (The carnival was fun and entertaining, especially the rides and food stalls.) (P9)

Under this sub-theme, respondents highlighted how the variety of entertainment offerings enhanced their overall experience. Participants mentioned food stalls, amusement rides, and live performances as primary sources of enjoyment. One participant noted that the carnival was “masaya at sulit puntahan,” emphasizing how the combination of activities kept visitors engaged throughout their stay. Another respondent shared that the performances and rides made the event “exciting at hindi boring.”

These responses suggest that entertainment diversity plays a critical role in sustaining visitor interest. According to Getz and Page (2020), festivals that offer multiple forms of entertainment are more likely to satisfy diverse visitor preferences, leading to higher levels of engagement and longer visitor stay. Moreover, Kim and Hall (2019) found that enjoyment derived from festival activities significantly influences tourists' emotional attachment to the event and destination. The Subic Carnival's entertainment-focused design aligns with these findings, as it caters to different age groups and interests, reinforcing its appeal as a family-friendly and inclusive tourism event. The presence of accessible and interactive attractions strengthens the perception that the carnival is worth attending and revisiting.

Sub-theme 1.2: Festive Atmosphere

Table 3.

Promotion of Tourism during the Carnival Visit

“Masaya at exciting ang carnival, lalo na sa gabi.” (The carnival is fun and exciting, especially at night) (P3)

“Nagiging mas festive and welcoming ang image ng Subic Bay.” (The image of Subic Bay becomes more festive and welcoming) (P4)

“First time ko sa Subic Carnival and nag-enjoy talaga ako sa atmosphere.” (It was my first time at the Subic Carnival, and I really enjoyed the atmosphere) (P8)

The second sub-theme emphasizes the importance of the festive, vibrant, and welcoming atmosphere created by the Annual Subic Carnival. Respondents described the environment as lively and energetic, noting that the crowd, decorations, music, and overall mood contributed to a positive experience. Several participants expressed that the carnival atmosphere made Subic Bay feel more alive and enjoyable during the event period. This finding aligns with Hernandez-Mogollon et al. (2019), who stated that the atmosphere of an event plays a vital role in shaping tourists' perceptions and emotional responses. A festive environment enhances sensory experiences and encourages social interaction, which are key components of memorable tourism experiences. Similarly, Rasoolimanesh et al. (2020) emphasized that positive social environments during events foster satisfaction not only among tourists but also among local residents. The welcoming nature of the carnival also reflects effective destination-host interaction. Stylidis et al. (2020) noted that positive interactions and atmosphere contribute to favorable destination image and increased likelihood of repeat visitation. The Subic Carnival, by creating a warm and engaging environment, supports Subic Bay's image as a hospitable and vibrant tourist destination.

Overall, This theme demonstrates that Positive Tourist Experience during the Annual Subic Carnival is shaped by both entertainment quality and festive atmosphere. Enjoyment derived from activities such as food stalls, rides, and performances, combined with a lively and welcoming environment, significantly enhances visitor satisfaction. These experiential factors not only improve tourists' immediate perceptions but also contribute to the long-term attractiveness and competitiveness of Subic Bay as a tourism destination. The findings confirm recent event tourism literature, which emphasizes that successful festivals must go beyond basic programming by creating emotionally engaging, enjoyable, and socially interactive experiences (Jepson & Stadler, 2020; UNWTO, 2022). As such, the Annual Subic Carnival serves as an effective platform for delivering positive tourist experiences that support tourism development and destination branding.

Selected Keywords/Terms:

- Attracts
- Promotion
- Sharing
- Happiness
- Posts
- Social Media

Sub-themes:

- Increase of Tourist Arrivals
- Social Media and Word-of-Mouth Promotion

Major Theme:

- Promotion of Tourism and Visitor Attraction

Promotion of Tourism and Visitor Attraction

Theme 2 highlights the role of the Annual Subic Carnival as a strategic tool for tourism promotion and visitor attraction in Subic Bay. The selected keywords—attracts, promotion, sharing, happiness, posts, and social media—indicate that participants associate the carnival with increased visibility and positive exposure for the destination. These perceptions suggest that the carnival functions not only as a local celebration but also as an effective tourism marketing mechanism. Participants viewed the Subic Carnival as an event that attracts both local and visiting tourists, especially during the event period. This supports recent tourism research stating that festivals stimulate tourist demand by creating unique experiences that motivate travel decisions (Getz & Page, 2020). The carnival’s festive environment and activities encourage visitors to come to Subic Bay, contributing to increased tourist movement and engagement.

