

UNIT - IV

Event Marketing

Learning Objectives

After reading this lesson you should be able to understand the

- Concept of Event marketing
- Process of Event Marketing
- Importance of customer care
- Special features of events
- Importance of Media Relations and Publicity.
- Event Presentation
- Event Evaluation procedures
- Case Studies of events of National and International importance.

Event Marketing

Marketing should integrate all of the management decisions so that they focus on the goals and objectives of the event as well as those of the sponsoring organization itself. This integration may take many forms. It may be a subtle campaign to convince corporate shareholders or association leaders of the importance of their attendance and their personal vote on an issue. It may be employed to conduct research to assist in the event's site selection process. Marketing can play a vital role in the "search and discover" effort to identify new markets in which to promote an event. And, of course, it should include the other classic elements of marketing, such as advertising, telemarketing, and promotional campaigns, to bring all of the event goals to life.

Event marketing, according to Advertising Age, is now an intrinsic part of any marketing plan. Along with advertising, public relations, and promotions, events serve to create awareness and persuade prospects to purchase goods and services. These events may be private, such as the launch of a new automobile before dealers or the public, as in Microsoft's Windows 95 program. Retailers have historically used events to drive sales, and

now other types of businesses are realizing that face-to-face events are an effective way to satisfy sales goals. The appearance of soap opera stars at a shopping center is an example of many types of promotions used to attract customers to promote sales.

In other words, the enlightened event professional will incorporate marketing at the outset of the planning process so that all goals, objectives, and strategies will be considered and amplified with marketing implications in mind. As you read this text, you will see how integrated marketing forms the glue that binds together the mission, functional implementation, final evaluation, and planning for future events. And you will learn the elements of an integrated marketing campaign.

Event products generally include a combination of goods and services, and so provide a challenge for those involved in event marketing. Some industries market products without a service component, for example, soft drinks where the focus would be on the product. In marketing computer equipment, however, there would be goods and services aspects of the product that might include hardware and backup service. On the other hand, when marketing something purely intangible, such as "Come for the atmosphere" or "Do you just want to have fun?" there is a large service component. In some respects it is far more difficult to market something that the customer cannot take home or physically consume.

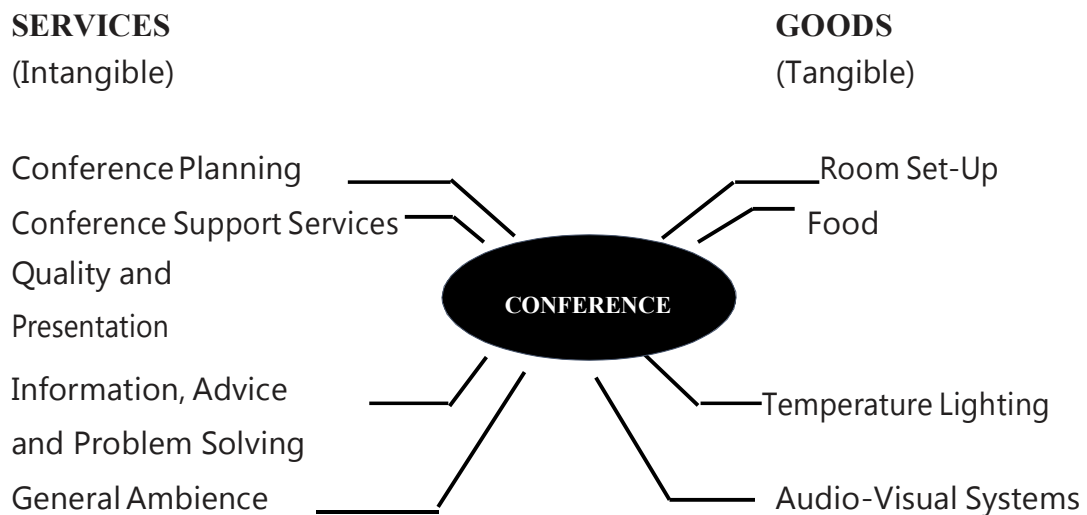
The fired feature of services marketing that makes it challenging, then, is its intangibility. Another feature of service marketing is that there is a higher degree of variability in the service provided, as well as in the response to the service provided. The service and the service provider are also distinguished by their inseparability. In other words, as an event organizer, you are very reliant on your staff, performers, and athletes to meet the needs of the audience.

In summary, the three features of services marketing are the following:

- Intangibility (such as fun, entertainment, information)
- Inseparability (such as the usher's service approach to the customer when product and provider are inseparable)
- Variability (such as different levels of service provided by different ushers or different responses from two or more customers to the same experience).

There is one final important consideration for the event marketer. A restaurant in a good location rely on a level of passing crowd. So, too, can a general store. This is not the case with an event, as the decision to attend or not attend is generally made shortly

before the event and is irrevocable if a customer decides not to attend; revenue to the event organizer is completely lost. This is not the case for the restaurant owner or shopkeeper, who may see the customer at a later date. An event, whether it is a one-time or an annual event, is highly perishable. Unsold tickets cannot be put out on a rack at a reduced price!

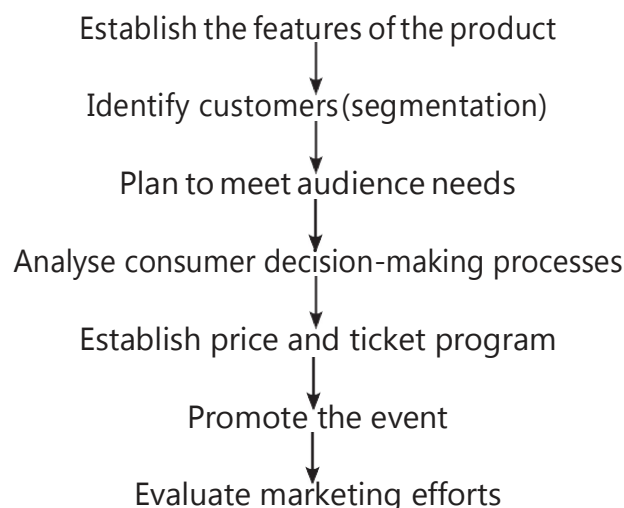


Goods and Service Components of a conference (Product)

Services provided at events, then, are intangible, inseparable, variable, and perishable, presenting a number of marketing challenges, since value for money is generally an issue for the consumer.

Process of Event Marketing

The event marketing process is summarized in Figure 5-2. Ultimately the aims are to enhance the profile of the event (and associated sponsors). To needs of the event audience, and in most cases, to



Generate revenue. Some festivals are fully funded by government bodies, and although they are not expected to raise revenue, they aim to attract a high level of attendance or interest as a minimum expectation.

Establish the Features of the Product

Each event offers a range of potential benefits to the event audience. These may include one or more of the following:

- A novel experience
- Entertainment
- A learning experience
- An exciting result
- An opportunity to meet others
- A chance to purchase items
- Dining and drinking
- An inexpensive way to get out of the house
- A chance to see something unique

Many marketing experts are unable to see past the main motivating factor for the event, which may be the opportunity to watch a professional tennis match. There may, however, be some members of the audience who have little interest in tennis but who are motivated by some of the other features of the product, such as the opportunity to see and be seen. Generally, people attending an event see the product as a package of benefits. Convenience and good weather, for example, could be benefits associated with an event product.

When marketing an event, therefore, alignment between the product benefits and the needs of the audience is necessary to guide the design of the event and the promotional effort. Pregame and halftime entertainment are good examples of adding value to the main benefit offered by a sporting event product.

Marketing is perhaps one of the most overused and least understood terms in many management situations, including event management. The most important concern is that everyone involved needs to be quite clear that marketing is an approach not just a concept. It must be a method of operation pervading the whole organization, not just a token statement of intent or a stated concern over promotion. The whole project management process must be dominated by the desire to market the event to all necessary parties, not just spectators and participants, but sponsors, media, VIPs, staff, advertisers and the public.

There are many definitions of marketing:

Marketing is an integrated process of producing, distributing and selling goods and services.

Marketing is the integrated effort necessary to discover, create and arouse and satisfy customer needs – at a profit.

