



## Event Management and Marketing in Tourism

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**Abstract:** The organisation of festivals and major events of various kinds has become more important in recent years, not only by focusing on the short-term increase in tourism demand, but also as an element of urban development policy with hoped-for effects on politics, economy and society. The aim of this study is to make a comprehensive inventory of the structures of event management and marketing in tourism in order to create recommendations for action. The method used in this study was a review of the relevant literature. In the analysis of various research results, it was discovered that the communication instrument of event marketing is characterised by its constitutive features as well as the goals that can be achieved through the use of event marketing. The core task of event marketing is considered to be the experience-oriented presentation of a product, a service or a company as well as the strategic use of events within communication. On the other hand, the goal of an event, when classified in the field of marketing events, is to create an experience for a special target group. Accordingly, the focus is not on the sales character as in event marketing, but on the consumer himself and the improvement of the subjective quality of life of the individual by strongly emphasising the experience. In this respect, a marketing event embodies the actual event, by virtue of which the customer is also encouraged to participate. The attractiveness of such events results from the assumption that by generating emotions in potential customers, product-related messages can be conveyed in an experience-oriented manner and thus positively influences the buying attitude towards the products of the organising company. Above all, collective emotions play a decisive role regarding both the effects of the experience and the realisation of strategically important communication goals of the company. Sports events emotionalise the audience in a special way. Therefore, the central objectives of sports event management and marketing are the changes in attitude or image improvements. However, sport alone as a programme item does not guarantee a successful event. Furthermore, optimal planning, implementation and control are also required. It is also clear that the areas of ecology and social issues have become much more important in recent years. Whereas economic aspects used to be the focus of attention in the past, today the ecological and social areas form an increasingly important basis for exploiting the opportunities offered by events.

**Keywords:** Tourism, event management and marketing, sports events.

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## INTRODUCTION

Events are usually perceived by the audience as very emotional and special. A successful event offers the audience an extraordinary experience that remains in the memory of many participants for a long time. In addition to various planned and organised events, natural occurrences also count as events. These can be natural events or

natural disasters. Especially in tourism, the relevance of events is increasing, which is why they need professional management to be successful and to inspire people. Even though events have always been a component of the tourism product, event management brings a new quality and professionalism into play [1]. From a marketing perspective, a distinction is made between event

marketing and marketing events: On the one hand, the term “event” can be assigned to event marketing, describing a targeted and systematic planning and design of events according to the principles of marketing and corporate communication policy. The experience-oriented corporate- and product-related nature of these events also triggers emotional and physical stimuli and strong activation processes. The core task of event marketing is the experience-oriented presentation of a product, a service or a company as well as the strategic use of events within communication. On the other hand, the goal of an event, when classified in the field of marketing events, is to create an experience for a special target group. Accordingly, the focus is not on the sales character as in event marketing, but on the consumer himself and the improvement of the subjective quality of life of the individual by strongly emphasising the experience. In this respect, a marketing event embodies the actual event, by virtue of which the customer is also encouraged to participate [2]. In this study, the term “event marketing” is not to be understood as a marketing task in event management, but rather as a strategic communication instrument in the marketing mix of a company. The aim of event marketing is to use events to reach specific target groups. Event marketing is the targeted experience-oriented communication and presentation of a product, a service and/or a company. In the meantime, event marketing has become a recognised communication instrument and is therefore firmly anchored in the marketing mix. The success in event marketing lies in the fact that marketing events trigger emotional and physical stimuli and initiate activation processes [3]. One reason for the emergence of event marketing is society's increasing orientation towards experience. Event marketing offers people many different forms of experiences. Due to the interchangeability of similar products, the competitive pressure is growing more and more. Besides competition, customer loyalty is also a cause that has contributed to the development of event marketing as a popular instrument. Event marketing offers good solutions to better reach a larger target group. The goals of event marketing are, as already mentioned, target group loyalty and also dialogue within the target group. The level of awareness of a product can be increased and the image can be formed. Events offer a unique experience situation through which an individual approach to the target groups is possible [4]. Furthermore, the provision of information is an important goal. This can take place, for example, in the form of congresses, conferences or workshops. Companies also present themselves or their products through events such as open days, trade fair events, exhibitions or promotional events. The topic of sustainability already plays a major role in tourism. Cultural