Sub-theme 2.1: Increase of Tourist Arrivals

“Mas dumadami ang bisita kapag may carnival.” (There are more visitors when there is a carnival) (P2)

“Nakaka-attract talaga ng tao ang event.” (The event really attracts people) (P7)

Under this sub-theme, respondents emphasized that the Subic Carnival encourages more people to visit Subic Bay. Participants noted that the presence of the carnival increases foot traffic and brings in visitors who may not otherwise visit the area. These responses indicate that the carnival serves as a pull factor that enhances tourist arrivals. According to Jepson and Stadler (2020), festivals reduce tourism seasonality and create short-term travel motivation by offering time-bound attractions. Moreover, Rasoolimanesh et al. (2020) found that local stakeholders perceive events positively when they observe tangible benefits such as increased visitation and economic activity. The Subic Carnival’s ability to draw tourists supports its role in strengthening tourism performance in Subic Bay.

Sub-theme 2.2: Social Media and Word-of-Mouth Promotion

“Nagpo-post ako sa Facebook at Instagram.” (I post on Facebook and Instagram) (P4)

“Kapag masaya, mas gusto mo i-share online.” (When it’s enjoyable, you want to share it online) (P9)

Another significant sub-theme that emerged is the role of social media and word-of-mouth promotion in amplifying the carnival’s tourism impact. Participants reported sharing their experiences through photos, videos, and posts on social media platforms, which further promotes Subic Bay to a wider audience.

These responses highlight how positive emotions experienced during the carnival encourage online sharing. According to Leung et al. (2021), user-generated content on social media plays a critical role in shaping travel intentions, as potential tourists rely on authentic experiences shared by others. Kim and Hall (2019) also emphasized that happiness and satisfaction during events significantly increase the likelihood of online posting and word-of-mouth promotion. The Subic Carnival benefits from this organic promotion, as shared content enhances destination awareness and credibility. This form of promotion is particularly effective because it is perceived as more trustworthy than traditional advertising (Hernandez-Mogollon et al., 2019).

Overall, Theme 2 demonstrates that the Annual Subic Carnival significantly contributes to the promotion of tourism and visitor attraction in Subic Bay. Through increased tourist arrivals and widespread social media sharing, the carnival enhances destination visibility and encourages both first-time and repeat visitation. These findings align with recent tourism literature emphasizing that festivals function as powerful marketing tools that combine experiential value with digital promotion (Getz & Page, 2020; UNWTO, 2022).

The results suggest that strengthening digital engagement strategies and encouraging visitor-generated content can

further maximize the carnival's impact as a tourism promotional event.

Table 4.

Attractiveness, Destination Image and Inclusivity

Selected Keywords/Terms:	Sub-themes:	Major Theme:
● Exciting ● Lively ● Colorful ● Inclusive ● Family-Friendly	● Fun and Vibrant Destination ● Family-Friendly and Inclusive Image	● Enhanced Destination Image

Enhanced Destination Image

This theme focuses on how the Annual Subic Carnival contributes to the attractiveness, destination image, and inclusivity of Subic Bay. This theme emphasizes that beyond entertainment and promotion, the carnival plays a crucial role in shaping how visitors and stakeholders perceive Subic Bay as a tourism destination. Keywords such as exciting, lively, colorful, inclusive, and family-friendly reflect positive emotional and visual impressions associated with the event. Participants described the carnival as an event that transforms Subic Bay into a fun and vibrant destination, reinforcing its appeal to a wide range of visitors. These perceptions suggest that the carnival strengthens the destination's identity by adding energy, color, and social interaction to the area. Recent tourism studies highlight that events enhance destination image when they create positive emotions and distinctive experiences that differentiate a place from other destinations (Stylidis et al., 2020).

