Evaluation of Event Marketing

Important indicators to consider when evaluating Event Marketing

Anna Eckerstein

Abstract
During recent years there has been an increase in the use of Event Marketing, as well as an increase in the focus on the evaluation of the different marketing tools. By using theories of how project management should be evaluated, this thesis discusses why it is regarded as complex to evaluate Event Marketing, and what should be considered when conducting the evaluation.

The main finding from the research is that the complication is due to the complexity of evaluating intangible factors, and also that Event Marketing touches the feelings of the customer, which are hard to quantify. However, one way to conduct an evaluation is by using quantifiable objectives that the result can be compared to.

Other findings are that the event can be categorised into different groups depending on the purpose of the event, as well as its target group. The most common purposes of the event are to increase or change the brand-awareness, increase sales, create or strengthen the relationship between the customer and the products. These different categories can later be evaluated by using in-depth interviews, qualitative studies, by looking at sales history, and by looking at the media-exposure-rate.

Keywords: Evaluation, Event Marketing, Image, Identity, and Positioning.

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Anna Eckerstein

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1. Introduction

In this first chapter the background to Event Marketing is presented, and the concept of Event Marketing is introduced as it influences the problem statement. Thereafter the purpose of the thesis, problem statement, limitations, and the thesis outline are described.

1.1 Background: New demands on Marketing

Sponsorship and Event Marketing are the world's fastest growing forms of marketing. Corporate giants are spending millions of dollars on naming rights for everything from sporting complexes, to arenas, fairs, and festivals. For example, Heinz recently dished out a reported $57 million for the naming rights to the National Football League Pittsburgh Steelers' new state-of-the art stadium. This seems to be part of a growing trend, as sponsorships and Event Marketing begins to play a more dominant role in many companies' marketing budgets. In US, companies spent around $777 million on fairs, festivals, and Event Marketing activities in 2001 and billions on sponsorship.[1]

Event Marketing is not a new concept, and different forms of events have always been around. The real start of sponsorship was during the Olympics 1994.[2] Peter Uerboroth guided the Summer Olympics 1994 in Los Angeles to the first-ever profitable games. He did this by solicited corporate sponsorship support. With this success, more people and marketing professionals became aware of the growing sponsorship and Event Marketing industry.[3]

According to the International Events Group, the definition of Event Marketing is: "promotional strategy linking a company to an event, sponsorship of a sports competition, festival etc." Sometimes it is used as a synonym for "sponsorship," but not all sponsorships involve an event.[4] Event Marketing gathers people around events that can be everything from a small happening with few attendees to a long chain of happenings involving thousands of people. The target group can be the end customer, business representatives, or

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[1] International Events Group, Inc. (IEG)
[2] Behrer & Larsson 1997., Milgrom 2002.
[3] International Events Group, Inc. (IEG)
[4] International Events Group, Inc (IEG)

the internal employees of the company. The events can be anything from kick-offs, launching of new products, product presentation, and sponsoring.[5]

Events can have many different purposes, but the most common one is to get attention and to create an image for a specific brand, or for the whole organization, build brand awareness and increase customer sales. Some organisations use Event Marketing in their marketing strategy to support non-profit organization as "good cause marketing". Another purpose of Event Marketing could be to inform about new features on existing products or brand new products. This can be done not only by the use of the Event, but also by using the media attention around an event. Event Marketing is part of the marketing strategy. It is an integrated marketing tool included in the marketing mix.

Today's business climate demands that sales and marketing executives place greater importance on quantifiable results. Famed business sage Peter Drucker says: "if it can be measured, it can be managed."[6] Companies spend a large portion of the marketing budget on Event Marketing activities without getting an exact evaluation of the success of it. The fact that marketers can not always evaluate if the marketing has been successful and if the customers are buying the product because of a specific campaign or because of other reasons is a problem. As always, the top management would like to see the exact gain from their marketing campaigns, and see if it is worth spending the money on Event Marketing.

This thesis studies the possibilities to evaluate Event Marketing, and different ways it can be done and why some events are more difficult to evaluate than others. The study is done by conducting in-depth interviews with organisations working with Event Marketing in different ways. The interviews have been conducted both at event agencies, with researchers and other organisations working with events to get an understanding of what is being done today, and why, and also to see how it can be done in the future.

Since there is not much written theory about evaluation of Event Marketing, theories of project evaluation have been used. There is a similarity between a project and an event, and an event can be seen as a project. A project can "be

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[5] Behrer & Larsson, 1998.
[6] Farrell, 2002.

time-limited, has a task, a team and a transition."[7] This could also be an explanation of what an event is, it is time-limited, has a task, and a team performing the event, and there is a transition, after and before the event. Therefore, in regards to evaluation of event it is therefore also possible to look at the theories around evaluation of a project.

1.2 Purpose of the study

There are no industry standards for how evaluation of Event Marketing should be conducted. Depending on your objectives for the event, there are different ways to conduct the evaluation. Some people think it is enough to evaluate an event by counting attendees at the events, and to make sure that the physical activities around the event went ok. These are important aspects to evaluate, but do not give a trustworthy result if the event went well or not. Since Event Marketing is a new marketing area there is a clear need to research the area more to see how events can be evaluated in the future.

The purpose of this investigation is to study how Event Marketing is evaluated today, in order to find out what should be considered when evaluating Event Marketing. In order to answer this question, a sub question is used that is concerned with why it is regarded as complex to evaluate Event Marketing. Furthermore, the purpose is also to develop a general understanding of the concept of Event Marketing with a focus on evaluation of Event Marketing.

