BACHELOR THESIS

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Event Marketing
As a promotional tool for consumer brands

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Preface

The ten weeks of hard work during the spring of 2007 has been long but an interesting and fun procedure. We have learned a lot on how to write a thesis and the work has also provided us with a deeper knowledge of Event Marketing.

We are hoping this thesis will inspire future students and other readers to read more about this area of research and for practitioners to enter the field of Event Marketing. We encourage future research on the subject as it is both interesting and a relatively new area of the promotional mix.

We would like to thank our supervisor Ph. D Tim Foster for his time spent supporting and helping us obtaining a higher level of knowledge on how to academically write a thesis. His feedback and inspirational way of guiding us has been an important part of our work. We would also like to thank Lee Bailey at Diageo and Rebecca Fisk at Maly's for taking their time and helping us by providing us with the data needed for our research.

Finally we would like to thank Lars and Moa for supporting us in times of doubt in the computer lab and bringing us lots of laughs and a good time.

Luleå University of Technology, May 2005

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Abstract

The aim of this research has been to explore, describe and begin to explain the phenomenon of Event Marketing (EM). The purpose of the thesis is to provide a better understanding on how firms use EM as a promotional tool. In order to reach this purpose, research questions were stated focusing on the objectives and types of EM used today. Based on these research questions, a literature review was conducted, resulting in a conceptual framework. This framework then guided the data collection. Methodologically, a qualitative, single case study approach was used, with data being collected from two sub-units, namely Guinness and Maly's, two firms involved in consumer marketing and both are organizations that use event marketing. The findings indicate that the two most important objectives with EM is creating awareness, both regarding the corporation, brand and product together, as well as to establish and maintain relationships. We have also found that there is somewhat of a lack of knowledge in the companies regarding the types of events they actually use. This can lead to events that could have been suitable for these companies were not utilized. It is also important for both objectives and type of events to be in congruence with the corporation, product and brand. Finally, better methods for measuring and evaluating the outcome of EM are needed to provide a better understanding for EM amongst the companies.

Sammanfattning

Målet med denna uppsats har varit att undersöka, beskriva och börja förklara Event Marketing (EM) som fenomen. Syftet var att uppnå en bättre förståelse för hur företag använder EM i sin marknadsföringsmix. För att uppnå detta syfte ställdes forskningsfrågor om vilka målsättningar och typer som finns gällande EM. Med forskningsfrågorna som grund har relevanta teorier till ämnet studerats. Studien är utförd genom en kvalitativ fallstudie med datainsamling från två undersökningsenheter, Guinness och Maly's, två företag som är aktiva inom marknadsföring mot konsumenter, vilka båda även använder sig av EM. Våra iakttagelser har visat att de två viktigaste målsättningarna med EM är att skapa medvetenhet både om företaget, varumärket och produkten samt att etablera och underhålla relationer. Vi har också funnit att det finns en viss okunskap hos företagen gällande vilka typer av event som finns vilket kan leda till att tillfällen för effektiv användning av dessa typer utelämnas. Det är också viktigt att både målsättning och typ av event stämmer överrens med företaget, produkten och varumärket. Slutligen har vi kommit fram till att bättre metoder för att mäta och utvärdera resultaten av EM behövs för att ge en bättre förståelse för EM bland företagen.

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1 Introduction

This chapter will introduce Event Marketing (EM) as an area of research. To enable this there will first be a background describing the traditional promotional tools and basic ideas of branding. There will then be a problem discussion and the chapter will end with the purpose for this thesis and the research questions.

1.1 Background

In today's global marketplace there are many companies competing for the same often limited market share (Clow & Baack, 2002, p. 4). Because of this intense competition, branding has become a central part of the marketing efforts for many companies (Reid, Luxton & Mavondo, 2005). Branding is the process by which companies distinguish their product offerings from the competition (Jobber, 2004, p. 261). One reason for branding is to give competitive advantage through differentiation from the competition (Nilson, 1998, p. 47), as well as to gain market power and increase profits (Reid *et al*, 2005). To build a strong brand the marketing mix is used, the promotion component is very important: "Effective communication is particularly important in international marketing because of the geographic and psychological distances that separates a firm from its intermediaries and customers" (Czinkota & Ronkainen, 2004, p. 306).

The traditional promotional mix consists of advertising, personal selling, direct marketing, sales promotion, public relations and Internet promotion (Jobber, 2004, p. 415). The amount of messages being conveyed through these tools every day is massive (Taranto, 1998). Advertising which is one of the most common forms of promotion is seen on television, heard on the radio or in the press (ibid). Messages are also displayed on billboards, buses, clothing and online (ibid). This creates a problem in the sense that there are too many images cluttering the surroundings resulting in problems for the messages being noticed by the intended audience (ibid). When it comes to getting a message across through various channels there will always be distractions, or noise, that disrupts the message both from actually being mediated but also in the way it is perceived by the receiver as illustrated in figure 1.
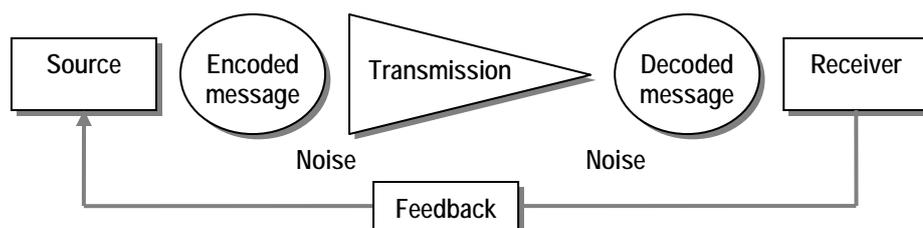
Figure 1: *The communication process*
Source: Jobber (2004, p. 420)

According to Fan and Pfizenmaier (2002): "As the market becomes more competitive, it is crucial for international companies to find a better way to cut through the competition and reach the target audience" (p. 110). This is also in agreement with what Taranto (1998), states when he says that organizations that produce noticeable messages will reap great rewards. Therefore companies need to make themselves heard, to stand out from the competition is crucial, and events are increasingly proving to be a way of doing so (ibid).

A strength that an event has is that it provides an opportunity to meet the target audience in a different way by combining any set of the traditional promotional tools (Sneath, Finney &

Close, 2005). This combination can be referred to as integrated marketing communications (IMC).

 "Integrated marketing communications (IMC) is the process of creating and maintaining profitable relationships with consumers and other important stakeholders by strategically controlling and influencing the communications sent to them while encouraging meaningful dialogue with them. IMC offers a new way of looking at the entire marketing puzzle, which once was viewed in terms of pieces, such as advertising, sales promotion, direct marketing, public relations, investor relations and employee communications" (http://www.imc.wvu.edu).

The integrated marketing communication in Event Marketing (EM) can also be shown in Behrer and Larssons (1998, p. 153) conceptual model for how EM is related to the promotional mix (see Figure 2). Several of the promotional tools, or parts of them, are used before, during and after the event (ibid).
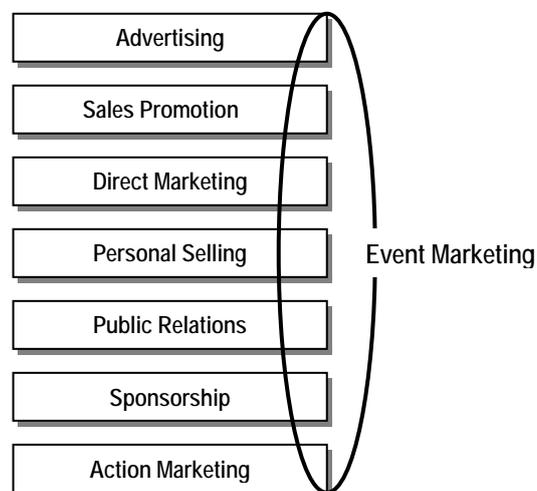
Figure 2: *Event Marketing in the promotional mix*
Source: Behrer and Larsson (1998, p. 153)

The concept of EM is relatively new and is thought to have its origin in connection with the Olympics in Los Angeles 1984 (Behrer & Larsson, 1998, p. 21). Sponsoring companies were offered more specific packages stating what kind of exposure the sponsors would receive and also guidelines for how much they would be allowed to use the event in their own marketing (ibid). To differentiate the old way of sponsoring from this new type the term Event Marketing was minted.

EM has been formulated in many different ways, one of them defines EM as the "practice of promoting the interest of an organization and its brands by associating the organization with a specific activity" (Close, Finney, Lacey & Sneath, 2006). Behrer and Larsson (1998) explain the definition of EM further: "Event Marketing is an attempt to coordinate the communication around a sponsored or created event. In EM the event is an activity that gathers the target group in time and space; a meeting in which an experience is created and a message is communicated" (freely translated, p. 18). According to Behrer and Larsson (1998, p. 18) EM was the largest addition within marketing during the 1990's. In the middle of the 1990's in the U.S. EM increased three times faster than advertising (op cit, p. 11). A survey of marketing executives has shown that EM has greater return of investment (ROI) than the traditional

promotional tools such as advertising, direct marketing, public relations, sales promotion and internet advertising (Sneath, Finney & Close, 2005).

The theoretic knowledge within EM is not widely spread, however educations concerning this subject have begun to be established in the U.S. and agencies specialising in EM has begun to show up globally (Behrer & Larsson, 1998, p. 11). This lack of theory in the regularly used marketing literature, combined with the rapid growth of EM and, as mentioned earlier, the belief that it creates a higher ROI than the traditional promotional tools make it an interesting area of research.