Sub-theme 3.1: Fun and Vibrant Destination

"Para sa akin, it makes Subic look more exciting and lively." (For me, it makes Subic look more exciting and alive.) (P1)

"Mas masaya at mas buhay ang Subic dahil sa carnival". (Subic feels more fun and lively because of the carnival) (P8)

"Pinatitibay nito ang imahe ng Subic Bay bilang sentro ng mga kaganapan at turismo" (It strengthens Subic Bay's image as an events and tourism hub.) (P10)

Under this sub-theme, respondents associated the Subic Carnival with excitement and liveliness, describing the destination as more animated and enjoyable during the event period. The presence of colorful decorations, performances, rides, and crowd participation contributed to the perception of Subic Bay as a dynamic and festive place. This finding aligns with Hernandez-Mogollon et al. (2019), who emphasized that

festivals enhance destination attractiveness by creating visually engaging and emotionally stimulating environments. A vibrant atmosphere encourages tourists to spend more time in the destination and increases their likelihood of recommending it to others. Similarly, Jepson and Stadler (2020) noted that lively festival settings help destinations reposition themselves as fun and experience-driven, rather than merely functional tourism sites.

By making Subic Bay appear more exciting and lively, the Annual Subic Carnival strengthens the destination's competitive image and reinforces its reputation as a place where visitors can enjoy both leisure and entertainment.

Sub-theme 3.2: Family-Friendly and Inclusive Image

"Maraming activities na puwedeng puntahan ng buong pamilya." (There are many activities that the whole family can go to) (P1)

"Pinalalakas ng event ang imahe ng destinasyon sa pamamagitan ng pagpapakita ng Subic bilang masigla at family-friendly" (The event enhances the destination image by showing Subic as vibrant and family-friendly.) (P7)

Another important aspect highlighted in this theme is the family-friendly and inclusive image promoted by the Subic Carnival. Participants perceived the event as welcoming to people of all ages, backgrounds, and social groups. Activities suitable for children, families, and groups of friends contributed to the perception that the carnival is open and accessible to everyone. This perception supports the findings of Rasoolimanesh et al. (2020), who stated that inclusivity and community-oriented events positively influence destination image and local acceptance of tourism activities. An inclusive event environment fosters a sense of belonging among visitors and residents, making the destination more appealing and socially sustainable. Furthermore, Stylidis et al. (2020) emphasized that destinations perceived as family-friendly and inclusive are more likely to gain positive emotional responses and repeat visitation. The Subic Carnival's inclusive nature

enhances Subic Bay's image as a safe, welcoming, and socially engaging destination, which is particularly important for attracting families and group travelers.

Overall, Theme 4 demonstrates that the Annual Subic Carnival significantly contributes to an enhanced destination image of Subic Bay by making it appear fun, vibrant, family-friendly, and inclusive. The carnival not only adds excitement and visual appeal but also promotes social inclusivity, strengthening both tourist perceptions and community pride.

Table 5.

Economic Benefits and Opportunities

Selected Keywords/Terms:	Sub-themes:	Major Theme:
• Social Interaction • Pride • Culture • Community Bonding • Livelihood • Sales • Local	• Livelihood and Business Opportunities • Community Interaction And Cultural Exposure	• Community and Economic Benefits

Community and Economic Benefits

Theme 4 focuses on the economic and social benefits generated by the Annual Subic Carnival for the local community. The selected keywords—social interaction, pride, culture, community bonding, livelihood, sales, and local—reflect participants' perceptions that the carnival contributes not only to income generation but also to community cohesion and cultural appreciation. These findings indicate that the carnival functions as both an economic opportunity and a social platform for local stakeholders. Participants recognized the Subic Carnival as an event that provides livelihood and business opportunities, particularly for local vendors and small enterprises. This supports the notion that festivals play a vital role in local economic development by increasing spending, supporting micro-businesses, and creating temporary employment (UNWTO, 2022).