Marketing is a management process responsible for identifying, anticipating and satisfying customer requirements – profitability. (The Institute of Marketing)

Marketing is so basic that it cannot be considered a separate function. . . . It is the whole business seen from the point of view of its final result, that is, from the customer's point of view. (Peter Drucker)

But Lyndsey Taylor's acronym sums up the key characteristics and messages that genuine marketing should contain:

- **M**eeting customer needs
- **A**ttracting new customers
- **R**eacting to market needs
- **K**eeping up with competitors
- **E**ncouraging customer loyalty
- **T**argeting specific customers
- **I**dentifying market opportunities
- **N**oting customer feedback
- **G**etting it right every time

There are few definitions of marketing for event; however, any that emphasize the process and the people will be appropriate. My own preference is for something like Philip.

The marketing concept holds that the key to achieving organizational goals consists of determining the needs and wants of target markets (defined as the set of actual and potential buyers of product) and delivering the desired satisfactions more effectively and efficiently than competitors.

Michael Hall's

The function of event management that can keep in touch the event's participants and visitors (consumers), read their needs and motivations, develop products that meet these needs, and build a communication program which expresses the event's purpose and objectives.

The fundamental principle is that the customer is all-important. Everything from conception to conclusion must be performed with customers (all of them) in mind. Marketing has rationally been applied to products, but it has recently become a recognized tool of the service industries.

In events management we do produce a product, but the important factor is how it is produced, the process; and even the end product is less about tangible objects than about feelings and experiences.

Events are like services; they are distinctly different from industrial products.

Here are some of their special features:

Intangibility: Customers feel the benefits and the enjoyment, but they can't touch the event.

Perishability The fun is transitory; it is rare to have lasting evidence of the event.

Inseparability: Customers associate one event with the next; they identify with the organizing agency's reputation for quality.

Consistency: Customers demand consistency and it is important to achieve it.

Lack of Ownership: Events don't belong to anyone but they are temporarily enjoyed by many.

Event customers are going to be very keen on how they are treated and what facilities and services are laid on; they are not content to see an art exhibition or a sporting contest in the most basic of conditions. Over recent years many providers of large spectacles have had to radically improve the level and quality of facilities and services available to patrons.

Ageing theatres and football grounds are no longer adequate for their clients, who now have much more sophisticated expectations. This element, customer care, is what singles out the service sector from manufacturing industries. And it is vital to events. True quality in this area must be the constant target for all event organizers.

Customer Care

Customer care is a buzz phrase across all businesses now, particularly service industries like the hospitality trade. It is a major and vital part of event management. Careful consideration needs to be given to all event customers. If they enjoy the event, they will come back themselves and maybe invite their friends to the next part of the program or a future event planned by the same agency.

Customer care must begin as soon as the customer reaches the event, or starts on the road to the event. The directions, the car park, the reception areas, the premises and all the facilities involved must be of the highest possible standard and ready for the customer's arrival and use. Customer care is best achieved by putting yourself in the customer's shoes and observing the event from their point of view. What is it that you want or that you need? If you need something, so will the customer.

Customer care must be seen as something that concerns everyone involved in the organizing body, from top manager to car park attendant. Without customers, the whole event will be futile, so everyone must believe in serving the customer. Some members of the organizing group may be serving the players in a football tournament; other members may be serving the spectators, the referees, the VIPs or the sponsors.

Each section will have its own specific customers, but it is just as important for all groups to create a positive image and impression with each other's customers. They must try to do everything possible for their specific customers and ultimately for everyone who attends the event. The attitude must be: Let's do all we can to avoid anything upsetting our customers or spoiling their enjoyment of the event; we are all in the business of maximizing their pleasure. We must try to give our customers more than they expected.

Customer care involves the very basics of looking clean, tidy and presentable; wearing the uniform or badge of the event; making quite clear who you are and what you are there to do; and learning a few basic phrases in foreign languages to make your customer feel more welcome at the event. Some visitors may be making their first trip to your country or region. Remember that the customer is king. Be reverent to the king. Although events are about people and service, their marketing does have many similarities with other commercial situations.

Market segmentation is the process of analyzing your customers in groups. Some groups may enjoy a particular type of country-and-western music. Others may enjoy line dancing. Yet others might visit just for the excitement and the atmosphere. It is absolutely

essential to analyze the different motivations of the event audience and to develop a profile for each of these groups.

Plan to Meet Audience Needs

Once you have identified your customer groupings, it is then necessary to ensure that all their needs are met. With the Fan Fair example, there may be a generation of older music enthusiasts who are looking for a certain type of entertainment, as well as a younger group (say aged 10 to 14) who need to be entertained, too, so that they can gain something from the experience. As another example, a “symphony under the Stars” concert would attract many fans of classical music. However, many others would come for the atmosphere, and some just for the fireworks at the end. None of these customer segments’ needs can be ignored. All audiences need food and facilities, but food and beverage may or may not be a high priority of a particular event audience. For some, the music is the highlight; for others, it is the hype of the event; and for still others, it is the food that is important.

Analyze Consumer Decision-Making

The next step is to analyze the customer’s decision-making process. Research conducted in this area will produce information that is very useful in guiding promotional efforts.

Competitive Pressure (Positioning)

Competition from other forms of entertainment for a person’s disposable income would need to be considered. The economic environment would also need to be scanned in order to understand factors that might have an impact on discretionary spending’ on tickets, as well as possibly on travel and accommodations.

Motivation

Customer motivation has already been mentioned under market segmentation. Potential customers may have positive responses to some aspects of an event and negative responses to others, such as the distance to be traveled, crowding, and the risk of bad weather. Customers can be divided into decision makers, followers, influencers, and purchasers. Although in most cases the person who decides to attend (and perhaps take his or her family or friends) is the one who makes the purchase, there are situations in which the decision to spend money on an event is influenced by others. For example, if a teenager wished to go to a concert, the teen might exert pressure on his or her parents to make the

purchase on his or her behalf. In this case, both the needs of the teenager and those of the parents would need to be met. Since teenagers would generally discourage their parents from attending, promotional efforts would generally discourage their parents perceived the concert to be a 'safe' environment. Those who tag along to an event are the followers. Each of these-the influencer, the decision maker, the follower, and the purchaser-would generally have different expectations of the event and would evaluate it differently.

Timing

This is the most important aspect of consumer decision-making since it has implications for the promotions budget. The issue is this: When does the consumer make the decision to attend? If the decision will be made two months before the event, you need to deploy all marketing initiative at that time. If, on the other hand, the decision will be made the week, or the day, before the event, this timing will have important implications as to how and when the advertising and promotions dollar will be spent.

Purchase or Attendance

Finally, the desire to attend needs to be translated into a purchase action. If it is perceived that getting good tickets is going to be difficult, some consumers might not make the effort. In fact, for some festivals, there are no advance sales of tickets. This restriction means that the decision to attend is considered impulsive and that it would generally be made on the day of the event. Clearly, advance ticket selling means a better opportunity to plan for an event as well as a substantial boost to cash flow.

Establish the Price and the Ticket Program

Sale and distribution of tickets has been mentioned briefly before now it is necessary to consider that event attendance could be tied in to tourist travel to a destination. If this were the case, it would involve negotiations with a tour wholesaler, extending the time line for planning. Plans would need to be finalized long before the event, with price determined, brochures printed, and advertising done (sometimes overseas) well in advance. This package tour might also include airfare and accommodations.

Promote the Event

Having made the decision as to when it is best to promote the event, the next question is how to promote it.

Differentiation

Organizers must demonstrate the difference between an event, whether it is a concert, festival, street fair, or charity fun run, from other related leisure options. The consumer needs to know why this event is special.

Packaging for Effective Communication

The messages used to promote an event are extremely important. Usually there is only limited advertorial space for convincing all market segments to attend. Thus, the combination of text and images requires a lot of creative effort. If there is time and sufficient budget available, utilizing these communication messages with consumers is recommended.

There are many forms of promotion, including brochures; posters; banners; Internet advertising; new radio, and television advertising; and press releases, to name a few types or marketing tools. Balloons and crowd-pleasers (people balloons with moving arms) are examples of eye-catching promotional strategies that you can use.

Evaluate Marketing Efforts

The effectiveness of all promotional efforts needs to be carefully monitored. With an annual event, for example, customer responses to the various types of promotions will guide promotional efforts in future years. Evaluation needs to be done systematically by asking questions such as "Where did you find out about the event?" or "When did you decide to attend this event?" There are three stages at which research can be conducted: prior to the event, during the event, and after the event. The research can be qualitative, such as focus groups and case studies, or quantitative. In the latter case, the research generates statistics such as customers' expenditure at the event.