1.2 Problem Discussion

When it comes to EM there is more than just one type of events to choose among. The event has to match the planned outcomes of the organizers or stakeholders (Goldblatt, 1997, p. 31). Consumers are likely to associate the meaning of the event with the brand being portrayed (Gwinner & Eaton, 1999). The authors continue: "Image based similarity has been described as occurring when the image of the event is related to the image of the brand" (p. 49). It is important to conduct research before planning an event (Goldblatt, 1997, p. 31), because it cannot be taken for granted that just because an event is being arranged it will result in success (Taranto, 1998). One consideration for companies is if an event should be carried out at all, if there are any reasons or motivations for it. Once this has been decided the choice of event is another issue within EM which will mean that a determination of objectives has to be made (ibid).

The term EM has been used in many ways that might not be consistent with the exact meaning of the concept, often it has been made synonymous with sponsorship marketing (Behrer & Larsson, 1998, pp. 118-119). There clearly is a correlation between sponsorship and EM, but whilst EM has the possibility to utilize several of the promotional tools through IMC and create an own event, sponsorship is buying exposure of a certain degree at a specific event (op cit, p. 193)

Authors claim that there are benefits of using EM, for example Fan and Pfitzenmaier (2002) states that "One of the most important benefits is that events offer the opportunity to establish direct contact with opinion leaders and innovators". Another benefit according to Taranto (1999) is that events are relationship building and can mean customer retention even after the event has taken place. Taranto (ibid) also says that one reason for spending money on events is that it reaches beyond the intended audience through the free publicity and media that the event can attract. It is always challenging to measure and evaluate the exact impact of marketing communication, this applies to EM as well (Behrer & Larsson, 1998, p. 172: Sneath, Finney & Close, 2005). However, it is important to find out whether the event was worthwhile or not which is another issue with EM.

1.3 Overall Purpose

Based on the problem discussion above, the purpose of this study is to provide a better understanding on how firms use Event Marketing as a promotional tool.

The research questions are:

1. How can the objectives of Event Marketing be described?
2. How can the types of event be described?

2 Literature Review

In the previous chapter the background of Event Marketing (EM) was presented ending with the purpose and research questions. This chapter will review literature and theories related to the research questions stated in chapter one, starting with objectives of Event Marketing followed by types of Event Marketing. This will lead to the conceptual framework which will be used when collecting data.

2.1 Objectives of Event Marketing

As discussed in the background there are many different reasons for companies to get involved with Event Marketing (EM). It is important to set the key marketing objectives before being able to determine what type of event to use (Clow & Baack, 2002, p. 503). Often the objectives are dependent on what stage in the product life cycle (PLC) the product is in (Behrer & Larsson, 1998, p. 216). To be able to identify objectives a classification that has been made by Meenaghan and quoted by Eriksson and Hjälmsson (2000) will be used. The objectives are divided into: corporate-related, product-related, sales, media coverage and personal (ibid).

To get an overview of the content of each category of objectives a table has been made, adapted from Eriksson and Hjälmsson (ibid).

Table 1: *Classification of objectives with Event Marketing*

Objectives with Event Marketing	
Corporate-related objectives • Affect the corporate image • Create awareness • Create goodwill • Increase ROI • Strengthen internal relations • Establish and maintain relationships with customers and other businesses • Test a new market • Receive feedback • Launch a new product • Convey a message • Drive for overall marketing strategy	**Product-related objectives** • Affect the brand or product image • Generate brand or product awareness **Sales objectives** • Increase short-term sales • Increase long-term sales (market shares) **Media coverage** • Public Relations **Personal objectives** • "CEO ego"

Source: Adapted from Eriksson and Hjälmsson (2000)

Corporate-related objectives. That EM affects the corporate image has been mentioned by many authors and can be seen as a fundamental objective with EM (Cornwell, Pruitt & Van Ness, 2001: Gwinner & Eaton, 1999: Taranto, 1998: Behrer & Larsson, 1998: Clow & Baack, 2002). Examples of this objective can be to create image (Gwinner & Eaton, 1999), change the current image (Taranto, 1998) and/or enhance the existing image (Clow & Baack, 2002). This often happens through the "rub-off" effect which means that the image of an event transfers to the corporation associated with it (Meenaghan, 2002). Another common objective with EM is to create awareness of a company through the attention an event attracts, often through media exposure (Sneath, Finney & Close, 2005: Behrer & Larsson, 1998).

EM is also valuable when a company has an objective to create goodwill (Sneath, Finney & Close, 2005). Positive effects can be developed if favourable associations are made to the event (Fan & Pfitzenmaier, 2002). Examples of creating goodwill are through supporting the community (Sneath, Finney & Close, 2005) or another type of charity such as cancer research (Behrer & Larsson, 1998).

Even if EM has been said to be hard and challenging to measure (Fitzgerald, 2002: Sneath, Finney & Close, 2005), it still has been indicated that the ROI has been successful (Gatti, 2003: Jones, 2003). Gatti (2003) states that EM is seen as "on par with advertising and direct marketing" (p. 1), whilst Jones (2003) claims EM to be "second only to direct marketing" (p. 8).

To strengthen internal relations is something that many companies expect to increase in importance, key priorities being internal events such as education and training (Gatti, 2003). EM is also commonly used to build and maintain relationships (Taranto, 1998: Nardone, 2007: Sneath, Finney & Close, 2005) both between consumers and other business organizations (Sneath, Finney & Close, 2005, Behrer & Larsson, 1998, p. 85). Relations are important in many ways, one of those is that the cost of keeping customers is much lower than getting new ones, also referred to as customer retention (Behrer & Larson, 1998, p. 86).

Behrer and Larsson (1998, p. 31) describe EM as a useful tool when testing a new market or launching a new product. A smaller local event can be used as a cheaper way to conduct market research and get feedback, ideas and reactions before entering a larger market (ibid). EM campaigns can be designed to launch a product, follow up a product, and as a reminder of a product (op cit, p. 216). Taranto (1998) also mentions EM in this sense as "an important tool in acutely conveying a message…" (p. 5) an objective which connects well with the idea of using EM when testing a new market or launching a product.

Behrer and Larsson (1998, p. 30) also claim that EM can be used as an "engine" to drive the overall marketing strategy.

Product-related objectives. Just as EM affects corporate image, it also affect the brand or product image and awareness (Cornwell, Pruitt & Van Ness, 2001: Gwinner & Eaton, 1999: Sneath, Finney & Close, 2005: Behrer & Larsson, 1998, p. 28). According to a research by Gatti (2003) 90 percent of the respondents stated brand awareness as the most important objective for their Event Marketing activities. According to Gwinner and Eaton (1999) research has been mostly focused on the awareness of brands and products but not so much on image issues, which the authors would like to see more of.

Sales objectives. Sales are mentioned in various texts as an objective for EM (Sneath, Finney & Close, 2005: Cornwell *et al*, 2001: Behrer & Larsson, 1998, p. 165). Sales can be increased in short-term by an event which both increases the flow of customers and creates shopping impulses (Behrer & Larsson, 1998, p. 28). Taranto (1998) mentions a shopping centre in Singapore who staged an event that increased the flow from 80,000 to 100,000 patrons per day which meant sales increases of 80-100 percent.

As mentioned before an event can create relationships through direct communications, as stated by Nardone (2007) in his article: "You are no longer talking at customers your talking with them" (p. 21) and the relationships built can ensure long term sales as well (Taranto, 1998). Clow and Baack (2002, p. 504) views EM as a mean to maintain market share and one

of the objectives of Guinness when sponsoring an Irish sports event was to minimize market share loss due to a decline in the overall alcoholic drink market (Meenaghan, 2002).

Media coverage. Getting media coverage is another objective with EM (Cornwell *et al*, 2001: Meenaghan, 2002) and the extent of media exposure is often a criterion when choosing which event to utilize (Meenaghan, 2002). An event can give opportunities to maintain public relations according to Sneath, Finney and Close (2005). Events can also attract publicity through the attention it creates (Behrer & Larsson, 1998, p. 23). Taranto (1998) gives an example of when Walt Disney Company went on a tour and the publicity ended up being worth more than the actual cost of the tour.

Personal objectives. According to McManus (1995) personal objectives in EM like showing off, by the author called "CEO-ego", is no longer an important objective. EM has according to Eriksson and Hjälmsson (2000) a capacity of delivering personal satisfactions that no other marketing communications tool has.

When the objectives have been decided a company is ready to choose from several types of events which will be discussed in the following section.

2.2 Types of Events

Traditional sponsorship together with the three different types of EM (EM 1-3) are illustrated by Behrer and Larsson (1998, p. 194) as shown in Figure 3. The classification in the figure depends on whether a company chooses to create a new event or use an existing one, and whether to use someone else's or an own arena for the event (ibid).
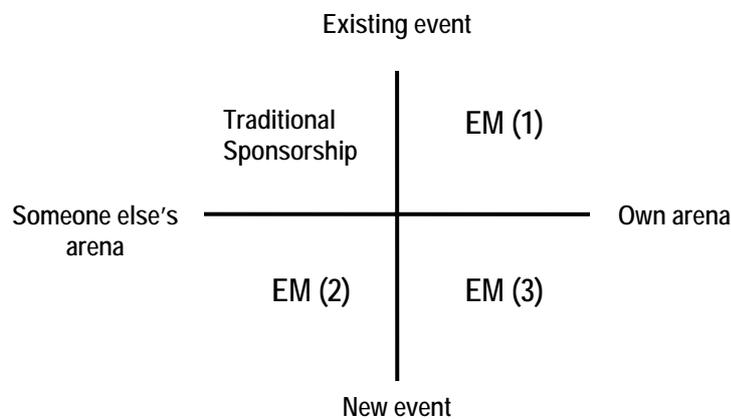
Figure 3: *Traditional sponsorship and Event Marketing (EM)*
Source: Behrer and Larsson (1998, p. 194)

Traditional sponsorship is as can be seen in the model performed on someone else's arena in an already existing event (ibid). A common example is giving financial support to various sporting events, such as having advertising surrounding the event (ibid).