Sub-theme 4.1: Livelihood and Business Opportunities

"Malaking tulong sa kita namin tuwing may carnival." (It is a big help to our income whenever there is a carnival) (P6)

"Mas malakas ang benta kapag may event." (Sales are higher when there is an event) (P8)

Under this sub-theme, respondents highlighted the carnival's role in increasing sales and providing income opportunities for local residents and entrepreneurs. Local food vendors and

These findings support recent tourism literature emphasizing that festivals play a vital role in destination branding by shaping emotional impressions and reinforcing positive place identity (Hernandez-Mogollon et al., 2019; UNWTO, 2022). As such, the Subic Carnival functions as more than an entertainment event—it serves as a strategic tool in building a strong, attractive, and inclusive destination image for Subic Bay.

small business owners reported higher earnings during the carnival period compared to regular days. carnival creates favorable economic conditions for local businesses. According to Lopez-Sanchez and Pulido-Fernandez (2021), events stimulate local economies by increasing demand for goods and services, particularly benefiting small-scale enterprises. Additionally, Rasoolimanesh et al. (2020) emphasized that residents' support for tourism events is strongly influenced by perceived economic gains, such as increased income and employment opportunities. The findings indicate that the Subic Carnival contributes positively to local economic sustainability by supporting livelihood activities within the community.

Sub-theme 4.2: Community Interaction and Cultural Exposure

"Nagiging mas close ang community dahil sa carnival." (The community becomes closer because of the carnival) (P3)

"Naipapakita ang kultura at saya ng lugar." (It showcases the culture and joy of the place) (P10)

Beyond economic benefits, participants emphasized the carnival's role in promoting social interaction, community bonding, and cultural exposure. Respondents described the event as a gathering that brings residents, tourists, and businesses together, fostering a sense of pride and shared identity. These responses highlight the social value of the

carnival in strengthening relationships and cultural expression.

According to Styliadis et al. (2020), events that promote social interaction and cultural representation enhance community pride and positive destination identity. Similarly, Mair and Whitford (2019) noted that community-centered events contribute to social cohesion and long-term support for tourism development. The Subic Carnival serves as a venue for cultural exchange and social engagement, allowing both locals and visitors to interact and appreciate the local culture. This aligns with recent tourism literature emphasizing the importance of socially inclusive events in achieving sustainable tourism outcomes (UNWTO, 2022).

Overall, Theme 4 demonstrates that the Annual Subic Carnival provides significant community and economic benefits to Subic Bay. The event supports local livelihoods through increased sales and business opportunities while simultaneously strengthening social interaction, cultural exposure, and community pride. These findings affirm recent studies suggesting that festivals contribute to sustainable tourism development when they balance economic gains with social and cultural benefits (Lopez-Sanchez & Pulido-Fernandez, 2021; Rasoolimanesh et al., 2020). The results suggest that continued support and inclusive participation of local stakeholders can further enhance the positive economic and social impacts of the Subic Carnival.

Table 6.

Suggested Improvements for better Satisfaction

Selected Keywords/Terms:	Sub-themes:	Major Theme:
- Logistics - Planning - Organization - Waste - Parking - Cleanliness	- Crowd and Waste Management Issues - Better Planning and Coordination	Organizational Challenges and Areas of Improvement

Organizational Challenges and Areas of Improvement

Theme 5 focuses on the organizational challenges encountered during the Annual Subic Carnival and the areas identified by participants for improvement to enhance overall satisfaction. The selected keywords—logistics, planning, organization, waste, parking, and cleanliness—indicate that while the carnival is generally perceived positively, certain operational aspects affect visitor experience and event effectiveness.

Participants acknowledged that large-scale events like the Subic Carnival naturally face organizational challenges, particularly due to the high volume of attendees. These challenges highlight the need for improved planning and coordination to ensure a smoother and more sustainable event experience. Recent event management literature emphasizes that visitor satisfaction is strongly influenced by how well logistical and operational concerns are managed (Getz & Page, 2020).