Marketing Equipment's and Tools

Marketing can be affected by a number of issues, some controllable, some not, but organizers must be aware of them:

Location Consider the attractiveness and accessibility of the location as well as environmental factors such as traffic and scenery.

Social Factors The attitude of friends and colleagues will affect people's attitudes to what is appropriate.

Cultural influences Different groups in society, e.g. ethnic origin, social class, part of the country, will see different events in different ways.

Fashion During certain periods in history, certain types of project will be in vogue and will attract large attendances.

Political factors Local and central government will pursue areas for support that fit with their beliefs.

Economic factors assess how much money is available at a corporate level and an individual level; consider exchange rates and similar economic factors.

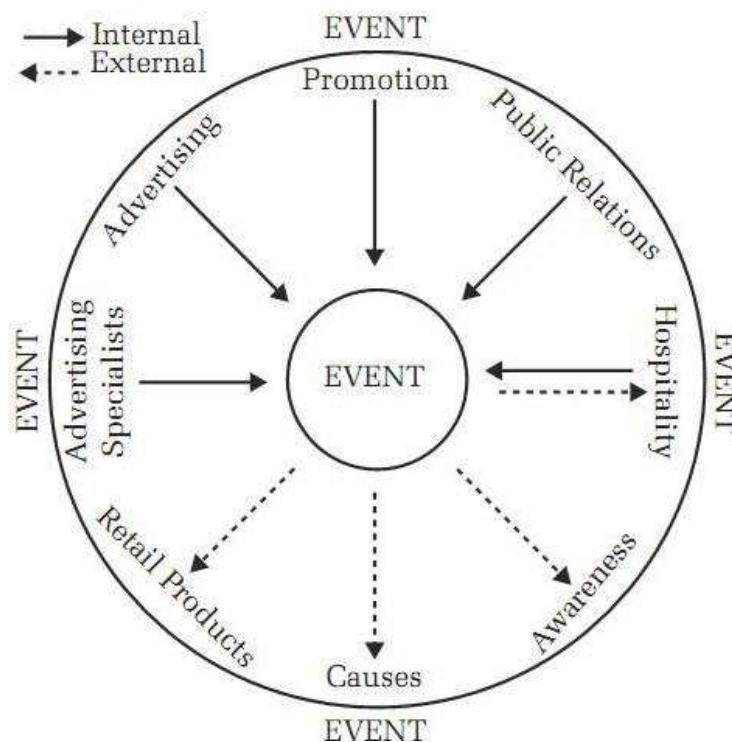
Philosophy the beliefs and attitudes of groups, individuals and other agencies will affect the range of events provided.

A Marketing Checklist

1. Know your organization thoroughly and be able to identify potential market segments and target groups.
2. Know your event goals; draw up a budget and a strategic plan to achieve them.
3. Know your consumer; talk to relevant groups, visit related establishments and learn from the ideas of others.
4. Know your competitors; find out what they have to offer, their facilities and their programs.
5. Keep in touch with others in the same business; use public relations and hospitality to make friends with the press.
6. Identify possible gaps in the market for your event; test for preliminary ideas and think through the process very carefully.
7. Look at ways to increase the size and status of the event; test for preliminary ideas and think through the most of any merchandising opportunities.
8. Measure the profits made in the event,
9. Create your own image for the event; begin with an efficient reception, avoid queues, and employ smart and appropriate staff at all levels.
10. Be innovative, accept original concepts and risk; be flexible to accentuate all possibilities.
11. To get publicity be original; firsts are important and always remembered.
12. Changing circumstances always mean new opportunities for promotion and publicity; take every opportunity that occurs.

13. Motivate people; make the staff part of a team and is willing to identify themselves with the event and publicize it.
14. Make sure that every aspect of the events is designed specifically for the people who will come to it; be customer orientated.
15. Remember that freebies are important, everybody likes something for nothing; a sticker or badge will help people to remember the event, before, during and after; it will also remind them of last time's positive experiences and it could persuade them to attend the next one.
16. Make the rules of event fair and appropriate for everyone.
17. Make the facilities attractive and clean; create a quality image.
18. Make the facilities accessible with appropriate maps, signposting, parking, etc.
19. Work hard to let everyone, internal and external, know exactly what's happening at all times; lack of information is the worst type of publicity.
20. 'Sell' the event to everyone: staff, financiers, sponsors and customers.

Consider most or all of these aspects for each event. A great deal of effort will have to be expended on a true marketing approach. Support and enthusiasm for marketing your project will not simply appear, it needs to be cultivated. Marketing concepts are widely applicable commercially and are also relevant to events. Market research, self-analysis, targeting and marketing mix are all useful to help get the ideas just right.



Internal and external event marketing are important strategies for your event. Figure depicts how this process is used to market your event product. Since resources are always limited for marketing it is important to select those internal or external elements that will most effectively reach and influence your target market.

Market Research

Market research is concerned with measurement and analysis of markets. A suitable definition is as follows:

The objective gathering, recording, and analyzing of all facts relating to the provision of services for the appropriate consumer.

Extensive research before an event can help to answer some questions:

- Is it serving a useful purpose?
- Will people be interested in it?
- Will people attend and/or participate?
- Will it be financially viable?
- Will it be favorably received by the business community?
- Will it be favorably received by the midis?
- Will it be favorably received by the media?
- Will it be appropriate to the targeted group?

This general information, perhaps coupled with more specific detail, will help to decide whether the event is relevant, interesting and viable. There is little point in proceeding with a project if the research results are negative. Good research is vital and must not be ignored. Event which proceeds without some market research; needs to be examined and existing information should be checked to see what is already available.

Market research can help to reduce uncertainty and therefore the risk of failure; but can also help to plan an effective marketing strategy and to analyses how successful it may be effective research should follow these guidelines:

- The objectives must be very clear
- There must be a cost-effective plan of how best to ascertain the relevant information.
- State how the plan will be implemented.
- Explain what plans are necessary for reviewing the process and the information.

It may be that a major public research program will be necessary for large events, but for smaller prefects this is often too expensive and too complex. There are a lot of sources of relevant secondary information:

- Personal record
- Staff knowledge
- Public libraries
- Government departments
- Universities and colleges
- Trade unions and professional associations
- Marketing research agencies
- Other agencies

Other agencies include the Arts council, the Sports council, tourist authorities or National Heritage, Direct research can be carried out by self-completion, postal questionnaires, telephone interviews. Personal interviews or group discussion, the question must be carefully designed to avoid error and inaccuracy; and any interviewers must be reliable and unbiased, so the results will be meaningful. The results must be painstakingly reviewed after analysis computers will be key to the collation of results, but the interpretation must be undertaken cautiously, with an expert eye, examining all the possible meanings of the data collected, try to get at what is actually correct, not what you hope to be true. Only genuine conclusions will be meaningful and constructive in developing an event.

SWOT Analysis

Fundamental to any marketing project is a situational analysis – past, present and future and how the venture will fit into it. Situational analysis is best undertaken by SWOT:

Strengths the internal strengths of the organization

Weaknesses the internal weaknesses of the organization

Opportunities the external opportunities which may arise

Threats The external threats facing the organization

The results of this work will obviously vary considerably, depending on the exact nature and demands of the specific event, here are a few possibilities that may apply to a wide range of events.

Strengths

- Staff ability
- Political support

- Detailed specialist knowledge
- Enthusiasm and commitment
- Local reputation

Weaknesses

- Poor transport framework
- Lack of general management skills
- Limited financial resources
- Poor public image

Opportunities

- Increased public awareness
- Changing attitudes
- Developing partnerships
- Offering new possibilities
- Financial returns

Threats

- Lack of commercial support
- Changed in funded priorities
- Competition from similar promotions
- Economic trends

SWOT analysis helps with realistic planning for the whole enterprise, but especially with the marketing strategy.

Target Groups

To make any marketing work, it must be quite clear at whom it is aimed, for many promotions the audience may be quite varied: old and young, fit and unfit, academic and artisan. But some events will target a more specific group: a venture may be aimed specifically at women or the 50+ age group or the local business community or the European market, this will be one of the questions answered by good market research, whatever the group, it must be clearly identified target.

For events, the targets may be different for different aspects (Fig.). It may be necessary to identify targets – potential participants, potential spectators, potential sponsors and potential staff- all from different areas and requiring differing marketing to obtain their support, market research and careful use of previous knowledge will identify the groups relevant to particular events, and the next step is to ascertain each group’s tolerance to particular events.