EM (1) is about using an existing event to attract customers to the company's own arena or to profile that arena with the help of an event (ibid). An example is for shopping malls to invite artists for record signing to increase the flow of customers to the mall.

In *EM (2)* a new event is being created on someone else's arena (op cit, p. 197). The goal is to portray an image with the help of an arena matching the brand identity (ibid). For example Pepsi Max going to Ibiza and having a release party at a luxury hotel with music and entertainment to emphasise their message "Live life to the Full!" (ibid).

EM (3) means that a new event is created on an own arena (op cit, p. 198), and is considered to be both a way of attracting customers but also to create relationships with the customers (op cit, p. 200). An example of this is Nike's creation of their own permanent arena called Nike Town (op cit, p. 199). Athletes are brought here to interact with the customers and show the company's new products (ibid).

Goldblatt (1997, pp. 6-10) offers a more detailed version of EM subfields where he lists the types of events as follows; civic events, fairs and festivals, expositions, hallmark events, meetings and conferences, retail events, sport events and tourism.

Civic events are public events aimed to a local audience for example to celebrate cultural traditions like anniversaries of towns and cities. This type of event is often initiated by the municipality.

Fairs are often not-for-profit with a commercial opportunity and have its roots in the market places of the olden days. *Festivals* are primarily not-for-profit events and are often related to music and religion.

Expositions are closely related to fairs and festivals and are divided in two categories: public and private. Here retailers meet wholesalers or suppliers to introduce goods and services to potential buyers. Expositions are often referred to as trade shows and exist in various sizes from very small to extremely large ones.

A *hallmark event* can be major fairs, expositions, cultural and sporting events of international status either as a one-off event or as a recurring event (Hall, 1989). Goldblatt mentions hallmark events, such as the Olympic Games, as one example of the growth of this type of event both in size and volume much by the help of television.

Meetings and conferences are according to Goldblatt "primarily educational seminars that provide networking opportunities for both association members as well as corporate employees".

Retail events are often one-off single day events to attract customers to stores; the aim is to increase the flow and sales.

Sport events are common in EM and it often involves athletes or an athletic event (Close, Finney, Lacey & Sneath, 2006). Sponsoring is the most common form within sporting events but it can also be staged by the company itself, for example Adidas who creates a street basketball tournament every year to attract customers and create attention (http://www.hoopsvibe.com/hoops-tours-events/adidas-super-64-tournament-ar33080.html).

Tourism events are aimed to attract visitors to a certain destination, for example arranging a mega event such as Americas Cup (McManus, 1999). This type of event can create a demand for accommodation, transport and hospitality at that destination.

2.3 Conceptualization

In the previous section theories related to the research questions have been discussed. To be able to collect data on the research questions the following section will provide a conceptualization of these theories to get a frame of reference, also referred to as "building a conceptual framework" (Miles & Huberman, 1994). All theory cannot be used when conducting research therefore the ones that are not cited often or given in detail will not be considered.

2.3.1 Objectives of Event Marketing

One of the authors often referred to when it comes to EM is Meenaghan who has written many articles on the subject. Meenaghan's classification of objectives made in 1983 with EM, is one of the theories often cited and used even in the 21st century, will be used in our research (Eriksson & Hjälmsson, 2000). There are other authors that support this division and to be able to get a clearer overview of the objectives we have listed them below, referring to which author agrees with what theory.

Corporate-related objectives
- Affect the corporate image (Cornwell *et al*, 2001: Gwinner & Eaton, 1999: Taranto, 1998: Behrer & Larsson, 1998: Clow & Baack, 2002)
- Create awareness (Sneath, Finney & Close, 2005: Behrer & Larsson, 1998)
- Create goodwill (Sneath, Finney & Close, 2005: Fan & Pfitzenmaier, 2002: Behrer & Larsson, 1998)
- Increase ROI (Gatti, 2003: Jones, 2003)
- Establish and maintain relationships with customers and other businesses (Taranto, 1998: Nardone, 2007: Sneath, Finney & Close, 2005: Behrer & Larson, 1998)
- Test a new market (Behrer & Larson, 1998)
- Receive feedback (Behrer & Larson, 1998)
- Launch a new product (Behrer & Larson, 1998)
- Convey a message (Taranto, 1998)

Product-related objectives
- Affect the brand or product image (Cornwell *et al*, 2001: Gwinner & Eaton, 1999: Sneath, Finney & Close, 2005: Behrer & Larsson, 1998)
- Generate brand or product awareness (Cornwell *et al*, 2001: Gwinner & Eaton, 1999: Sneath, Finney & Close, 2005: Behrer & Larsson, 1998: Gatti, 2003)

Sales objectives
- Increase short-term sales (Behrer & Larsson, 1998: Taranto, 1998)
- Increase long-term sales (market shares) (Nardone, 2007: Taranto, 1998: Clow & Baack, 2002: Meenaghan, 2002)

Media coverage
- Public Relations (Cornwell *et al*, 2001; Meenaghan, 2002: Sneath, Finney & Close, 2005: Behrer & Larsson, 1998: Taranto, 1998)

2.3.2 Types of Events

Apart from sponsorship, different types of events are not discussed much in the theories, which in itself can be seen as an interesting area of EM to study. The model constructed by Behrer and Larsson (1998, p. 194) will be utilized for data collection. Goldblatt's (1997, p 6-10) more detailed description will also be used as a complement to Behrer and Larsson.

Classification made by Behrer and Larsson (1998, p. 194):

- Traditional Sponsorship
- EM (1) existing event, own arena
- EM (2) new event, someone else's arena
- EM (3) new event, own arena

Classification made by Goldblatt (1997, p. 6-10)

- Civic events
- Fairs
- Festivals
- Expositions
- Hallmark events
- Meetings and conferences
- Retail events
- Sport events
- Tourism events

2.3.3 Frame of Reference

The frame of reference that follows summarizes our conceptualization and will show how the research questions are related to each other (see Figure 4).
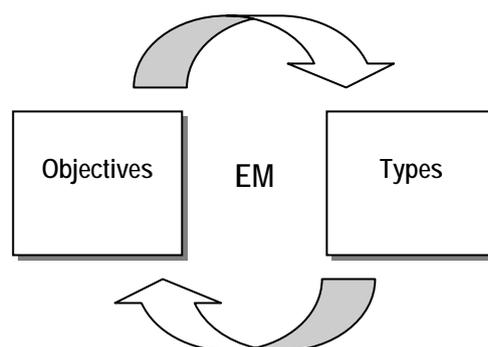

Figure 4: *Frame of reference*

The figure above shows how the objectives and types of events are connected. To be able to choose a type of event objectives have to be set, and the event then has to reflect back on the objectives.

3 Methodology

In this chapter we will discuss the purpose of our research, the research approach, research strategy, data collection method, our sample selection the data analysis which will finally lead up to the validity and reliability.

3.1 Research Purpose: Primarily descriptive

The purpose for research could be exploratory, explanatory and descriptive (Yin, 1989, p. 13). Marshall and Rossman (1999, p. 203) uses the synonyms to understand, to develop or to discover. None of these three has to be used exclusively when doing research but can be overlapping; there are not always clear and sharp boundaries between them (Yin, 1989, p. 16).

Exploratory research is often used on areas that have not been explored much in previous research (op cit, p. 32). It is also to identify and discover important categories of meaning and generate hypotheses for further research (ibid).

Explanatory studies tend to analyze causes and relationships (Wiedersheim-Paul & Eriksson, 2006, p. 44) and identify patterns related to the phenomenon in question (Marshall & Rossman, 1999, p. 33).

In descriptive research a phenomenon is described and documented (ibid), and means that the phenomena is identified and mapped out (Wiedersheim-Paul & Eriksson, 2006, p. 43).

This study is to provide a better understanding of how firms use Event Marketing as a promotional tool, and uses all three research purposes in some way. It is exploratory because we are trying to find a better understanding of Event Marketing. The study is also descriptive due to the fact that we will describe both existing theory and the empirical data collected. Finally it can also be said to be an explanatory study because we will draw some conclusions in the end by answering our research questions, however this still means that the study is primarily descriptive and somewhat exploratory.

3.2 Research Approach: Qualitative

A qualitative research approach is not based as much on numerical data but relies on terms and is often verbal, meaning it is often conducted through interviews and observations (Wiedersheim-Paul & Eriksson, 2006, p. 120). According to Denscombe, (2000, p. 243) a qualitative study focuses on meanings and patterns of behavior and is often used on small-scale studies. Many qualitative studies are descriptive and exploratory and investigate more in depth, they build rich descriptions of complex circumstances that are unexplored in the literature.

A qualitative research has been chosen for this study because the purpose is to get a deeper understanding of the subject EM through the study of a small sample. Also within some areas of EM there is a lack of research and therefore the qualitative approach is more suitable.