Sub-theme 5.1: Crowd and Waste Management Issues

“Masyadong matao minsan, hirap gumalaw.” (Sometimes it is too crowded, making it hard to move) (P7)

“Maraming basura pagkatapos ng event.” (There is a lot of trash after the event) (P8)

Under this sub-theme, respondents pointed out concerns related to crowd control, waste disposal, parking availability, and cleanliness during the carnival. Participants noted that overcrowding in certain areas led to discomfort, while improper waste management affected the overall cleanliness of the venue. These responses suggest that insufficient crowd and waste management can negatively impact the visitor experience. According to Lopez-Sanchez and Pulido-Fernandez (2021), effective crowd and waste management are essential components of sustainable event planning, as poor handling of these aspects can reduce visitor satisfaction and create negative environmental impacts. Similarly, UNWTO (2022) emphasized that managing environmental pressures during tourism events is critical for maintaining destination quality and community support. Parking limitations were also identified as a concern, particularly for visitors arriving from outside Subic Bay. Inadequate parking arrangements can cause inconvenience and discourage repeat visitation, highlighting the importance of logistical planning in event success (Jepson & Stadler, 2020).

Sub-theme 5.2: Better Planning and Coordination

"Mas magiging maayos kung mas planado." (It would be better if it were more well-planned) (P4)

"Kailangan ng mas maayos na coordination." (There is a need for better coordination) (P2)

The second sub-theme emphasizes participants' suggestions for improved planning, organization, and coordination among event organizers and stakeholders. Respondents believed that better scheduling, clearer layouts, and stronger coordination among agencies could significantly improve the overall event experience. These insights reflect the importance of proactive event planning and stakeholder collaboration. According to Getz and Page (2020), coordinated planning among organizers, local authorities, and service providers is essential for delivering high-quality events and minimizing operational problems. Mair and Whitford (2019) further noted that collaborative event governance enhances efficiency, safety, and sustainability, particularly for community-based festivals. Improved planning can also help address scheduling issues, such as event start times and program flow, which were previously mentioned by participants. Effective coordination ensures that services such as security, sanitation, and traffic management are delivered consistently throughout the event duration.

Overall, Theme 5 reveals that while the Annual Subic Carnival is successful in providing enjoyment and economic benefits, organizational challenges remain that affect visitor satisfaction. Issues related to crowd management, waste disposal, parking, and cleanliness highlight the need for stronger logistical strategies. At the same time, participants' suggestions demonstrate a constructive outlook toward improving the event through better planning and coordination. These findings align with recent tourism and event management literature, which emphasizes that addressing operational challenges is essential for sustaining positive visitor experiences and long-term event success (Getz & Page, 2020; Lopez-Sanchez & Pulido-Fernandez, 2021; UNWTO, 2022). By improving organizational practices, the Subic Carnival can further enhance satisfaction, sustainability, and its overall contribution to tourism development in Subic Bay.



Figure 6: Integrated Theoretical Framework

The conceptual framework titled: **"The Wheel of Fortune: Spinning Carnival Fun into Tourism Growth"**, utilizes the imagery of a Ferris wheel to symbolize the dynamic, continuous, and interconnected relationship between the Annual Subic Carnival and the regional tourism ecosystem. At the center of this movement is the carnival itself, acting as the primary engine or "hub" that drives various developmental variables. The "spokes" of the wheel—Planning, Innovate, and Improvement—represent the internal strategic processes. These suggest that the impact on tourism is not accidental but is fueled by creative evolution and rigorous logistical preparation. By constantly innovating and improving the carnival experience, the organizers ensure that the event remains a fresh and sustainable "pull factor" for the region.