The next step is to ascertain each group’s needs and a plan to meet them. This will greatly assist with overall event planning, but especially the marketing strategy: indeed, more than one strategy may be used to target the identified groups

Some Target Group of Event Marketing



Marketing Mix

Marketing often portrayed as a complex concept with a great deal of mystique. Perhaps for the greater glory of the marketing companies or personnel. In essence it is a simple combination of factors to get the right balance for any commercial activity.

The Five Ps of Event Marketing

1. Product
2. Price
3. Place
4. Public Relations
5. Positioning

Product

The successful event marketer is at first the consummate student of his or her product. The product may be an educational program, a county fair, or a full-fledged convention. It may be a reunion for a fraternal organization or a corporate product launch. If you are marketing the event, there are essential elements as shown in Figure that you must know and questions you must ask of the event sponsor.

What Is the History of the Event?

Many veteran marketers will attract participation because they can sell the celebratory essence of the event. "The 50th Annual Conference" proclaims the success and venerability of an organization, as well as the pride that goes with being part of it. But even if there is no history, there is the opportunity to be historical.

For example, "The 1st Annual Conference" will have no history, but can be portrayed as an opportunity to get in on the ground floor of a "happening" that participants can infer will be an ongoing event, turning into a tradition and developing long-term loyalty. The greatest part of event marketing is the opportunity to create history, by attracting people into a synergistic activity that can define the organization and its goals.

A major association recently celebrated its 10th Annual Educational Conference. The event marketer positioned his promotion with the theme "The Power of 10." *Ten* major prizes were to be awarded. The *10* top-ranking speakers from previous years were to be invited back to present seminars and to be honored at a general session.

Ten lucky attendees would be presented with complimentary registration for next year's event. And so on. The simple concept of 10 years of success was themed throughout the marketing mix. The celebration of history is a fabulous promotional asset in whatever way the event marketer wishes to interpret it for the audience.

What Is the Value of the Product?

Marketing an event requires that the message emphasizes the manner in which the participant will benefit. The promise of increasing productivity, maximizing profitability, or simply having a great time can be legitimate benefits that can persuade a person to buy the product or attend the event. Later in this text, we will discuss the science of studying demographics and determining audience needs. Designing an event with that research in hand and effectively describing how that event will fulfill those needs are keys to effective marketing.

What Makes the Product Unique?

What makes this event different from others? Why should one choose to invest time and money in this event, as opposed to the competition that surrounds it? Marketers that can identify the return on investment (ROI) that can be expected by the participants, the special experience that will be offered, and the added value of attendance are those who will successfully market the event. This will require research into the markets and into the objectives of the client or organization. Only then can the uniqueness of the product be identified and described in all of the marketing media utilized.

Price

Primary among the responsibilities of the event marketer is an understanding of the financial goals of the sponsoring organization. Once this is determined, market research will illustrate the competition's pricing patterns: Who is offering a similar product, to whom, and at what price? Equally important are considerations such as the level of demand for the product and economic indicators such as the relative health of the economy in a particular city or region or, to an increasing extent, globally.

Price may be secondary to *perceived value*. It is in this area that the event marketer can play a major role. In marketing events, consider these issues of pricing:

What Is the Corporate Financial Philosophy?

Some events are designed to make money, pure and simple. Others are strategically developed to break even financially. And there are some that are positioned as "loss leaders," expected to lose money in an effort to gain greater assets elsewhere, such as membership development or community goodwill. Corporate meetings are typically expensed not as profit centers but rather as "costs of doing business" in order to build employee loyalty and

pride and to learn how better to sell products and services. The event marketer must clearly understand the financial mission and design a strategy to accommodate those goals.

What Is the Cost of Doing Business?

Price must reflect the total costs of goods and services, including the cost of marketing itself. Marketing is often relegated to a secondary role in event production because the costs of printing, postage, advertising, public relations, and other basic marketing expenses may not be considered part of the event budget. Instead, it may be treated as part of the organization's general overhead and operating expenses. The marketer will be considered an integral part of event production when that event's budget provides for marketing as a primary event function and income-expense center.

What Are the Financial Demographics of the Target Audience?

Analyze your market's ability to pay. This sounds simple, but it is critical to the marketing effort. An event designed for executives who have access to corporate credit cards and can charge their participation as business expenses will likely be priced at a higher level than an event designed for those who must pay from their own personal wallets. Market research will help determine the ability and willingness of attendees to pay ticket prices at various levels and, therefore, influence the planning of the event itself.

Place

In the hospitality industry when planners decide where to buy or build new facilities. It is no less true when marketing an event. The location of your event can dictate not just the attendance, but the character and personality of the event as well. This is a consideration for the earliest part of the planning stages.

For example, for an event being held at a plush resort, the setting for the event should be a key part of the marketing strategy. The event site may even be the major draw featured in brochures and advertising. An awards dinner at a new public facility in your town should emphasize the opportunity to experience the facility as an exciting highlight of the event itself.

On the other hand, an educational seminar at an airport hotel would not necessarily feature the attractiveness of the site but rather could emphasize the convenience and functionality of the location as the major asset for the attendee.

Public Relations

Public relations is a major part of the marketing mix. You can advertise anything you want that is, what you say about your organization and your event. Public relations can determine what *others* perceive of you and your mission. It may be as bold as a team of press agents distributing releases to newspapers or staging press conferences to extol the virtues of your event.

Or it may be as subtle as a trade publication interview with a leader of your organization, when the interview includes references to your event and its benefits. The essence of a public relations campaign is that it never stops; rather, it is an ongoing effort to establish positive perceptions of your organization and its products.

The first step in establishing a public relations campaign is to determine what the current perception is. The patriarch of modern public relations is Edward Bernays, the namesake of the most revered public relations award in the hospitality industry (the annual Bernays Award sponsored by the Hospitality Sales and Marketing Association International). Bernays was a devotee of research, the need to survey, to conduct focus groups with facilitators, and to thoroughly research the attitudes and needs of target markets. He also initiated methods of matching the marketing strategies with those professed needs. Bernays advocated the need to maintain the research effort continuously, to detect changing attitudes and to remain current in meeting and fulfilling them.

Positioning

Event marketing relies on the proper positioning of the product. No event can be effectively sold until a marketing plan is developed. The marketing plan will likely be the predicate that determines success or failure. And the key to a successful marketing plan is "positioning."

Positioning is the strategy of determining, through intuition, research, and evaluation, those areas of consumer need that your event can fulfill. What types of events is the competition offering? What level of investment are they requiring of their attendees? Who is attending, and who is not? In other words: What niche are we trying to fill? What makes us different and how can we seize upon our unique qualities to market our events? And what markets will be receptive to our event concept? The event marketing executive who can answer these questions has the greatest opportunity of fulfilling expectations. Here are some key considerations when positioning an event.

For some services, and certainly for events, there are a number of other P's which should be included:

People - People are the crucial factor in delivering a good event, especially proper customer care and effective teamwork, well-trained and capable, people are a major marketing tool.

Packaging- Packaging concerns the way events are presented, whether as part of a season or festival, in a tournament or as a one-off. Any marketing will depend on the package, e.g. a family package or a season ticket.

Partnership The support of others and their marketing presence can be a significant benefit.

Programming When an event is scheduled will be a major tool in its marketing, it should suit the arts or canvassing calendar and it should create interest by using other preferences around it

Through balancing all the P's, a skilled manager can devise a strategy to maximize the success of a particular event.

Promotion

A multifaceted approach to marketing, promotion could be defined as the stirring up of interest in your enterprise. The promotional campaign may include a wide range of marketing tools, or as few as one, depending on your products and your needs. Promotional techniques for event marketing may include advertising, public relations, cross-promotions (partnership marketing), street promotions, stunts, and public service "cause-related" events, among others.

Promotional activities need to be chosen carefully and timed effectively. Promotion is a costly exercise, radio and television advertising being two of the most expensive. Overall, the most cost-effective methods of promotion are feature articles in local newspapers and banners. Many events promoted by tourism bodies and by tourism information offices at minimal cost. And increasingly, the Internet is being used as a source of information by the event audience.