3.3 Research Strategy: Single Case Study; Embedded

The case study concentrates on the depth and details of a case, it focuses on relations and processes in a natural environment. One of the advantages is that the use of several sources and methods are possible and even encouraged, thus making it easier to confirm data (Denscombe, 2000, pp. 41-43). A case study is suitable when the researcher has the intention to develop or test theories (op cit, p. 45).

We chose the case study because the characteristics of the strategy described our intentions with the study and fitted the subject and research questions. The strategy answers the questions how/why and we wanted to find out how the objectives of Event Marketing can be described and how the types of events can be described. It gave us valuable guidelines to useful methods and the possibility to choose among several types of procedures. A case study is also suitable for a qualitative research approach. According to Yin (1994, p. 39) there are two ways to design a single case study, and we have chosen to do the single case with multiple units of analysis. This means that the same case study may involve more than one unit of analysis.

3.4 Data Collection: Interview and Documentation

According to Yin (1989, p. 85) there are six different approaches to collecting data, documentation, archival records, interviews, direct observations, participant observations and physical artifacts, each with its own strengths and weaknesses. Yin further states that to choose a single source for data collection is not ideal, and that one of the strengths with case study data collection is that many different sources can be used as evidence, in opposite to other research strategies such as experiments, surveys or histories (op cit, pp. 95-96). The method to use several measures for the same phenomenon can also be referred to as triangulation (Denscombe, 2000, p. 103). A triangulation increases the quality of the study and gives a wider and more complete understanding than if only one method was to be used (ibid).

The data collection method chosen for this study was to conduct interviews; it is a suitable method because our purpose is to get a deeper insight into our chosen subject. We decided to do a semi-structured interview, mostly to enable the respondent to develop his/her ideas and answer in more detail. In a semi-structured interview the interviewer has a list of topics that he or she wants answers to, the importance is that the respondent gets a chance to develop his or her ideas and to not interrupt them by moving on to the next question (Denscombe, 2000, p. 135). The interview was designed as a guide to test most areas of the theories and try to get answers to the research questions.

Interviews can be conducted either in person or by telephone (Denscombe, 2000, pp. 14-15). In our case we chose a telephone interview due to the geographical distance which reduces the costs and is faster than interviews face to face (op cit, p. 15).

A good complement to interviews is documentation which is a way of confirming the result of the interview (Denscombe, 2000, p. 105) and is also likely to be relevant to every case study topic (Yin, 1989, p. 85). The types of documentation used was the annual report and web pages, however the annual report was not available for one of the companies.

3.5 Sample Selection

Through our personal network we got in contact with Lee Bailey, sponsorship manager Guinness Brand Team for Diageo plc in London, England. The contact was first shown the outline of the interview questions and then recommended Bailey. The respondent was also shown the outline of the interview and then confirmed that he possessed enough knowledge about the area of research and the company he works for to be able to answer the questions. Diageo is in the premium drinks business in the alcohol beverage industry, and the company is active globally. We know for certain that the company have used and are still using sponsorship which is one part of Event Marketing and therefore we wanted to explore Diageo further through interviews and documentation. Diageo focuses much on their priority brands, Johnnie Walker, Smirnoff, Baileys and Guinness and since the respondent works entirely for the Guinness brand he would have a good insight into the processes used when promoting the brand. We also got in contact with a responsible person for events at Guinness Storehouse, in Dublin, Ireland, Aoife McDonald who promised us an interview. This respondent was referred to us by Helen McManus at the events team for Guinness Storehouse since McDonald was thought to be the most suitable person for an interview regarding EM.

Our second respondent Rebecca Fisk was also made available through personal contacts. This second contact was also shown the outline of the interview questions and recommended Fisk since she is an event coordinator at the company she works for and felt that she would be suitable to interview regarding the subject of EM. The company Maly's is in the beauty industry, mainly with salon products. Maly's carry global brands such as L'Oreal, Matrix, Schwarzkopf, Tigi, Redken and Elizabeth Arden. The marketing manager Colin Walsh was also contacted due to his position in the company to get an executive view from Maly's regarding EM.

Because we have chosen our samples due to convenience it is a non-probability sample (Moore, 2000, p. 174). The two companies both work with global consumer brands and therefore they form a single case study with two sub units for analysis.

3.6 Data Analysis

Data analysis "consists of examining categorizing, tabulating, or otherwise recombining the evidence" (Yin 1989, p. 105) and can be difficult because strategies and techniques have not always been well defined. However, according to Yin every investigation should start with a general analytic strategy. This is to avoid getting delayed at the analytical stage, if an investigator has a plan on how to analyze the case study data hold ups are less likely to occur. The objective is to treat data fairly and evenly, to produce convincing data and to rule out alternative interpretations. The general strategy will help in the choice of technique and with completing the data analysis. There are two types of strategies for this, *relying on theoretical propositions* and *developing a case description*. For this case study we have chosen to rely on theoretical problems.

This strategy is the most preferred one and is carried out by comparing the collected data with reviewed literature which is based on the research questions (op cit, p. 106). According to Denscombe (2000) an important element in qualitative research is to identify "patterns and processes, common traits and differences" (freely translated, p. 248). Relying on theoretical propositions helps to focus attention on certain data and to ignore other data, it helps to

organize the entire case study and define alternative explanations to examine (Yin, 1989, p. 107).

Analyzing data is the heart of building theory from case studies, but it is also as mentioned before, difficult and the techniques are not that well defined (Eisenhardt, 1989). Within-case analysis which will be used in this study is useful to keep the volume of data down to not get an overwhelming amount of information. This type of analysis also helps with the more in depth information, and the overall idea is to become intimately familiar with each case as a stand-alone entity. The process also allows the unique patterns of the case emerge before drawing conclusions.

According to Miles and Huberman (1994, p. 10) there is a flow of activities when analyzing data: data reduction, display, and conclusion drawing and verification.

Data reduction is not separate from analysis but a part of it. It sharpens, sorts, focuses, discards and organizes data to enable following stages in the process. When it comes to qualitative data it can be reduced and transformed by selection, summary, paraphrase, or through being included in a larger pattern (op cit, p. 11).

Data display follows data reduction where the data is organized and compressed in a way that enables conclusion drawing and action. This activity is just as data reduction also a part of analysis, and facilitates the sometimes otherwise vast amount of qualitative data that can be seen in extended texts.

Conclusion drawing and verification is the final stage and here the data becomes translated to meanings: it notes regularities, patterns, explanations, possible configurations, causal flows, and propositions.

3.7 Quality of research: Validity and Reliability

The quality of research needs to be able to be tested and according to Yin (1989, p. 40) there are four relevant tests: construct validity, internal validity, external validity and reliability (see Table 2).

Table 2: *Case study tactics for four design tests*

Tests	Case study tactics	Phase of research in which tactic occurs
Construct validity	• Use multiple sources of evidence	Data collection
	• Establish chain of evidence	Data collection
	• Have key informants review draft case study report	Composition
Internal validity	• Do pattern matching	Data analysis
	• Do explanation-building	Data analysis
	• Do time-series analysis	Data analysis
External validity	• Use replication logic in multiple-case studies	Research design
Reliability	• Use case study protocol	Data collection
	• Develop case study data base	Data collection

Source: Yin, 1989, p. 41

Construct validity: establishing correct operational measures for the concepts being studied. There are three ways to increase construct validity: multiple sources of evidence should be used, a chain of evidence should be established and having key informants reviewing a draft of the case study report can also help (Yin, 1989, p. 42). For our data collection interviews and documentation was used, a total of two interviews were conducted within the case study. The persons chosen for the interviews both have relevant knowledge regarding the subject of Event Marketing, one through being a sponsorship manager and the other through working as an event coordinator.

Due to the geographic distance a phone interview was used for the first respondent and a general outline of the interview questions was sent to prepare the respondent regarding the subject. Notes were made during the interview by the person not interviewing so that the interviewer could focus on listening and asking questions. The second respondent was in the end unavailable for a phone interview and therefore a more elaborate interview guide was sent and the questions were answered by e-mail. The problem with not having a personal interview is that the data can become limited because the respondent is not asked to elaborate on a question when needed and often answers in shorter form than when asked orally. Follow up questions was then answered by both respondents to avoid misunderstandings and these questions were answered by e-mail. After the answers were received for the follow up questions, some alterations were made and the compiled data was then sent back to both respondents to make sure no misinterpretation were made. Both the interview guide and drafts of our report have been reviewed and approved by our supervisor.

Internal validity (for explanatory, not for descriptive or exploratory studies): establishing causal relationship, whereby certain conditions are shown to lead to other conditions, as distinguished from false relationships. This is not relevant for our report since it is a primarily descriptive single case study we do not need to do pattern matching, explanation building or time-series analysis.

External validity: establishing the domain to which a study's findings can be generalized and Yin (1989, pp. 43-44) states that theory should be tested through replications of findings in other cases in the same or similar surroundings. Since this is a single case study, this have not been possible for us to do.

Reliability: demonstrating that the operations of a study, such as the data collection procedures, can be repeated with the same results (Yin, 1989, p. 45). The intention is to make sure that the same results would be reached if another researcher conducted the same study in the exact same way. To increase reliability case study protocol can be used and a case study data base can be developed. An explanation of the procedure has been made in this chapter as well as in all other chapters in this report. The interview guide is attached and can be used by future researcher if wanted. The interview questions are written in English, based on theory mostly written in English and as this is the respondent's native language it decreases the risk for misinterpretation and increases validity. The fact that one of the respondents answered written questions containing more details, reliability could be affected because these questions can be leading. Personal biases can also affect reliability and it is in a way hard to increase reliability because perceptions are individual and changes over time both regarding respondents and researchers. The notes from the interview have been saved, so has the answered interview questions by e-mail and the answers to the follow up questions.