As the wheel turns, it engages the external outcomes represented by Attractive, Tourism, and Development. This section of the framework illustrates how a well-executed event enhances the destination's brand image, making Subic Bay more competitive in the national tourism market. The influx of visitors (Tourism) necessitates structural and service-related upgrades (Development), creating a cycle where the event and the destination grow in tandem. Ultimately, the framework culminates in the "gondolas" of Economic Growth and Positive impact. This signifies that the momentum generated by the carnival results in tangible benefits, such as increased local revenue and community pride, proving that when the "Wheel of Tourism" spins effectively, it carries the entire economy of Subic Bay to new heights.

Conclusion:

This study explored the impact of the Annual Subic Carnival on tourism development in Subic Bay through qualitative interviews with selected participants, including residents, business owners, tourists, and event organizer. Based on the thematic analysis of the participants' responses, several key findings emerged.

SOP 1: What are the experiences of tourists who attend the Annual Subic Carnival in Subic Bay?

Based on the findings, it can be concluded that tourists generally have positive and memorable experiences when attending the Annual Subic Carnival. The variety of activities, festive atmosphere, and accessibility of the event contribute to visitor satisfaction. These positive experiences support the role of the carnival as an engaging tourism attraction.

SOP 2: How do local stakeholders perceive the role of the Subic Carnival in promoting tourism?

The study concludes that local stakeholders perceive the Subic Carnival as an effective tourism promotion tool. Business owners, residents, tourists and event organizer recognize its ability to attract visitors, stimulate local spending, and enhance destination exposure..

SOP 3: How does the Annual Subic Carnival influence the image and attractiveness of Subic Bay?

The findings lead to the conclusion that the Annual Subic Carnival positively influences the destination image of Subic Bay. The event strengthens the perception of Subic Bay as a lively and event-oriented destination, making it more appealing to both first-time and repeat visitors.

SOP 4: What benefits does the Subic Carnival bring to the local community?

It can be concluded that the Subic Carnival provides notable economic, cultural, and social benefits to the local community. The event supports small businesses, creates

temporary livelihood opportunities, and promotes cultural interaction and community involvement, thereby contributing to local development.

SOP 5: What challenges are encountered, and what improvements can be suggested?

The study concludes that while the Subic Carnival is beneficial, it faces organizational and environmental challenges, particularly in crowd control, cleanliness, and logistics. Addressing these concerns through improved planning, coordination, and sustainability practices can enhance the carnival's effectiveness as a tourism event.

Recommendations

Based on the conclusions, the following recommendations are proposed:

1. For Event Organizers: Improve event planning by enhancing crowd management, traffic control, waste disposal systems, and stall layout to ensure a safer and more organized carnival.
2. For Local Government and Tourism Authorities: Strengthen coordination among agencies and support sustainable tourism practices to improve the overall quality of the event.
3. For Local Businesses: Encourage greater participation of local vendors and promote local products to maximize economic benefits.
4. For Future Researchers: Conduct further studies using quantitative or mixed methods approaches to measure the economic impact of the Subic Carnival and compare it with other tourism events

ACTION PLAN OF ACTIVITIES

Exploring the Impact of the Annual Subic Carnival on Tourism Development in Subic Bay				
Planned Action & Activities	Key Performance Indicator	Responsible Contributor	Objectives	Expected Outcome
Strengthen Social Media Campaigns and encourage visitor generated content	Increase in posts, shares, hashtags online reach	Tourism and Marketing team	Increase Awareness and online visibility	Higher Tourist Interest and Increased visitor arrivals
Improve Stage design, lighting, visuals	Positive visitor feedback	Carnival Organizer, Program Hosts	Enhance the fun, vibrant and inclusive image of the carnival	Stronger destination Image and memorable visitor experience

Provide priority booths and support local vendors	Increase in vendor sales and number of local businesses	Local Business and Vendors	Maximize Livelihood and income opportunities	Improve local income and stronger community participation
Enhance Crowd control and Cleanliness	Reduced complaints, higher satisfaction	Event Organizer, Carnival Administration	Address Operational issue to improve	Safer and Cleaner and more organized carnival
Conduct post-event evaluations	Completion rate of feedback forms	Carnival Committee	Gather insights for continuous improvements	Data- driven planning and better carnival

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