facilities, unspoiled landscapes and a biodiverse natural world are without doubt important components for the existence of tourism. For this reason, more and more offers are being advertised that refer to environmentally conscious consumption of resources [5]. The issue of sustainability has already been noticeable at events. It has become clear that mega-events cannot be produced as if on an assembly line without a huge consumption of resources of the respective region. For this reason, sustainable aspects in the areas of ecology, economy and social affairs are now an integral part of the award criteria for such mega-events. However, it is not only important to reduce environmental pollution with the help of future-oriented measures, but also to strengthen and consolidate environmental awareness within society. In most concepts for the implementation of large sporting events, the environmental aspect is the central focus of sustainability, as this is where the impact on the environment is most devastating. In addition, carelessly discarded rubbish or noise from event visitors are also part of the impact, which again clearly demonstrates the importance of raising the public's awareness of environmental issues. Even impacts that are not immediately visible, such as increased greenhouse gas emissions, show why the environmental aspect of large events is so important. Thus, it is of central importance that potential impacts are already included in the planning [6]. In this study, the growing importance of event marketing in tourism is examined from an individual, social, economic and ecological perspective.

## **METHODOLOGY**

This study is a bibliographic review study that presents the critical points of existing knowledge on a theoretical approach to the topic of tourism: event management and marketing. There is no specialised and comprehensive research work in this area. This study attempts to fill this gap and is intended to be a useful aid to those who will undertake similar efforts in the future. The main aim of the bibliographic review is to place the study within the 'body' of the topic in question. The review of the current study refers to clearly stated questions and uses systematic and explicit criteria for the critical analysis of a published paper through summarising, sorting, grouping and comparing [7].

### **Bibliographic Review Study Characteristics of Events**

There are many different events, which vary mainly in their origin, duration, size and content. Especially in the tourism industry, there are often events whose origin is based on natural events. A suitable example of this would be for example the migration of the cranes on the island of Rügen and

the driving down of the cattle from mountain pastures in the Alps. In the creation of events a distinction is therefore made between natural and artificial events. In the literature, events are distinguished in view of their external characteristics as well as on the basis of their effects. The external characteristics include features such as time limit, duration, regularity and size. The time limit here means a fixed start and end date. Both preparation and follow-up time are not included in the time limit. Furthermore, there is the characteristic of duration, which differentiates between events lasting one or more days. Another important characteristic is the regularity of the event. A distinction is made here between events that are held once and those that recur regularly/irregularly. The duration of events can therefore vary greatly, but is usually limited. Sporting events or concerts usually last only a few hours, festivals often several days. A distinction can also be made between events that take place once and events that are repeated regularly. These repetitions can also take place at other locations, which is the case with tours or the Olympic Games. There are also events with permanent performances, such as theatre performances and musicals [8].

The last of the external characteristics to be considered is size. This comprises the size of the audience and participant numbers, monetary measures such as capital investment and profit, and psychological measures of importance derived from tourists' appreciation. In addition to the consideration of characteristics, the effects of events are also considered as a basis for definition. First and foremost, events are seen as a way of promoting tourism. Furthermore, they are already used in many regions and cities as an element of urban development policy [9]. There are local and community events where the target group is mainly the local population. These events exist to provide citizens with fun, experiences and a social meeting place. Such events are often supported by the regional or local government, as they strengthen the cohesion of the population, participation in community activities as well as the sense of home [10]. The next largest events are called major events. These nationally known, often international, major events are able to attract large numbers of visitors due to their size and level of awareness. There is significant media coverage as well as some important economic benefits. The largest events are called mega-events in the literature. Mega-events are the kind of events that are so large that they affect the global economy and global media. They usually have some kind of competitive nature. The three most important examples for this category are the Olympic Games, the FIFA World Cup and world