4 Data Presentation

In this chapter the empirical data of the case study will be presented. First there will be a presentation of the sub-units followed by the data collected to each research question. The data will be presented by sub-unit following the outline of the interview guide based on the conceptualization of Event Marketing made in chapter two.

4.1 Sub-unit one: Diageo plc

Diageo is a global company is present in 180 markets worldwide in the alcoholic beverage industry. The operations within the company include producing, distilling, brewing, bottling, packaging, distributing, developing and marketing. Diageo employs approximately 22,000 people around the world and have offices in around 80 different countries. The company has a collection of global brands such as, Guinness, Smirnoff, Johnnie Walker, J&B, José Cuervo, Tanqueray and Captain Morgan, just to mention the global priority brands. Diageo was formed in 1997 after a merger between GrandMet and Guinness and has its headquarters in London. Investments are constantly made in the brands, and in the year ending 30 June 2006 £1,127 million was spent on marketing worldwide, where the priority brands accounted for 68 percent of the total marketing expenditure. The respondent for Diageo is Lee Bailey, sponsorship manager for Guinness Brand Team.

In Dublin there is a building called Guinness Storehouse which contains a Guinness museum on several floors, a conference center, restaurants and bars. From the beginning in 1904 this building was a brewery but opened in its present from in 2000. Aofie McDonald at Guinness Storehouse was prepared with a general outline of the interview questions but finally replied that the information was confidential, therefore the data about Guinness Storehouse is based on the documentation found on the web page.

4.1.1 Objectives with Event Marketing

According to Bailey there are definitely general objectives with Diageo's use of Event Marketing (EM), however they will be different depending on the intended audience and available opportunity. It is important to set, define and agree on the objectives ahead of an event, and consideration has to be made on what activities can actually be measured when setting the objectives. The main objective with EM Bailey says is to put the product in front of consumers whether it is offered free for trial purposes or for purchases supporting existing events.

Regarding *corporate related objectives* Bailey states that it is impossible to judge one specific piece of activity based on the different corporate objectives because at some stage different pieces of activity will cover all or often multiple objectives.

When it comes to *affecting the corporate image* according to Bailey the alcohol industry is working on promoting responsible drinking and changing attitudes to alcohol, however these do not tend to be stand-alone events but are integrated to an existing activity. Bailey gives an example of the Guinness Premiership Final 2007 of the 135 rugby matches played over nine months of the year in the UK. where free bottled water was provided to fans after the match for the journey home, all to promote the fact that evening drinks should be alternated with water and/or soft drinks.

Creating awareness is an obvious part of EM and this is usually measured via brand tracking. Normally this objective would be used in a new market or for a new product and not for the

"master brand". A concrete awareness objective would be to increase awareness from x to y percent based on before and after research. Brand tracking is regular research asking consumers how they feel about the brand. For example questions are asked around the product about how distinctive it is, quality, popularity and recent exposure. Those results are then tracked over time to give a measure on how the brand is performing in conjunction with its main competitors. For Guinness Diageo looks for brand clearness and spontaneous and quick awareness measures of the activity performed.

Create goodwill is not a reason for creating an event in itself; instead it is something that comes along in accordance with a specific Corporate Social Responsibility message (CSR). What Bailey means by this is that there has to be a connection between the product and the event, for example if Guinness would host a "save the animals" gala it would not be in congruence with the brand. Supporting the "alcohol concern" in society or even "rugby players benevolent society" would be more suitable. This Bailey says is because people will be cynical when activities are not linked to Guinness.

Increased ROI as an objective is according to Bailey not important, however events often do create ROI.

To establish and maintain relationships is an important part of the activity, whether it is business to business or business to consumer. This is one of the main benefits of doing an event in the first place.

According to Bailey *testing a new market* is not something that events would be used for, but reckons that the testing is more likely to be through more traditional elements of the marketing mix.

When it comes to *receiving feedback* it is something that comes along with the event and is an important part of the activity, however Bailey states that it is not an objective in itself.

Launching a product is definitely an objective with EM, and it can be either to launch a new product or an innovation variation to an existing product. At-event trialling is a key part in Guinness activities, often with the participants purchasing the product rather than it having to be given away for free. However this is more to do reappraisals of the master brand Guinness, rather than promoting new variants.

Bailey means that *conveying a message* is included in the corporate image objective.

When asked about the *product related objectives,* such as *affecting brand* or *product image* or *generate awareness*, Bailey first of all explains that the product he works with is pretty much also the brand and vice versa. Generally product characteristics and image can be pushed through conventional promotion channels. When claiming in advertising "new great taste" trial is necessary for the consumers to be convinced of this, which can be used at events to get such a message through. Product image is easier to push through traditional advertising than the actual taste of that product.

The *sales objectives* are both to increase *short-term* and *long-term* sales. Short-term sales are a completely strong objective in most of the activity Diageo does. Branding at an event works as a reminder to the consumer to choose Guinness but the consumers measures will only be changed by sampling the product. In the long term sales are driven by the brand appeal and a

company can only impact on the brand measures when using EM in long-term sales. For example Guinness Draught in a can is seen to be of less quality than pints pulled at a pub. Therefore as an event activity, to improve brand measures around the quality of Guinness Draught in a can, blind taste tests can be performed. That way barrier for purchase can be overcome and will ultimately drive long-term sales.

To get *attention in the media* Diageo has a strong media relations programme to ensure that the available media outlets, press, TV, radio or online, is getting the message and brand name across. This programme ensures that attention is drawn to events as well, but it is not an objective in itself with using EM. The activities for media attention instead include specific entertainment plans for the broadcasters and journalists and also a strong weekly contact programme.

4.1.2 Types of Events

The Guinness brand uses *traditional sponsorship* and is title sponsor of the Guinness Premiership, which is the English rugby's domestic league and they are also event partner at the Cheltenham horseracing Festival.

The Diageo corporate building is used to host a number of journalist events across the year, which contains a bar and restaurant that help with the hosting, which means that *existing event on own arena* is used. The Guinness Storehouse has a number of event suppliers that bring in existing events. In 2006 the building was opened for corporate events where external event coordinators bring in the customers and plan the events beforehand often as a part of a package.

Since Guinness uses sponsorship all of the sponsored matches take place at the home grounds of the twelve Guinness Premiership rugby clubs. This Bailey sees as a *new event on someone else's arena*. At the same time he says that the company does not really create their own events, but the activities are based around shared values of the brand and the sport. Therefore according to Bailey there are no *new events on their own arena*. However, in the Guinness Storehouse in Dublin events do take place on a regular basis.

The types of events previously used by Guinness are *festivals*, *meetings and conferences* and *sport events*. Music *festivals* are utilized to some extent, however not so much for Guinness, although other brands such as Smirnoff Ice and Pimm's use this type of event more commonly. March 16th to 19th 2007 the second Guinness Storehouse festival was arranged to celebrate the St Patrick's Day holiday.

When it comes to *meetings* and *conferences,* Guinness is often linked to evening entertainment activity, where a free or pay Guinness bar is provided to help promote the product to the attendees. Sometimes Guinness attends dinners, often related to rugby, to show support of the sport. Another reason for attending meetings and events is to save money for event organisers. It is often cheaper for Guinness to bring in products at cost than for organisers to pay commercial rates for the product, thereby it becomes a win-win situation for both parties. At the Guinness Storehouse there is a Learning Centre that is utilized for meetings and conferences.

The *sport events* are based on the Guinness Premiership which is the 135 rugby matches over nine months of the year. Focus is made around start and end of season but activity during the games is run across the whole year. An example of during game activity is handing out

leaflets with players' Rugby shirt on, if the consumer has the number of the player who scores the last try during the game he or she can win a free pint of Guinness. This is built on the strap line "Good things come to those who wait" and it means involvement from participants from the start to the end of the game. It also encourages trial, when a non Guinness drinker wins and might try the beverage because it is "a free beer". There are no plans on using any other events, due to budget constraints.

To conclude the interview Bailey finishes with saying that overall the main elements to look at when using sponsorship and EM are to set clear and achievable objectives and then monitor and deliver against those. It is easy to be carried away with some of the supporting activities that can be quite good fun but can also be distracting from the main objectives.

4.2 Sub-unit two: Maly's

Maly's was founded in 1967 and is a recognized leader in the beauty business as one of the industry's largest, most diversified full service wholesale distributors. Since 1999 Maly's have made four large acquisitions which have helped them grow and expand their business all around the U.S. Maly's only distribute to the U.S. but have global brands such as L'Oreal, Matrix, Schwarzkopf, Tigi, Redken and Elizabeth Arden, just to mention a few. The number of employees is 800-1000 and is spread out in the states of Arizona, California, Nevada, Oregon, Utah and Washington. Maly's corporate office is located in California, and the main way of promoting products is through constant creation of events. Attendees at the events are contacted either by invitation or by registering on Maly's web page. Some shows are for professionals, apprentices, stylists or salon owners only. The respondent Rebecca Fisk, event coordinator at Maly's, first promised a telephone interview but turned out to be too busy so she instead answered the questions by e-mail. The marketing manager Colin Walsh was unavailable in the end, despite several attempts of contacting him.