Many aspects should be considered under promotion: image, logo, advertising, media, public relations, selling, souvenirs, presentation, merchandising and publicity. It is a common misconception to treat promotion as a synonym for marketing; it is not. Promotion

is the communicating part of marketing - how the product can be brought to the attention of the public and prospective partitions. It also deals with the image and presentation of the product; in our case the event. By addressing consumers with a purpose-designed promotional scheme, the aim is to achieve **AIDA**:

- **A**ttention
- **I**nterest
- **D**esire
- **A**ction

Logo

An appropriate logo can be a crucial part of any public image. It is important to give it careful thought and to consult relevant agencies and authorities before finalizing the design. Its impact on merchandising and souvenirs can have a sizeable effect on income. It used to be common to look for relatively simple logos using a single colour, but now multi-coloured and often multi-image logos are used for international manifestations. This is to maximize colour combinations and possibilities, so maximizing sales. For larger events this can be a gold mine, but smaller events should be wary of buying in too much stock of items they may not sell.

A good logo should

- Reflect the event
- Portray an event image
- Pass on what it is about
- Give relevant messages
- Be attractive and eye-catching
- Be colorful (preferably)

Mascot

Also related to image, any event of any size should have its own mascot, as long as it can afford one. A mascot can help to promote the event in various ways, especially with certain target groups. The mascot must be closely identified with the event; it should be appropriate, relevant and attractive; it should portray the project image and it should be saleable.

Advertising

Advertising is the second element of the promotional strategy. It may take many forms, the following being some of the options:

- Print
- Radio
- Television
- Direct mail
- Outdoor advertising/billboards
- Brochures
- Internet

As part of the marketing plan, it is necessary to identify the market to be reached and then to establish where the people in the market live and which of the media would be most likely to reach them. When selecting the most appropriate media, cost is generally the biggest issue. Then you need to decide when to advertise—a month before, a week before, or the day before? Faced with budget limits and potentially expensive advertising, these are all crucial decisions.

When preparing an advertising budget, you should be aware that different time slots on radio and television cost vastly different amounts, as do different positions on the pages of print media. Local newspapers and local radio stations are always more cost-effective than national ones and are generally a more effective way to reach a local audience. Larger events may aim to attract international audiences, and if this is the case, you will need to clearly identify the potential overseas audience and perhaps develop a tourist package to include an accommodations and other attractions. Partnership arrangements can often be reached with travel agencies, airlines, and hotels, as well as with state and national tourism boards that have agreed to support and promote the event.

The content of advertisements must be informative, and of most importance, it must inspire decision making and action to attend or purchase. Let's look at the following advertisement by an event company for its wedding rental products and services.

In this advertisement there is a lot of information but absolutely no inspiration. A number of descriptive adjectives would certainly have enhanced the text, as well as the possibility of customers' buying their services. In contrast, the advertisement for an unusual event following in much more creative. It would be very difficult to attract and

event audience if only the facts of a blood donation were presented and if the promotional team has realized this by making this event into something not to be missed.

The advertising message needs to meet the motivational needs of the audience at the same time that it assists the decision-making process by supplying the necessary facts.

Well-targeted, cost-effective advertising can make the difference between success and failure. But most advertising is expensive, so it has to be done with specific objectives in mind and at a level which suits the event. It is often possible to get editorial coverage as an alternative to newspaper advertising, and pick up other space by way of low-key sponsorship from bus companies or billboard firms.

But despite its cost, successful advertising is invaluable, and the most appropriate sites should be chosen from a list of possible locations. Yet again, simple questions are among the most important:

Why?	When?
Who for?	How much?
What exactly?	Who judges the response?
Which media?	How is it evaluated?
Where?	

A successful advertising campaign has several key features:

- Promote awareness of the event.
- Pass on knowledge of relevant event details.
- Encourage the desire to participate in or attend the event.
- Promote the conviction that the event is worthwhile.
- Aim to establish attendance patterns in the long run for future events.
- Encourage the decision that turns the interest into attendance or participation.
- Promote the event image and logo.
- Be positive and interesting to attract attention.

Local press and radio advertising are not cheap but may well be cost-effective, especially for young people and commercial radio. Television advertising is expensive but can be very effective in reaching mass audiences. Cost is obviously a determining factor but the chosen medium should also reflect the target audience. Certain newspapers are read

by certain groups and local commercial radio is said to have close contact with a younger audience, i.e. under 30. Targeted advertising is necessary and should prove effective.

Media Relations and Publicity

Public Relations

The role of public relations is to manage the organization's and event's image in the mind of the audience and the public. This undertaking is mainly done through press releases as described in the previous section. These up-to-date information sources, together with photographs, provide the media with the background information they need to develop stories about the event. Media briefings can also be conducted before and during the event, particularly if high-profile people such as celebrities, entertainers and athletes can enhance the publicity.

One of the most critical public relations role is to inform the media whether there is a negative incident of any descriptions. For this reason, an incident-reporting system needs to be in place so that senior members of the event management team are fully informed, including the public relations manager, if this is a separate role. It may be necessary to write a press release or to appear in an interview if such an incident occurs.

In some situations it is essential to obtain legal advice regarding the wording used in the press release. The public relations role can be a highly sensitive one, and in some situations, words need to be chosen carefully. A simple expression of regret, for example, would be more tactful than suggesting the cause of an accident.

Another, more positive public relations role is the entertainment of guests and VIPs attending the event, in some cases from other countries. In this public relations role, you need to be the following:

Attentive to the needs and expectations of your guests;

- Mindful of their cultural expectations;
- Flexible in your responses to their behaviors;
- Informative and helpful as a host;
- Proactive in designing hosting situations to meet the required protocol; and
- Able to make easy conversation.

Particularly with overseas guests or guests of event sponsors, you need to know in advance who they are (official titles, correct names, and correct pronunciation) and where they come from. Of most importance, you need to know the reason why your company is acting as host to these guests, because often business objectives, such as sponsor product awareness or negotiations, are involved. Research is therefore essential to determine how to meet the needs of the guests and the expectations of, for example, the sponsors. According to Roger Axtell (1990), the effective multicultural host has the following attributes:

- Being respectful
- Tolerating ambiguity
- Relating well to people
- Being nonjudgmental
- Personalizing one's observations (not making global assertions about people or places)
- Showing empathy
- Being patient and persistent

As you can see from the preceding, there are a number of roles for the public relations manager, or indeed for any member of the event team. The opportunity to sell an event occurs every time the telephone is answered or an inquiry is made by potential customer. Because customer relations becomes the role of everyone involved in an event, training in this area is recommended. This training should focus in particular on the event information likely to be requested by the customer, a task that is more difficult than it sounds since plans are often not finalized until very close to the event. Training ties in closely with the planning process, and the distribution of information to all concerned right up until the last minute is very important.

There are a number of situations in which an event manager might become involved in public relations, including the following:

- Making travel arrangements by telephone or e-mail
- Meeting and greeting at the airport
- Providing transportation
- Running meetings
- Entertaining at meals
- Entertaining at events
- Providing tours and commentary

If you have to lead a small group around the venue or the event. There are a number of additional recommendations:

- Plan the tour so that enough time is allocated to see everything.
- Advise your guests of your plan, however informal the group.
- Make sure that there is time for a break and refreshments.
- Provide maps so that people can get their bearings.
- Pause frequently so that the guests can ask questions.
- Be gracious—questions are never trivial or stupid.
- Make sure that everyone can see and hear.
- Treat everyone as equals.
- Speak slowly and at an appropriate volume.
- Be patient, and speak positively.
- Be flexible, and change plans if necessary.
- Be attentive to fatigue or boredom, and accelerate the tour if necessary.

In promoting an event, it is essential to analyze and understand the needs of the target markets. If, for example, one of the target markets is children aged 8 to 12, it is necessary to understand the motivations of this group and to match the product to these motivational needs. It is also necessary to keep in mind that the person purchasing the product may not be the consumer—in this case, it may be the parent—and promotional efforts need to assist with decision—making processes within the family. Likewise, a sponsor may be making substantial investment in the event, and may have general, as well as specific, expectations of the event, which may or may not be consistent with those of the event audience.

To summarize, the task of promoting an event to the optimal audience at the most beneficial time is the first challenge. The second is meeting the needs of all stakeholders and to maximize public relations benefits to the satisfaction of customers at all levels.

Publicity

Free publicity for an event can be secured by running a careful publicity campaign with the media. This involves developing and disseminating press releases to journalists and then following up by telephone. Sometimes interviews with journalists will also be necessary. There are several points of contact. In the print media, these include the editor, the feature writers, and the editors responsible for individual sections of the newspaper or magazine. In the broadcast media, the people to contact include the station manager, the

news announcers, and the radio personalities. For television, contact the program producer or director. In each case, the first question to be asked will be "What makes this event newsworthy?" and the answer to this must be clear.