fairs [11]. The most important events for tourism are cultural and sporting events. As leisure time is becoming increasingly important in society, sport is considered an important element of leisure time - because it can be experienced both actively and passively [12]. It is therefore not surprising that major sporting events are also developing rapidly and are becoming an increasingly important part of the overall event industry. Long gone are the days when only the sport itself shaped the image of a major sporting event and the emotional connection to a team or an athlete could be lived out. People's consumer behaviour has changed so much, due to the wide range of leisure activities on offer, that simply experiencing sport is no longer enough [7]. Although the central importance is still attributed to the sporting performance at the time it is happening, the visit to a major sporting event should be perceived as an event itself. Accordingly, an event staging must take place through additional attractions such as music and show performances, which radiates an overall atmosphere to the spectators and satisfies their need for experience. Thus, in addition to the main service, the actual sporting performance, there is an increasing demand for additional services that can turn a major sporting event into a so-called value-added product. Long gone are the days when major sporting events occupied a niche position. Today, they are overrunning society and it is impossible to imagine the event industry without them. Due to their national or even international character, they receive the full attention of the mass media, which makes them an important part of the entertainment industry. It is therefore not surprising that the emotional, staged event character of major sporting performances has long been used as a vehicle for many kinds of advertising messages [13]. It becomes clear that the implementation of a major sporting event for a region does not only mean the flawless handling of the sporting event itself. Sports mega-events have an impact on many different institutions and communities that need to be considered in advance [14]. In addition, there has been a focus on sustainability in recent years. It is no longer enough to present a well-staged event. Now the focus is on values such as employment and resource efficiency. This in turn requires structured pre- and post-event work and proper communication within the planning, including a risk assessment of all impacts of a major sporting event, so that in the end one can speak of a total work of art [6].

However, economic and social events are also becoming increasingly important. Cultural events can be of very different sizes and meanings. They can be large, internationally known musicals, but also music or art festivals. There are also festivals which focus on religion, certain cultures,

regions and fields of work. Sporting events probably have the oldest tradition of all events, because competition-like sports meetings have been around for a very long time. Today, sporting events are still important and a further growing sector in event management. Countries around the world and their destination management use major sporting events to do destination marketing and generate tourism [15]. Business events include meetings, conventions, trade fairs, conferences, exhibitions and incentive trips. The purpose of these events is usually to offer an exchange within a specific industry or trade intentions. Nevertheless, some of these events also address the public and tourism, such as through large trade fairs [10]. The content of an event can also be of natural origin. This is the case, for example, with regularly recurring natural events, such as the solstice in Scandinavia. However, there are also so-called catastrophe events that are based on a natural disaster, such as an earthquake. Usually these events are naturally included in the offer of a destination and do not have to be staged. Nevertheless, guided tours are often conducted in support and customs and traditions are explained and presented. Another category is socio-political events. These include events such as party conventions and election rallies, conservation weeks, building openings, parades and processions, but also crimes and wars. Most events tend to take place at the regional and local level. For large-scale events and mega-events, the term "hallmark events" has been used in the literature in recent years. Hallmark events were mainly developed as a tool to make a destination more attractive. Consequently, the definition of the term has changed over the last 30 years. While Hallmark events were initially seen as events created specifically to generate more tourism in the destination, almost ten years later these events have been described only as image-shaping. Either a completely new image is created by an event or an already existing image can be enhanced. Munich, for example, was able to get rid of the negative image of the Second World War by hosting the 1972 Summer Olympics [8, 10].

### **Tourism: Event Management & Marketing**

Due to the new experience society, events are becoming increasingly important in tourism in order to offer something artificial, short-term and special in addition to the permanent, long-term tourist offer. Events are also an opportunity for places with few natural attractions. The trend towards events is also influenced by the theory of the "economy of attention". This theory assumes that people's attention is a scarce good and it competes with other scarce goods such as money or information. This is very interesting with regard to events, because they offer a good platform for generating attention [16]. For these reasons, event

marketing has become one of the fastest growing segments in tourism. Mostly, however, cultural or sporting events are specifically staged as marketing events in tourism. An event that is seen as part of the tourism offer of a destination must also be considered in destination management. The event should not be considered independent of image and corporate identity [17]. Event management and destination management should be coordinated. If all parties involved agree and the mission statement of the destination can be approximately transferred to the event, the event can be used to position the destination. Once a decision has been made, this positioning will be valid for a longer period of time. However, the joint agreement with all participants and the coordination of the mission statement are often proving difficult in a tourism organization [18]. Using the well-known phase model, Freyer and Gross [8] explain what the phases of marketing event management should look like. The potential phase is the preparation phase of the event. In this phase, it is a matter of carrying out various analyses and clarifying objectives. It has to be asked whether the destination has the necessary infrastructure and know-how for the planned event. Once these analyses have been carried out and the event is to be held, the organisational, personnel and financial planning must be done beforehand. The distribution of the event is also part of the potential phase. In the case of events, the marketing tasks take place before the actual event. Legal aspects must also be clarified before the event is held. The process phase is then the implementation phase, in which the visitor comes in as an external factor for the first time. The event takes place in direct contact between the producers and the visitors. Often the implementation lasts only a few hours or days. During this phase, the performance can be divided into three parts: the event, the services of the tourism industry and natural services. However, the actual event is the main performance. The process phase is where the quality of the event becomes apparent. The event bundle must be coherently staged and presented as a whole. In the results phase, the follow-up takes place, whereby the effect of the event is analysed in its entirety. Sometimes a poorly evaluated partial performance is enough to make the entire event appear negative [19]. However, there are also partial performances that cannot be influenced even by the organisers, such as the weather or the attractiveness of the venue. Furthermore, in the results phase, the results of the event are further utilised, especially with regard to media policy and public relations. This part of the phase is particularly important for events that are intended to build the image of the destination. Finally, the evaluation and control of the event results are due in the results phase [20]. Events can be an opportunity for a destination in various ways.