4.2.1 Objectives with Event Marketing

For Maly's the main objective with Event Marketing (EM) is to get as many customers as possible to visit the event to promote the manufacturer client or clients. By customers, professionals such as stylists and salon owners are indicated, and by clients the manufacturers of a brand are referred to.

Regarding *affecting the corporate image* Fisk says that branding is one of the most important objectives and Maly's corporate logo is on all material released to the public.

When it comes to *creating awareness*, consistent marketing to the different target groups within the different regions is important in keeping customers loyal to the company, and EM is a part of this.

As far as *goodwill* goes, Fisk was not aware of the events being used in this way as an objective for Maly's.

The events are self liquidating therefore the marketing can be seen to be directly related to the ROI. In addition events is a tool used to demonstrate to the clients what they are getting by staying with Maly's, thereby also increasing ROI.

Despite creating ROI events are rarely thrown to make money but to *establish relationships*, and Fisk adds that she believes this to be the case regardless of industry. Since Maly's

customers are salon owners and stylists the clients are salon product manufacturers and Fisk says that maintaining constant relationship with both to meet annual sales goals and events is a good way of keeping them. This is because both customers and clients have a platform on which they can interact. By offering VIP events or education events Maly's are showing the stylists and salon owners that they are invested in making sure their businesses are successful. At the same time Maly's shows the manufacturers that the company is committed in putting the products in focus. Fisk explains a VIP event to be an event thrown by Maly's at no cost to the customer, for example if a salon spends a certain amount or over on for example L'Oreal hair color products they can be considered an important customer and would be invited to a VIP event.

Maly's use Event Marketing when launching a new manufacturer and the products for example by using the customers on a VIP event as a test market for the new product. The events are also used to launch new products from existing clients, and thereby Fisk claims that events are used both for *testing a new market* and *launching new products*. She also adds that the right event with the right "bells and whistle routine" is always helpful in getting the customers excited about a new product.

Fisk says that *feedback* is highly important for two main reasons. Firstly industries and trends are always changing and what worked a few years ago might not be what is wanted today. At each event created by Maly's surveys are distributed to participants to receive feedback on what worked and what did not work. It is a rare opportunity to poll a large group at one time which gives a better idea if the event was successful or not.

Conveying a consistent *message* is important and the image of the event is directly related to the image of the manufacturer. Therefore the different events have different designs depending on the manufacturer in focus, as an example Fisk gives L'Oreal which is a high-end company who always demands a certain layout and standard for the display of their products.

Regarding affecting the *brand* or *product image* Fisk says that each manufacturer has an own logo and image and that this is nothing Maly's is responsible for in promoting. However as mentioned when talking about conveying a message, the clients might have specific requests on how Maly's should display them at the events. It is not an objective with the events though. In regards to generating *brand* or *product awareness* it can be said to be related to the launching of a new product, where the launch is followed up by for example hosting an education class about the product.

Regarding *sales objectives* Fisk says that the events are designed to increase the knowledge about the product. For example when a new product is launched it is important to educate stylists about the product, how to use it properly and how it works. Otherwise they might not want to use it because if they are unfamiliar with the product they might risk using it and having bad results. Also Fisk adds that a sale floor does exist at some events but that it is typically not cost effective to ship enough products for a sales store at the events. Often though Deal Sheets are offered, this allows the customers the opportunity to order products at a discount rate if they are attendees at an event.

Getting media attention is not an objective with Maly's events, no media is used for the promotion of events, instead possible attendees are reached through invite or direct marketing to target groups.

4.2.2 Types of Events

Maly's does not make any use of *traditional sponsorship* and according to Fisk there is no reason for using this type of EM.

Maly's has about 100-110 stores and approximately 2000 classes, *existing events on own arena*, are hosted in them annually. Approximately 100 events are made in each region annually and take place on outside venues such as hotels and convention centres. Fisk describes each of these events to be specific in itself, which means that it is *new events* created on *someone else's arena*. There are no current plans to create any *new events* on an *own arena*.

The types of events used by Maly's are *expositions*, approximately 60 per year and *meetings and conferences*, about 40 per year. The expositions are mainly single manufacturer events, where a main stage artist is hired to demonstrate the use of a new product and promote the clients' product. The meetings and conferences are used as a customer service that is provided by Maly's in alliance with a manufacturer to increase customer business knowledge and awareness so that their salon has a better chance of success, in order to keep the clients loyal to Maly's distribution. There are no current plans to make use of any other types of events.

5 Data Analysis

The previous chapter presented the data collected for the two sub-units in the case study. This chapter reduces the data and displays it in tables to enable conclusion drawing. The within case analysis is organized by research question and the data is compared to the theories in the conceptual framework.

5.1 Within Case Analysis RQ 1: Objectives with Event Marketing

Meenaghan who is one of the authors often referred to when it comes to Event Marketing (EM) made a classification of objectives which are *corporate related objectives, product related objectives, sales objectives* and *media coverage* (Eriksson & Hjälmsson, 2000). Personal objective is the final objective mentioned by Meenaghan but has not had much support by other authors.

Corporate related objectives (CRO) are the type of objectives mentioned by many authors and can be seen as a fundamental objective with EM (Cornwell *et al*, 2001: Gwinner & Eaton, 1999: Taranto, 1998: Behrer & Larsson, 1998: Clow & Baack, 2002). Regarding corporate related objectives according to Diageo it is nearly impossible to separate these activities as they are often intertwined.

The first CRO mentioned is *affecting the corporate image* (Cornwell *et al*, 2001: Gwinner & Eaton, 1999: Taranto, 1998: Behrer & Larsson, 1998: Clow & Baack, 2002). At Diageo this is not something that an event is created for as an objective in itself but is integrated in existing activities. On the other hand Maly's says that one of the most important objectives is branding of the corporate image.

Awareness creation of the company is another common objective with EM (Sneath, Finney & Close, 2005: Behrer & Larsson, 1998) through the attention an event attracts. For Diageo this is an obvious part of EM and a concrete awareness objective can be measured more easily than others, for example the objective can be to increase awareness from x percent to y percent. At Maly's awareness creation is not mentioned as a specific objective, however consistent marketing is key to keep already existing customers loyal.

According to Sneath, Finney & Close (2005) EM is valuable when a company has an objective to *create goodwill*. Fan & Pfizenmaier (2002) says that positive effects can be developed if favourable associations are made to the event. An example mentioned by Behrer and Larsson (1998) is that an event can be created to help the community or another type of charity such as cancer research. Diageo goes in line with Fan and Pfizenmaier in the sense that goodwill can be integrated in an event according to a specific Corporate Social Responsibility message, however an event is not created for the purpose of gaining goodwill amongst the target audience. What this means is that there has to be a connection between the product, event and "good cause". Guinness cannot sponsor charity just to look good because then people would see through them and realise that it would just be a PR-stunt. Instead Guinness acts for responsible drinking which is more in congruence with the business and brand. Maly's has no objectives with EM regarding creating goodwill.

Indications have been made that *Return On Investment* (ROI) is a successful part of EM even though measuring of event outcomes can be challenging (Fitzgerald, 2002: Sneath, Finney & Close, 2005: Gatti, 2003: Jones, 2003). Both Jones and Gatti also claims ROI to be at the top of favourable outcomes with EM, saying that it is up there with advertising and direct

marketing. According to Diageo increased ROI is not an important objective regarding EM. Maly's events are self-liquidating, thus, investments made are at least covered, and in the long run ROI is increased by getting clients to see what they will get in return by staying with Maly's.

Establishing and maintaining relationships with both consumers and other businesses is another CRO mentioned by several authors (Taranto, 1998: Nardone, 2007: Sneath, Finney & Close, 2005: Behrer & Larsson 1998). One of the reasons for this is that it is often less costly to retain an old customer than to try and get new ones (Behrer & Larsson, 1998). This agrees with findings at Diageo where establishing and maintaining relationships often is mentioned as an important part of the activity. Relationships is one of the main benefits of having an event in the first place. At Maly's events are found to be a good platform to interact with both clients and customers and thereby maintain a consistent relationship. By creating certain events Maly's show commitment to customers and clients.

According to Behrer and Larsson (1998) EM is a useful tool when *testing a new market, launching a new product* and can be used as a cheaper way of receiving *feedback*, ideas and reactions before entering a larger market.

More traditional elements of the marketing mix are used at Diageo for *testing a new market* rather than events. Maly's however uses VIP events as a test market to launch a new manufacturer to draw attention to the new product. The *launch of a new product* or an innovation or improvement of an existing product is something that agrees with what is said at Diageo as being an objective with EM.

Using EM can except for launching a product also be used to follow up a product or remind of a product, which is connected to *conveying a message* (Taranto, 1998). Concerning the *conveying of a message* Diageo means that this is included in the corporate image objective. At Maly's conveying a message is not mentioned as an objective with an event but at the same time it is very important to have a consistent message at the events.

Regarding *feedback* Diageo says that it is part of the activity but is not an objective in itself with EM. Maly's on the other hand thinks that feedback is very important because industry and trends are always changing and it is a great opportunity to find out what is demanded and what works.

Just as EM affects corporate image it will also *affect the product or brand* (Cornwell, Pruitt & Van Ness, 2001: Behrer & Larsson, 1998) both regarding *image and awareness*. Research has mostly been focused on awareness of brands and products and not so much on image (Gwinner & Eaton, 1999). The objective with an event to affect the image is not agreed upon at Diageo, this can be done through conventional channels. Events are better for trying to convince people to try a new or improved product, which is harder to persuade someone with advertising. For Maly's affecting the product or brand is not an objective with the events as this is the product manufacturers' responsibility, however requests are often made on how Maly's should portray the products. Awareness creation is in this sense more of an objective since the customers need education to start using the products.