The aim of a press release is to stimulate media interest in the event and thus achieve positive and cost-effective publicity. Many large event organizers post their press releases on their Web pages (see as an example the press release on page 82 of this chapter for the Susan G. Komen Breast Cancer Foundation Komen Race for the Cure). For mega-events and regional events, a launch is usually held prior to the event to which the media and the stars of the show are invited. These occasions are used to distribute the press release. It is essential that a launch be well attended and that the media report the event in a positive way; otherwise, the effort will be counterproductive. In the case of smaller events, sending a press release to local paper and to the local radio stations is generally the best options. Since the staffs working of these smaller publications are extremely busy, it is advisable to provide them with a ready-to-go article, including photos, logos and quotations when possible. The following is an example of the sort of press release/article that would draw the attention a local newspaper.

The Longest, largest and oldest Touring Bicycle Ride in the World

The Register's Annual Great Bicycle Ride Across Iowa, is an annual seven-day bicycle ride across the state. RAGBRAI is the longest, largest and oldest and oldest touring bicycle ride in the world. It started in 1973 as a six-day ride across the state of Iowa by two Des Moines Register columnists who invited a few readers along. It attracts 10,000 participants from every state in the country and many foreign countries. The RAGBRAI route averages 470 miles and is not necessarily flat. It traditionally begins along Iowa's western border on the Missouri River and ends somewhere along the eastern border on the Mississippi River.

The people of Iowa truly make RAGBRAI the special event it is by opening up their towns and communities to the ride participants. The Iowa hospitality, the beautiful countryside, and the chance to get away from it all for a week make this bicycle tour the most memorable experience of a lifetime.

RAGBRAI and the Register's Annual Great Bicycle Ride across Iowa are registered trademarks of the Des Moines Register & Tribune Company. Used with permission.

The following guidelines for preparing a press release will help to ensure that the reader sits up and takes notice:

- There must be something to appeal to the reader in the first two sentences: he or she must be motivated to read the whole press release.
- All the facts must be covered: What, when, why, and how. This is particularly the case for negative incidents. The reader wants to know what happened, when it happened, why it happened, and how things will be resolved. When something goes wrong, the facts are important because unsubstantiated opinion is dangerous. If the press release is promoting an event, all information such as the Venue, date time, and so on should be included:
- The press release should be short and to the point (no longer than one to two pages).
- Layout is extremely important.
- Contact details should be provided
- Quotes from senior staff and stakeholders (including sponsors) may be included.
- If the press release is promoting an event, it should describe all potential benefits for the audience.
- An action ending for looking or registering should include all necessary information.

Apart from free media publicity, it is also possible to obtain free exposure through a number of official tourism organizations, many of which are listed at the end of this book. They provide tourist information to visitors through tourist information offices or their Web sites at the state or national level. Brochures distributed to such offices or listings on their event calendars can provide valuable information to the potential (and sometimes very hard to reach) event audience. Event effort should be made to ensure that the event is listed as widely as possible.

Event Co-Ordination

Event co-ordination is the result of continuous, consistent, high-quality communications between the event stakeholders. The event manager is responsible for developing and sustaining the event communications to ensure that all stakeholders are informed, in touch, and involved in each of the phases of managing the event. The following are several methods that you may use to establish and/or improve a high-quality communications network for your event.

- Conduct a communications audit and find out how your event stakeholders best send and receive information.

- Avoid communications that are blocked by noise, visual distraction, or other interference.
- Include an “Action required” statement on all written communications to confirm that communications have been received and understood.
- Use nontraditional communications such as audio and video tapes to increase impact, retention, and action.
- Use written change orders to record changes during your event. Make certain the client or other responsible person signs the change order to authorize the addition, deletion, or substitution of services or products.

The event manager will include the production schedule in the time line in the coordination phase and then provide a full version on site at the event for the event coordination staff to manage the minute-by-minute operations.

Visual Electronic Communication

Vision incorporates all projected images, such as replays of sporting highlights on large screens or scoreboards. Video projectors, slide projectors, and data projectors can project images onto screens for dramatic effect, and this can be extended to live broadcasts with satellite links. A wall of monitors can be used to project one large image across the whole monitor wall, achieving the effect of a large screen. The splitting of the image between monitors is done by computer programming.

Backup projectors and duplicate copies of videos, slides, DVDs, and so on are essential. When using computer-aided programs such as Microsoft Power Point, a test run should be made to make sure all is in working order before it is needed. Most business and academic presentations use computer software packages to improve the visual quality of the images.

Although computer-generated slide shows such as Microsoft power Point look highly professional, there is a tendency for some users to become too excited by the features provided, changing colors and effects all too often. Bullet points coming in from all directions can distract the audience, while the use of multiple fade –in and fade-out effects only add to the problem.

Another pitfall in this type of presentation is the lack of spontaneity. Presenters are bound by their scripts. Keep in mind that most presenters bring their own laptop computers and need to have adequate time allotted for setup and testing of their equipment. It is always

a good idea to suggest to the presenter that his or her computer-generated slide show be put onto overhead transparencies or printed in a booklet form for the audience, just in case of an equipment failure.

There are a number of alternatives to computer-generated slideshows, such as flip charts and slide shows. In some arenas, these are returning to favor as the novelty value increase and the "wow" factor of computer-generated presentations wear off. Media relations and publicity should be given a lot of attention. A well-planned publicity campaign should run alongside an advertising campaign. Ideally this drive should be spread over a period of months, building up to a peak shortly before the event. Early warning allows potential participants and spectators to book the event into their diaries and prevents potential clashes with rival attractions. Some publicity will have to be paid for, but there are ways of obtaining a good deal for little or no cost. The secret is imagination and attention to detail. The Internet is one way to obtain a significant amount of publicity relatively cheaply and easily.

Early contact with the media is essential. Think about a catch phrase, as well as logo, to identify your event. Try to get a public figure involved or to open the event. This should help to get local publicity. Other media outlets that can be contacted are national and regional newspapers, trade and professional magazines, radio, television, employer newsletter, blogs etc. There are also opportunities through direct mail, hoardings, national agency events lists, car stickers and word of mouth. Don't be shy about contacting the media. They rely on people telling them what's happening, especially when there's not much sport or political news. Some general points to remember when dealing with the media:

- The media need you as much as you need them.
- You know more about the technicalities of your subject than they do.
- Be confident during an interview; the cooler you appear, the easier the hot seat becomes.
- With a bit of imagination, it is quite possible to get thousands of pounds worth of free publicity.

Some Guidelines on Getting Media Attention

A catchy headline on a press release will attract attention and create good images in the editor's mind. The famous newspaper headline 'Freddie Starr ate my Hamster' caused major nationwide interest although it was inaccurate. A press release must have an interesting angle, and it must place it very near the start. All press releases should be targeted for local or national consumption.

Always be positive about the event. Do not allow news to be twisted so it becomes negative. Journalists may be more interested in bad news than good, and may try to adjust what is happening, be prepared for this and reset it as much as possible; size any opportunity to convert positive information.

A number of publications give addresses and telephone numbers for the editors of relevant newspapers, magazines, television and radio stations, etc. It is very important to get the name of an individual if you want them to respond. A general letter to the editor or subeditor is not going to be as successful as a letter to a specific reporter, particularly one who specializes in your subject area.

A, & c, Black publish the writers and Artist's year book. An annual list of useful names and addresses. Organizations like the sports council and arts council may also be able to give a detailed list of specialists who may be worth contacting about a particular event. Think long and hard about who may be interested in what you are doing. Do not be afraid to approach people. Email or fax are now often the preferred method, but conversation on the telephone can often arouse interest which no press release, no matter how well written, can achieve.

A day's phoning will often set up more publicity for our event, and much more quickly, than two or three days' writing and sending press releases. Spending time with a journalist or editor can be well worthwhile in setting up coverage of the event, a good working lunch can be a sound investment.

Press Releases

Many news press releases land on editors' desks every day, if you want your event to be noticed, the press release must be interesting. Do not expect the twenty-third interregional Basketball Tournament to catch the eye of a journalist. It is essential to turn this routine event into some sort of story, preferably a first, e.g. the first time the British champion have visited Newcastle, or the first time top three British basketball players have taken part in this tournament.