They can strengthen the image or even change it, if a change of image is desired. Natural events, on the other hand, are often responsible for the image of a destination and emphasise this image. Another opportunity is the special addressing of new customer groups. Events are always up-to-date and can therefore be quickly adapted to trends, but they are also suitable for setting trends. For this reason, they can drive the tourism development of a region [17]. The great advantage of events is that they arouse unique and mostly positive emotions and thus the destination remains positively in the consumer's memory. Through events, customers are integrated and a sense of unity is created, which also has a positive effect on the memory of the destination. Because tourists are willing to pay more for the special experience, significantly more turnover can be generated. The goals of event marketing in tourism are to increase the level of awareness and the attractiveness of the region as well as to create and improve the image through the respective event [21]. However, special events are also a suitable instrument for communicating and building a corporate identity. Celebrating together can revive traditions, urban history or values. Through events, a seasonal adjustment can take place and visitor numbers can increase. But events also have advantages for regional residents. The location becomes more attractive and the quality of life increases through events [22]. In addition, sports and cultural activities, urban development and the economy are promoted [12]. Newly staged events can address new target groups in existing markets, which then represents a product extension. If travel trends and current developments are taken into account in new events, then new market segments and new target groups can be addressed. This is the strategy of diversification. Through broad media interest, the new event idea quickly spreads and becomes known. For destinations, however, new guests or visitors are the most important target groups. To define a target group in event management, one should know and be able to classify some parameters. Such parameters are, for example, socio-demographic data such as age, gender and social status. But also important is where the participants come from, what language they speak and what they value. For event managers it is also important to identify what the participants expect from the event. Knowing and understanding the target group is the success factor for a successful event. For events that are used as a means of communication, the target groups can be very different. Usually they are customers, business partners or employees of the company. It all depends on what goal the company wants to achieve with the marketing event. The advantage of marketing events is that consumers are addressed in non-promotional situations, but during an event

experience [13]. Moreover, the target groups can be hit relatively precisely by staging the events exactly for the desired target group. Important target groups for destinations are journalists, as the mass media have a very high significance for the consumer buying behavior. Journalists like to come to events and write reports, reviews or similar afterwards. Such a media presence can serve as a multiplier for interested travellers, who are then more likely to decide in favour of the destination. Special press events are also held when the target group is too large to be reached with a single event. Therefore, journalists are invited to media and press events as multipliers, whose coverage can serve as a snowball effect. However, the target group of journalists is difficult to control and often has a critical attitude, making them difficult to convince and impress. The target groups addressed can be of varying potential for the destination. According to the product-market matrix, it can be either market penetration or market expansion. Events that have already existed for a long time support the market penetration. But they can also help in the development of new markets. Through the target group-specific and individual encounter with this staged world, event marketing creates a more lasting influence than other communication instruments.

### **Effects and Impacts of Events**

Often, positive effects such as increased tourism or image building are in the foreground, constantly increasing the competition among regions to host an event. However, as many opportunities as a sporting event of this magnitude offers, it can also entail many risks. The consumption of non-renewable resources plays a major role here. For this reason, a risk-opportunity assessment should have been carried out in advance in order to create an assessable basis for the impacts and effects that could result from a large sporting event. In order to be able to look at the distribution of effects in detail, a distinction is made in this comparison between economic, ecological and social opportunities and risks. This opportunity-risk analysis is intended to serve as an introduction to the following presentation of the effects of major sporting events [23]. For many destinations, a major sporting event offers the opportunity to boost their economy. The increased number of visitors, but also players and other participants in the event, can lead to income increases within the region. Last but not least, this can be achieved through price increases for different services or by an increase in demand. Often this is accompanied by the creation of new jobs, as there is no longer enough capacity to handle the large number of people. This often leads to an increase in the standard of living within the population. In addition, new trade relationships can