Theories state that *sales* can be affected *short-term* through a sudden increase in flow of people which creates shopping impulses (Behrer & Larsson, 1998). *Long-term sales* can be affected through the creation of relationships because events give the opportunity to talk with

customers and not to them (Nardone, 2007). The short-term sale is a strong objective at the events Guinness is involved in. One way of increasing long-term sales is to have an event where blind-test tasting of a product is involved. If the customer is convinced, short-term sales go up and this can also affect the sales in long-term. Immediate sales objectives are not made for Maly's, the focus is more on education in order for the customers to gain knowledge and start using the products. At the same time opportunity to order products with a discount rate at the event is made available.

Media Coverage is another objective mentioned in theory, and Meenaghan (2002) says that the extent of exposure is often a criterion when choosing the type of event. Events can also attract publicity through the attention it creates (Behrer & Larsson, 1998). When it comes to Diageo they already have a strong media relations program meaning that an event does not have media coverage as an objective in itself. Media coverage is not an objective for Maly's either.

Table 3: Summary of analysis regarding objectives with Event Marketing. When the company verifies the variable it is marked with (+) and if the company falsifies the variable it is marked with (-).

Objectives with Event Marketing	Diageo	Maly's
Corporate Related Objectives	+	+
Affect the corporate image	-	+
Create awareness	+	-
Create goodwill	-	-
Increase ROI	-	+
Establish & maintain relationships	+	+
Test a new market	-	+
Launch a new product	+	+
Convey a message	-	-
Receive feedback	-	+
Product Related Objectives	+	+
Affect the brand or product image	-	-
Generate brand or product awareness	+	+
Sales Objectives	+	+
Increase short-term sales	+	+
Increase long-term sales	+	+
Media coverage	-	-
Public Relations	-	-

5.2 Within Case Analysis RQ 2: Types of Events

In the theory Behrer and Larsson (1998) have made a classification of types of events that are divided into *Traditional Sponsorship*, and three types of *Event Marketing (EM 1-3).*

Traditional sponsorship is often giving financial support to an event through for example advertising, and is often done on someone else's arena in an already existing event. Traditional sponsorship is very much used when it comes to Guinness which is the title sponsor of the Guinness Premiership. They are also a large partner at the Cheltenham festival horse races. Maly's on the other hand does not deal with traditional sponsorship at all.

EM (1) is using an *existing event* to attract customers to the company's *own arena*. Diageo has used its corporate building to some extent hosting journalist events, but this is not very common. The Guinness Storehouse on the other hand has events brought in regularly by event suppliers and for example hosted their second festival for St Patrick's Day in March 2007. Maly's also makes use of own stores to host educational events.

EM (2) is creating a *new event on someone else's arena*. Guinness considers their sponsorship of the Premiership teams to be a new event on someone else's arena. This type of event is used by Maly's as well. Each of these events are specific in themselves, and all of the events take place on outside venues.

EM (3) is a *new event created on an own arena*. Most of the focus of Guinness is on the Premierships.

Goldblatt (1997) has made a more detailed description of types of events where he lists them as: *civic events, fairs and festivals, expositions, hallmark events, meetings and conferences, retail events sport events* and *tourism.*

Civic events are often initiated by the municipality aimed at a local audience. Neither of the companies makes use of this type of event.

Fairs are similar to the old market places, and this is not a type of event used by the two responding companies.

Festivals are often music and/or religion related events. At Diageo music festivals are used to some extent, for example for their Smirnoff brand, however not so much for Guinness. As mentioned before Guinness Storehouse arranged a festival to celebrate St Patrick's Day in both 2006 and 2007. Maly's is not involved in any festivals.

Expositions are closely related to fairs and festivals where retailers meet wholesalers or suppliers and are often referred to as trade shows. Expositions are not utilized by Diageo whilst Maly's consider this to be their main type of event (60%).

Hallmark events can be major fairs, expositions, cultural and sporting events of international status, which neither of the companies claims to make use of.

Meetings and conferences are primarily educational seminars and for Maly's this is the other main type of event used (40%). When it comes to Guinness their attendance to meetings and conferences are more connected with the evening entertainment and is not really about the educational part of this type of event. There are meetings and conferences held in the Learning Centre at the Guinness Storehouse.

Retail events are mostly one-off single events to attract customers to the store to increase flow and sales. This is according to both Diageo and Maly's nothing they deal with.

Sport events involve athletes or an athletic event, and sponsoring is a common form of this type. This is the main type of event for Guinness, whilst Maly's who does not do sponsorship at all is not active in this type of event.

Tourism events are to attract visitors to a certain destination often through a mega event, and neither of the responding companies are involved in this.

Table 4: Summary of analysis regarding types of Event Marketing. When the company verifies the variable it is marked with (+) and if the company falsifies the variable it is marked with (-).

Types of Event Marketing 1	Diageo	Maly's
Traditional sponsorship	+	-
EM (1) *Existing event, own arena*	+	+
EM (2) *New event, someone else's arena*	+	+
EM (3) *New event, own arena*	-	-
Types of Event Marketing 2	**Diageo**	**Maly's**
Civic events	-	-
Fairs	-	-
Festivals	+	-
Expositions	-	+
Hallmark events	-	-
Meetings & conferences	+	+
Retail events	-	-
Sport events	+	-
Tourism events	-	-

6 Findings and Conclusions

In this final chapter, findings and conclusions will be presented in order to answer the research questions presented in the beginning of the thesis. Finally implications and recommendations will be made for theory, practitioners and future research.

6.1 RQ 1: How can the objectives of Event Marketing be described?

There are definite signs of companies having *corporate related objectives* with Event Marketing (EM). Overall it can be hard to state which specific objectives that exist because often they are intertwined and are likely to be depending on the industry.

Affecting corporate image is also a part of corporate related objectives and EM but depending on industry this is more or less of an objective with the event. Even if it is not always stated as an objective an event obviously does affect image. There are most certainly some events that companies would not sponsor or carry out due to incongruence between the corporate image and the event. Creating *corporate awareness* is an obvious part of EM and is connected to affecting corporate image. It can be hard to separate these two however, the corporate awareness is easier to measure than that of image since image is more a question of perception. Creating awareness likely to be an objective with EM for most companies because if the public is not aware of a company it will not survive, and EM is a good way of standing out through a different way of using the promotional mix.

Goodwill is not an objective for creating an event, one reason being that people could see through such an event as a way of trying to win their sympathy and can therefore get an opposite effect. Even though good causes can be supported, such a cause has to agree with what business the company is in. Again this is no reason for having the event to start with, but can be integrated as a message being put through by the corporation.

Return of Investment (ROI) is mentioned as an objective with EM but there is no sign of it being a specific objective and is at the same hard to measure.

Establishing and maintaining relationships seems to be one of the most important objectives with EM and is mentioned as one of the main reason for working with events to start with. It is a way of retaining customers which is cheaper than trying to get new ones although this is also accomplished at events. Loyalty is also created by getting a chance to interact and work on the relationships with both consumers and other business. Interaction can lead to picking up attitudes and changes in trends which can also be related to corporate objectives.

Testing a new market is not a strong objective with EM, other traditional channels are more likely to be used for this purpose. *Launching a new product* is however an important objective with EM and is likely to be more vital regarding a product that changes and is improved often.

Conveying a message is connected and included in the corporate image and is not a concrete objective with EM. This is another objective that can be hard to measure. It is however important to give out a consistent message at the events to avoid confusion about products and image.

Receiving feedback is definitely a part of EM but whether or not it is an objective depends on the industry. A trend sensitive industry is more likely to have feedback as an objective due to

the need of quickly picking up changes in the preference of customers in order to survive and/or exceed competition.

Similar to the objective with corporate image, *product and brand image* is not so much an objective with EM. When handling someone else's brands it is more up to the brand owner to be responsible for that image creation. To affect image is more likely done by using more traditional promotional tools. However as mentioned before regarding corporate image, the event has to be in congruence with the brand or product to avoid confusion.

Awareness of product and brand is on the contrary to image one of the more important objectives with EM. This is an objective that is very important with other conventional promotional tools as well no matter the industry, because if the public is not aware of the product they certainly will not buy it. Awareness of product and brand is connected to awareness of corporation since they all are displayed at the events. Same as regarding the corporate objectives, awareness is easier to measure than image.

Short-term sales objectives are determined depending on industry and type of product. Some products are more complicated and need education before using them. There is a definite correlation between short-term and *long-term sales*, because the product needs to be bought short term to start with, as trial at least, or it is not very likely any long-term sales objectives will be met. Long-term sales are also connected to the establishing of relationships and changing of customer perceptions which is easier to accomplish at an event.

Getting *media coverage* has not been found to be an objective with EM since many companies already have an established connection or collaboration with media and some companies do not feel the need for media coverage.

Based on the findings above the following specific conclusions about objectives with EM can be stated:

> Objectives have shown to be of different importance to companies (see Table 5).

> The corporate objectives are different depending on industry and type of product.
> > Dynamic products are more likely to succeed when launching a new product using EM.
> > Trend sensitive industries are more likely to have feedback as an objective with EM.

> There are both short-term and long-term sales objectives with EM.
> > The long-term sales objectives have shown to be the most important and are related to the relationship building and maintaining at events.
> > Short-term sales are also an objective but ranked below long-term sales.