It is essential that the press release starts with the news in the first two lines. Very often all that is read. The press release should be brief; use no more than two sheets of A4, and one is enough to get some interesting. Use double spacing within paragraphs and four lines between paragraphs. Make sure the margins are wide. Provide the contact name and telephone number at the end of the press release and address it to an individual at a specific publication or radio station.

Golden Rules of Media Liaison

1. When dealing with the media it is always better to be proactive rather than reactive
2. Always find a named contact, writing To Whom It May Concern usually ends up in the bin.
3. Try to think in headlines, especially when writing a press release. This may catch the eye.
4. When talking in journalists, it is safest to assume that nothing is off the record.
5. Find the best spokesperson for the event or promotion and appoint them as the media contact. This ensures a consistent line is issued from the organisation. Having different people speak to the press is a recipe for disaster.
6. Retain copies of all radio, television or other media coverage. This is important for the event and will help to keep sponsors happy. It may also help individual media contacts to hone their performance. Press cutting agencies tend to be expensive, so they may not be financially viable except for major events.

Press Conferences

Holding a press conference can be a very quick and effective way of getting significant press coverage and briefing several journalists at a time. But it does require careful consideration because a press conference can be extremely risky. If nothing arouses press interest, the turnout could be poor, and a damp squib may be embarrassing.

Here are some good reasons for holding a press conference.

- To launch your event or conference.
- There is genuine news to impart about someone taking part in the event that is really noteworthy.
- To explain a controversial rumor that has been going round about the event; media speculation can be enormous and damaging.
- To reveal a major exclusive, e.g. that Lord Lucan has been found and he will be the main speaker at the conference.

If a written statement will be adequate, use a press release. To justify a press conference, something has to benefit from further expansion and the appointed spokesperson must be

adequately prepared to answer any questions accurately and confidently. Find an easily accessible venue that can provide appropriate hospitality, e.g. performers or artists for a photo call.

Be sure your press conference avoids other major public events and does not clash with major sporting fixtures or arts promotions. Detailed investigation will pay dividends when choosing a date and time. But there is always the danger that a major news story will steal the limelight, and perhaps no one will appear.

It is essential to phone around to remind editors of the invitation already issued and any accompanying information. Try to emphasize that certain people will appear; there will be opportunities for coherent radio and television interviews, and photo opportunities with some novel or unusual performance. Consider who is going to appear in front of the media; a sponsor will often be keen. The chairman of the organizing committee or the relevant spokesperson must appear and they must be well briefed.

The venue is very important; hold it somewhere easily covered by journalists. It is important to have media briefings in Manchester, Birmingham, Glasgow or Edinburgh as well as London, but venues outside major cities can cause significant problems. Even on a smaller scale, the main media town in the area is the best launching point.

Assemble the audiovisual aids required for the presentation; a good video or slide show really adds interest. Ensure that investigations go out to journalists well in the advance and are followed up by phone calls to individuals who may be interested.

Prepare a detailed agenda for the press conference and stick to it, although questions can go on a little longer if the interest exists. It is also worthwhile to lay on hospitality for journalists and others after the formal part of the press conference. This will allow for informal contact and a slightly different sort of questioning; both can be good for developing relationships.

Photo Opportunities

It is very important to create a visual impression as well as a verbal impression. Words are cheap and not necessarily eye-catching, even if they do find space in a newspaper. Yet photographs can attract a great deal of attention. They do take a bit more setting up and a little more imagination, but they can be much more worthwhile. They often generate a greater awareness of your event, so they help to satisfy a sponsor's desire for publicity.

Relevant Media

It is essential to involve all the media, not just some. Local radio is an excellent and often forgotten medium. It offers the possibility of announcing events and interviews with organizers. It is also possible to persuade a local radio station to set up its own stand within the event, providing live publicity. Major provincial newspapers or indeed locals can be very important; don't just target the national media.

Your audience's age, interest and likely reading or listening habits will determine which media you particularly want to cultivate. Always remember the special interest press; the UK market is vast. Coverage in the appropriate magazine will be invaluable for ensuring audience support, finding participants and giving nationwide publicity.

A promotional competition (for entry tickets), a discount scheme for bulk attendance or some other type of incentive can be a way to attract interest. Direct marketing through mail or telephone is an extremely effective, if a little intrusive, way of getting the message over to prospective customers. Even for localized events, such word of mouth promotion can be a leading influence in obtaining support.

The public handling and public image of the organising group are pivotal components of a project's success. Public relations policy effectively combines all the relevant issues like advertising, image, logo and media relations with the foremost factors of customer relations and customer care.

Getting a positive image is a high priority for many projects. By their very nature events are often designed to achieve an increased awareness of the activity involved and to create a focal point for interest. Effective public relations are best achieved by influencing people through the influencers. This can be done by using the mass media and by obtaining the support of leading experts in the relevant field.

Many people in the arts consider the views of the critics as the deciding factor in gauging success. This may or may not be true, but a recommendation on radio or television can be pivotal to a project's progress. And a celebrity endorsement is often influential. 'There is no such thing as bad publicity' is an old saying. For events, this is not necessarily true; a bad image certainly won't attract spectators, now or in the future. Public relations are the shop window to participants and public; make it as large as possible. It is important to get a good image, but be sure it is justified by good delivery of the project.

Selling

All staff involved in the event has a 'selling' job to do. They need to sell participation in the event as worthwhile to everyone they come in contact with. This means a positive selling approach from the telephone operator and the chief executive, as well as everywhere in between. Take every opportunity to interest potential visitors and participants in the project. Everyone in the team becomes a sales representative.

Another aspect to selling takes place at and around the event: merchandising, souvenir sales, franchising and trading. These are the direct financial sales which can make measurable sums of money and contribute massively to event income. For some of the bigger events, franchising (selling all or part sales right for a fee or percentage) is the most convenient way to produce sales returns without significant work by the organizing committee. It is most likely to yield the highest possible return except in events like the Olympic Games. The franchised are catering and souvenirs. It may be more appropriate for the organizers to merchandise the goods themselves, realizing all possible profits by undertaking all sales.

Events souvenirs and other related sales can be lucrative for any event. They must be carefully considered because the choice of the wrong logo, image or souvenirs can cause a severe financial loss. At all levels these sales are absolutely vital to financial stability and must be carefully deliberated. Rash decisions can be permanently regretted, it will take courage to venture perhaps limited money on buying goods to resell. But the profits are often a financial lifeline, these sales can also help in conveying an event image for present and future events, A good range of souvenirs will certainly be appreciated; they will remind visitors of a good experience and encourage them to return. A worthwhile investment.

Event Presentation

There are two critical aspects:

- The promotional presentation
- The event presentation itself

The promotional presentation is for sponsor, Baler, spectator, media and participants. Public expectations are now very high, consumers are used to sophisticated provision by the mass media and most providers in the leisure field, every effort will be essential to ensure professional and effective presentation of both aspects.

The self-respecting event organizer needs to make a good job of presenting a perfect to a prospective sponsor or potential participant, this can range from an attractive document, perhaps desktop published, to a high cost multimedia or audiovisual production.

To excite interest, any presentation will need to be accurate, through and error free here are some guidelines:

1. Rehearse the presentation.
2. Be well prepared.
3. Double check all audiovisual equipment, and carry all necessary spares.
4. Ensure written communication so of the heights order.
5. Double check all materials for tactual inaccuracies.
6. Ensure all information is totally correct (e.g.no typing errors)
7. If possible, check out the venue beforehand.
8. Reconfirm the time and place within 24 hours

Paid or unpaid, only such a professional approach is going to have any chance of chance of succeeding, such are the expectations of the customer, the same meticulous thinking must also be applied to the presentation of the whole event, from beginning to end, and this should be an all- encompassing concept. It involves conspicuous items like logos, advertisements, mascots and décor.

Event Evaluation

Evaluation is an area that is frequently neglected following an event. This neglect is unfortunate, because there are many benefits to be gained from a critique on the event. From a quality viewpoint, it allows those involved to learn from their experience and to improve operations. For those not invoiced, it provides a body of information for future planning of events. If you can't learn from your own experience, at least you can learn from someone else's.

Evaluation needs to be planned before the event, the event objectives generally guiding the evaluation process. On planning, the concept of developing event aims and objectives was introduced; and on marketing, the importance of understanding the target audience was discussed, together with the consumer's decision-making process.

Now we will highlight the benefits of evaluation by sharing the objectives about The Oregon Shakespeare Festival as well as an economic impact study for the region where the

festival is held. Annual research into the demographics and behavior of the attendees has been a contributing factor to this outcome, allowing the event organizers to plan for the following event and to improve the figures every year.