be established through such events and the region has the opportunity to network in a new way, which in turn can improve the economic future of the region. Often, the desire for economic success is accompanied by the need for an increase in tourism to drive the region forward and benefit from increases in income in the long term. It is true that major sporting events offer the opportunity to attract large crowds. At the same time, investments in the expansion of infrastructure and accommodation facilities or in other tourist attractions are also an opportunity for destinations to make themselves more attractive for the future and thus achieve increasing awareness and also popularity. The creation or improvement of the regional image plays a central role and is an important opportunity that should not be underestimated. This can also have an impact on international reputation, which in turn can lead to new economic and political networks. The investments made in many regions before the start of a major sporting event, such as the expansion of infrastructure or the construction of sports facilities and other facilities, offer development potential for the destination. It can primarily be repurposed by the population or reused for subsequent events [10].

It should not be forgotten that an event can also quickly become an economic risk. For example, municipalities can become indebted if they cannot repay their loans for investments on time or even overdraw them due to excessive security costs during the event. At the same time, the increase in income mentioned at the beginning may lead to increased tax levies. The price increases can also have consequences for the population that does not benefit from the increases in income. The establishment of new businesses and new investments can lead to a deficit in the labour force, which in turn can lead to disputes with long-established businesses. A sporting event of this size is often also a centre of attraction for the mass media, because sports broadcasts have long been an important part of the entertainment industry and offer viewers the opportunity to follow the event live and in colour in front of the screen [22, 23]. These factors may mean that the hoped-for increase in tourism revenue does not materialise. This in turn makes both the development of new target groups for the destination and the creation or strengthening of its image more difficult. Of course, such an event can also be a hindrance to attracting tourists. The lack of interest in sport, crowds coming to the event and the resulting price increases and fully booked services can be reasons for deciding against the destination in question. Major sporting events can also cause damage to the image, exacerbated by factors such as crime or vandalism during the event. Without a doubt, the venue also faces environmental

opportunities and risks. Of course, the construction and expansion of such structures always represents an intervention in the environment. Open spaces and entire landscapes can be lost as a result. To the same extent, the concentration of crowds is a burden on the environment. The arrival and departure as well as the waste problem alone can become a challenge for destinations and their environment [24, 25].

## CONCLUSION

Events are crowd pullers. They are an important tourism and economic factor for cities and regions - but only if they convince through perfectly staged worlds of experience and high entertainment value. In the scientific literature, it is repeatedly stated that the cooperation between the event and tourism industries is a newly emerged trend, but it is never mentioned what difficulties may arise in the concrete cooperation between the industries. The tourism and event industries are set up very differently, with different interests and internal processes. The different views on some topics run through the entire research. While the event industry is usually a company that is only concerned with creating value, the tourism industry, especially at the destination level, is often based at city agencies. Destination managers rely on public funds and have no economic pressure. For this reason, the destination management often does not take high risk and often has long communication channels [26]. Event organisers, on the other hand, often take a high risk and have short decision-making processes. The advantage of cooperation on the tourism side is the attention in the media, the possibility to develop new target groups, to strengthen the profile of the destination and to expand the tourism offer. The cooperation with a tour operator is an opportunity to combine the sports experience with a variety of tourism elements and thus integrate it into an event trip. For the event industry, it can be an advantage to gain a better standing in the regional environment and to cover themselves in case the event does not go so well one day. An event can give important impulses that can advance a region. However, these impulses are often short-lived. An event can only become an effective springboard if the region manages to pick-up on these short-term, temporary impulses and build on the benefits in the long term. Exaggerated expectations can be counteracted in advance by a well-founded assessment of all possible benefits and costs. It is also clear that the areas of ecology and social issues have become much more important in recent years. Whereas in the past the focus was on economic aspects, today the ecological and social areas form an increasingly important basis for taking advantage of opportunities offered by events. In the future, it will cost organisers and regions

significantly more effort to win over the population, as they increasingly understand and want to implement the idea of sustainability in order to protect their living space. It is not without reason that sustainable aspects have been firmly anchored in the award criteria for major events for years. In the future, sustainability aspects should become a mandatory programme for every major event and be further intensified in the following years.

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