> The objectives that are hard to measure have been found to be the ones that are stated as not important and are not used for EM (see Table 5).

Table 5: *Ranking of objectives with EM*

Importance	Objective
Very important	➢ Establishing and maintaining relationships ➢ Creating awareness about corporation, product and brand
Somewhat important	➢ Launching a new product ➢ Receiving feedback ➢ Affecting sales
Not important	➢ Creating goodwill ➢ Increasing ROI ➢ Testing a new market ➢ Conveying a message ➢ Affecting corporate, product and brand image ➢ Getting media coverage

6.2 RQ 2: How can the types of event be described?

Companies are not very closely familiar to what type of events that exists and often has no reason for not making use of all the different types. Not all events are suitable for all types of industries or companies. There has to be congruence between the brand or product and the event, and for some companies there is no particular reason for sponsoring or making the use of another type of event due to this lack of knowledge.

Traditional sponsorship is a common form of EM and often likely to be related to sports, whilst some companies might have problems finding a suitable event to sponsor. There is definitely evidence of the existence of both *EM 1* (existing event, own arena) and *EM 2* (new event, someone else's arena) but not for *EM 3* (new event, own arena). EM 3 is not used according to the research, but this could be due to the lack of understanding of this type. If an existing event on an own arena is used as in EM 1 it is likely to have been new at some stage, for example when a new event is created on an own arena and then becomes popular and continue on being produced. EM 2 seems to be the one that is most frequently used however this could also be because the companies see all their events as new when they are actually just modified and recurring.

The classification of EM that now exists needs to be updated as both companies and surroundings are dynamic and so are the events. The first example is traditional sponsorship which currently is said to be an existing event on someone else's arena. Secondly, sponsorship can also according to our findings be a new event on someone else's arena. Similarly it does not have to be sponsorship just because an existing event takes place on someone else's arena, for example expositions can both be sponsored but can also be attended without sponsoring the event. Our contribution to theory is therefore that traditional sponsorship can be used in more than one of the categories of EM and should not have a separate category (see Figure 5). The numbering of the different types has thereby been changed to simplify the understanding of the figure.
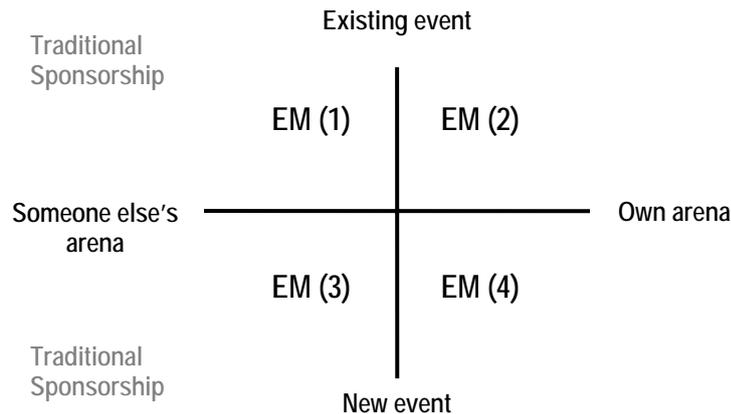
```
                          Existing event
   Traditional
   Sponsorship
                    EM (1)  │  EM (2)
                            │
                            │
  Someone else's  ──────────┼──────────  Own arena
     arena                  │
                            │
                    EM (3)  │  EM (4)
                            │
   Traditional
   Sponsorship
                           New event
```

Figure 5: *Classification of Event Marketing*

Our findings show that companies do not make use of all the types of EM defined. The one mostly used is *meetings and conferences*, probably because it is suitable regardless of industry. It is fairly self-explanatory why some industries are not suitable for sponsoring or making the use of sport events whilst some are a perfect fit for this type of event. Festivals are another type of event that can be used with preference for some companies. Music festivals for example, can be incongruent with certain companies, due to the image a company wants to portray. Expositions suits certain products very well, especially the kind that needs to be showcased and demonstrated. There is a definite lack of both understanding and use of the various types of EM.

Based on the findings above following specific conclusions regarding types of events can be stated:

➢ There is a lack of knowledge in companies regarding the types of events. This can lead to events that could have been suitable for those companies are not utilized.

➢ The type of event has to be in congruence with the type of product or brand.

➢ Traditional sponsorship can be used both as an existing and new event on someone else's arena.

➢ Meetings and conferences are the only types of events used by all companies.

➢ The detailed types of events are dynamic and can fit one or several of the types of EM for example expositions which can take place on both an own arena or someone else's arena and also be either new or existing.

6.3. Implications for Theory

The purpose for this study has been to explore, describe and perhaps to begin explaining our specific area of research. The aim for us was to get a better understanding, *explore*, how firms use Event Marketing as a promotional tool. This has been done through first reviewing theory regarding the subject. Through data collected by conducting interviews and studying documentation we have *described* the issues objectives as well as types of events. Through the findings and conclusions drawn from the study we have begun to *explain* the area of EM. Our findings have been that more research is needed within certain areas of EM since there is a lack of information especially surrounding the types of EM.

6.4 Recommendations for Practitioners

During our research on Event Marketing we have made some findings regarding this area of research that could be of use for managers and other practitioners currently using or who are considering using Event Marketing (EM) as a promotional tool.

➢ Objectives that are hard to measure regarding EM are often unseen and therefore the benefits of using events are not noticed and the full value of the activity does not show. This could mean that some companies do not make the use of this promotional tool due to a lack of understanding of the advantages with EM and can miss out on a good opportunity to promote their company and achieve several of both corporate, product and sales related objectives.

➢ There is a lack of knowledge of the different types of EM therefore some types that could be appropriate for the company are overlooked. More education about the variety of events that exist could lead to better results when matching a brand or product with a suitable event.

➢ There has to be a connection between the company, brand and product and the event utilized. If not confusion regarding identity can rise and the image can be affected if there is incongruence between the activity and the message the company wants to communicate.

➢ EM is effective although sometimes hard to measure, do not be afraid to try and test it out in many ways this has become an increasing part of many companies promotional activities, passiveness might result in the company ending up in the keel water of other companies who are more proactive and has foreseen this trend already. At the same time an event should not be used just because everyone else is doing it. Instead, as mentioned before, finding a connection and discovering a suitable event type to the company and product, and stating objectives is very important.

6.5 Implications for Future Research

As mentioned in an early stage of this thesis the area of research, Event Marketing, has not been studied to a greater extent. Much of theory is based on fairly old studies and not much new research has been conducted.

We have found out some areas that could be considered for future research.

➢ More research on what type of event that suits what type of product/brand/company.

➢ A multiple case study of several companies and/or industries to be able to easier generalize and gain a wider perspective on how and why events are used.

➢ Further development of the types of EM.

➢ More research on how to measure and perhaps new methods on how to evaluate the outcome of EM.

➢ How the surroundings, both on micro and macro level, affect the type and setup of an event.

➢ The importance of image-based similarity in how the event is related to the image of the brand.

➢ More detailed research on the process of EM and how to set up a suitable and successful event.

➢ Online events as a phenomenon.

➢ Testing whether the conclusions in this thesis can be verified or not.

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APPENDIX A Interview Guide 1 – Detailed version

General Information

Name of the company

Number of employees

Field of Business

Name of the respondent

Position of the respondent

Background to event marketing within the company

1. When did you first start using event marketing?

RQ 1. How can the objectives of event marketing be described?

2. Do you have any objectives with your use of event marketing?

3. Do you have any corporate-related objectives? Any of following:

   - Affect the corporate image

   - Create awareness

   - Create goodwill

   - Increase ROI

   - Establish and maintain relationships (customers & other businesses)

   - Test a new market

   - Receive feedback

   - Launch a new product

   - Convey message

4. Do you have any product related objectives with event marketing? Any of following:

   - Affect the brand or product image

   - Generate brand or product awareness

5. Do you have any sales objectives with event marketing? Any of following:

   - Increase short-term sales

   - Increase long-term sales

6. Do you have any objectives with event marketing regarding getting attention in the media?

RQ 2. How can the types of event be described?

7. Do you make use of traditional sponsorship?
8. Have you or will you use an existing event performed on your own arena?
9. Have you or will you create a new event on someone else's arena?
10. Have you or will you create a new event on your own arena?
11. What type of events have you previously used?
    - Civic events
    - Fairs
    - Festivals
    - Expositions
    - Hallmark events
    - Meetings and conferences
    - Retail events
    - Sport events
    - Tourism events
12. If yes to any of the previous, explain the event (place / idea for event, own/existing)
13. Are there any plans to make use of any other events?
    - Civic events
    - Fairs
    - Festivals
    - Expositions
    - Hallmark events
    - Meetings and conferences
    - Retail events
    - Sport events
    - Tourism events
14. If yes to any of the previous, explain the event (place / idea for event, own/existing)
15. Is there anything else you would like to add regarding event marketing that we have not thought about?

APPENDIX B Interview Guide 2 – General version

General Information

Name of the company

Number of employees

Field of Business

Name of the respondent

Position of the respondent

Background to event marketing within the company

- When did you first start using event marketing?

What objectives do you have with event marketing?

- Do you have any objectives with your use of event marketing?
- Do you have any corporate-related objectives?:
- Do you have any product related objectives with event marketing?
- Do you have any sales objectives with event marketing?
- Do you have any objectives with event marketing regarding getting attention in the media?

What types of events do you use?

- Is there anything else you would like to add regarding event marketing that we have not thought about?