Evaluation Methods

When planning evaluation, it is very important to work out what information you require. For example, participants entering a cycling formation you require. For example, participants entering a cycling race may be asked for their age and address, which would allow a race may be asked for their general demographics. What a pity if they were not asked whether they had participated before, how they had heard about the event, and when they had made the decision to take part. This information would greatly assist the organizers of the next event.

The types of information just described can be obtained from surveys conducted before, during, and after an event by completion of forms or through personal interviews. Alternatively, a small focus group of participants can provide valuable information through group discussion.

The following are examples of questions that may be included in a customer survey for an informal post evaluation report. However, to obtain a more reliable report, the survey would needs to be designed and analyzed by a market research company.

- How did you find out about this event?
- Why did you decided to come to the event?
- When did you decided to come to the event
- Did you come to the event with other people?
- Who was the main decision maker?
- How did this event meet your expectations?
- Were the public transportation / parking adequate?
- Did you get value for money?
- Were the food and beverage adequate?
- Were the seating, sound, and vision adequate?
- Would you attend this event again?
- Why would you recommend / not recommend the event to others?
- How could the event be improved?

In the case of an exhibition, the questions would be something like the following:

- Why did you come to this exhibition?
- Do you have the authority to purchase at this exhibition?
- Did you place any orders at this exhibition?
- Do you plan to place to place any orders as a direct result of the exhibition?
- Did you come to this exhibition last year?
- When did you decide to come to the exhibition?
- Have you traveled from another state to visit the exhibition?
- What were the best features of the exhibition?
- How could the exhibition be improved?

Staff Debriefings

Meetings of event staff and stakeholders can generate valuable information for the evaluation report. Some of the questions addressed in this type of meeting include these:

- What went well, and why?
- What went badly, and why?
- How could operations be improved?
- Were there any significant risk factors that we did not anticipate?
- Was there a pattern to any of the incidents reported?
- Are there any outstanding legal issues, such as injuries or accidents?
- Are there any implications for staff recruitment and training?
- How would you describe the organization and management of the event—in the planning and the operational phases?
- What can we learn from this event?

Financial Records

Audited financial records, together with a number of planning and other documents, are an essential component of post event analysis reporting. These include the following:

- Audited financial statements
- Budgets
- Revenue, banking, and account details

- Point-of-sale reconciliation
- Payroll records
- The risk management plan
- Incident reports
- Minutes of meetings insurance policies
- Contracts with other agencies and organization, such as rental companies and cleaning companies
- Asset register
- Promotional materials
- Operational plans
- Policies and procedures training materials
- Database of attendees / participants if possible
- Record of results of competitions
- Event evaluation and statistics (including attendance)
- Event or sponsor report

It is one thing to know that you have managed a successful event but quite another to prove it. The event manager needs more than informal feedback from the after-event part. A summary report evaluating the event against specific aims and objectives' is an absolute necessity.

Summary

Event Marketing is merchandising a business to groups of potential buyers. Most sales systems have a specific target market or a selected company that is pursued to become a customer. Event marketing can be accomplished in two ways, either as a participant or as a sponsor. There is no limit to the different ways that event marketing can increase company awareness and introduce prospects to the advantages of partnering with your company.

Event marketing activity can be held locally or on a national forum. Both activities can bring new customers, and in some cases demonstrate goodwill, which can make a favorable impression and impart a positive image for your industry. The advantage of event marketing is to move from the one-on-one basis of selling to group selling. Group selling lets your company present itself and its products to several prospects at the same time or at the same location.

Self Assessment Questions

1. What are the components of conference market?
2. Evaluate the concept of marketing tourism fairs.
3. "Marketing of an event plays a key role in its success" Comment.
4. How will you evaluate the performance of an Event?
5. Explain the necessity of Good media relation for the success of an event.

CASE STUDIES

Case Study 1

Using the concepts in this chapter, develop a very brief marketing proposal for five of the following events. When the proposal is complete, analyze the differences in the approaches you have suggested.

1. **Newport winter Festival.** With over one hundred and fifty individual events, this Festival has grown to become "Now England's largest winter extravaganza," A live with sparkle and excitement, the winter Festival offers a unique winter experience combining food, music, and entertainment, with fun for all ages.
2. **Frederick Festival of the Arts.** The Frederick Festival of the Arts presents a dynamic exhibition and shopping experience at a juried fine arts and fine craft market. The Festival also presents continuous live entertainment of music, dance and theater on three stages, a film festival and literary activities in Frederick, MD.
3. **The Las Vegas Comedy Festival.** Whether you're an aspiring comedian, a fan of comedy, or someone who'd like to infuse humor into their communication skills, the **Las Vegas Comedy Festival** is for you! Whatever your ambitions, the **4-day festival** is jam packed with seminars, events and discussion groups that will help you tap into your comedic voice and get more laughs out of your ideas.
4. **The James River writers Festival.** The James River Writers Festival (JRWF) is an initiative begun by Richmond-area writers to link our city's professional writing ranks with accomplished and aspiring writers from Richmond, VA, as well as the rest of our state and nation.

5. **The Palm Springs International Film Festival.** Located in the beautiful Coachella Valley desert at the base of Mt. San Jacinto in southern California, the Nortel Networks Palm springs International Film Festival is one of the largest film festivals in the country, screening over 180 films from more than 55 countries to an audience of over 70,000 from around the world. The festival also features cultural events, filmmaker tributes, industry seminars and an annual black-tie gala award presentation.
6. **Diabetes Run.** The Sheridan Community Diabetes Education Committee (SCDEC) and the sundowner's Lion's Club are sponsoring the Fifth Annual Diabetes Run on Saturday, May 31st at Kendrick Park in Sheridan, WY. After the run, a special treat is planned in conjunction with SmithKline Beecham pharmaceuticals, Coca Cola, and many of Sheridan's local physicians. They will be teaming up to provide the runners and their families a grilled lunch and cold refreshments.
7. **National Restaurant Association, Hotel & Motel Show.** This annual trade show brings together over 76,000 foodservice and hospitality professionals from across the nation and around the world to see and taste the newest products, equipment and services and to hear industry leaders share their insight. Educational seminars coincide with the trade show.
8. **Virginia City Camel Races.** What started as a hoax is now a tradition in Virginia City, NV. This is the 4th year that jockeys will mount high-spirited dromedaries for the Virginia City International Camel Races and the fun will begin again.

Case Study 2

The International Convention Center (ICC), Birmingham, is part of the NEC Group of venues (www.necgroup.co.uk), which also includes the National Exhibition Center, the NEC Arena, the National Indoor Arena, and Symphony Hall. The ICC opened in 1991 and is the UK's largest purpose-built convention center. It handles approximately 350 conferences a year, 150 stand-alone banquets and 200 concerts (Symphony Hall is one hall within the ICC complex). The NEC Group directly employs 1000 full-time staff. The ICC, Birmingham differs from many comparable venues across Europe, which outsources most of their services (catering, cleaning, security, even some PR) and just has a core management team. In Birmingham, all of these functions (except for cleaning) are managed internally. Operations are guided by a very detailed 'Operations Manual' (introduced in 2000), which sets out, for each department, fully documented objectives and processes for each part of an event, from initial client enquiry through the staging of the event and post-event evaluation.

Once an event has been contracted, an internal meeting is held involving the following:

The Event Manager – responsible for the logistics of the event from a venue viewpoint, and will become the primary client contact and the client’s conduit to other venue department managers/teams. The Event Manager manages the event on the day, and oversees timings, room layouts and any additional requests (e.g. flowers, logos). He is also responsible for all of the technical aspects of the event (e.g. from the floor plans for an exhibition to advising a speaker on how best to preview his presentation). This includes compliance with health and safety regulations, Internet access, and rigging.

The Catering Manager – deals with everything from ‘crisps to caviar’! He also looks for innovative solutions to food and beverage issues for the client.

The Security Manager – oversees stewarding, traffic management for exhibitions, the security of the building (closed circuit television in operation 7 × 24), and graphics and signage.

A representative from the graphics team (signage and promotional material).
Sales Account Manager – responsible for winning the business in the first place, building customer relationships and managing the ‘bottom line’ financial aspects (including oversight of invoicing).

Once the event has taken place, a comprehensive evaluation questionnaire is sent to the client, whatever the size of event.