1.3 Problem Statement

What should be considered when evaluating Event Marketing?
Why is it regarded as complex to evaluate Event Marketing?

1.4 General Outline of thesis

I have chosen to briefly outline the different parts of my study to facilitate the reading. The first chapter provides an overview of the study. The second chapter presents the reader with the methods used to conduct the study. The third chapter discusses different theories around Event Marketing, and definitions of project work. This is to help the reader to understand that theories of project work can be implemented for Event Marketing as well. This section

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[7] Lundin & Söderholm, 1995.

also describes how similar the definition of an event is to a project, and why these theories can be used.

The fourth chapter describes the theoretical references. Image, identity, positioning, branding, and evaluation theories are discussed. The fifth chapter concludes the different findings from the interviews, into the empirical data. The sixth chapters analyses the findings with regards to theories, and compares it to what was found during the interviews. Conclusion and Recommendations of what factors are important to consider is found under chapter seven. This chapter will also provide the reader with thoughts about the future of evaluation of Event Marketing.

2. Method

The purpose of presenting methodology is to give details and validate the progress of the research. This section will describe what method has been used, and why that method has been used to study this topic, and to reach answers to the problem statement. Also, this section will describe how the primary and secondary data have been gathered, the quality thereof, and also determine possible errors that can occur in a study like this. The chapter ends with a disposition model of how the topic has been studied to make it easier for the reader to follow the thoughts of the researcher.

2.1 Scientific Conceptual Framework

The scientific conceptual framework is represented by two different views: positivism and hermeneutics. Which view a researcher chooses depends on personal views and the application of theories in science.[8] It is hard to claim that one is either a positivist or a hermeneutic. This is because in general, the world can be understood as objective and measurable as well as being a social construction. It is possible to view the world from two sides: one side represents the physical, objective and measurable; the other shows the world as a social phenomenon consisting of a number of different meanings.[9] When conducting a scientific study, it is of interest to try to define and inform the reader of one's point of view.

This study will study what is done today, and then try to analyse and understand why evaluation of Event Marketing is done in this way. My own thoughts and knowledge in the area will affect the analysis of the existing evaluations done by the interviewed organisations. Some parts of the analysis try to understand and explain why people think it is impossible to evaluate Event Marketing. Most of the existing theories that discuss Event Marketing do it in a positivistic view.

Another important question for the investigator is how to approach the empirical data. This investigation was done by first studing the theory, and then the reality to see what people say to try to combine the two. The study was conducted by going back and forth between the empirical data and the theoretical data. What was found when studying the theory is that there is not

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[8] Wallén, 1993.
[9] Wallén, 1993.

much written about evaluation of Event Marketing, where theories that apply to project work have been used. Therefore this thesis will use project management theories and apply them to Event Marketing.

2.2 Perspective

Within science it is important to be aware of the perspective from which a problem should be viewed, i.e. from which angle the reality should be studied, what aspects are relevant and important in order to interpret data.[10] A certain perspective is necessary in order to limit the study and it is up to the researcher to decide which perspective is relevant. In this study the problem will be looked upon from the organisational view. Thus, event marketing activities are studied from an organisational point of view. This is so that the result could be used by organisations in their work when trying to find out how they should evaluate their events.

2.3 Research Strategy / Method

A method is a tool and a way of solving a problem to come up with new knowledge.[11] When conducting research, the investigator can chose between a quantitative and qualitative research method. The quantitative research is a study presented in numbers, while in the qualitative study the researcher tries to understand how parts work together to cope with the whole.[12] This study has been conducted by using qualitative research. This method gives the reader a broader understanding of the concept that will increase the knowledge of the reader. By conducting in-depth interviews most relevant information has been gathered. The purpose has been to describe and get an understanding of how organisations work with evaluation of Event Marketing, and to develop indicators of what could be considered when evaluating events.

Nine different organisations have been studied, and it is important to be aware the fact of that the conclusion of the thesis can not be used to make any general assumptions since too few interviews have been conducted. However, the material could be used to give a general picture of the scenario.

The most common qualitative method used in the social science is to construct a series of questions, and interview someone. The qualitative researchers take

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[10] Lundahl, & Sjärvad, 1992.
[11] Holme & Solvang, 1997.
[12] Merriam, 1998.

seriously the need to understand the role of the interviewer in the production and analysis of data. What needs to be considered in regards to the answers received from the interviews is that the same words do not guarantee the same meanings. Depending on in what order the questions are asked, the respondent might assume a relationship between some of them. The quality of the analysis when conducting a qualitative study depends on the quality of the data produced.[13]

2.4 Research Type

Yin distinguishes between exploratory, descriptive and explanatory case studies. An explorative study is investigative, and has the purpose of giving the researcher a wide understanding and general impression. A descriptive study is made when there is already known knowledge in the study. Delimitations are of to study some aspects of phenomena. In this research exploratory research has been used to generate knowledge and understanding within the area of Event Marketing and existing theories of evaluation. The exploratory research is also used when interviewing experts within the area to get a more comprehensive knowledge of the problem. However, you could also say that descriptive research is used when conducting interviews at event agencies to find out more of how evaluation is done.

2.5 Primary and Secondary data

Two types of data can be used, primary and secondary data. Secondary data is data that already exists, and has been collected for another purpose.[14] The secondary collection of theoretical data in this thesis is collected by research not only in the topic Event Marketing, but also in regards to general marketing, branding and image. It is very useful to use this data at the beginning of a study to get a grip of what kind of primary data is needed in order to answer the thesis question. There is however a limited amount of secondary data in regards to Event Marketing. This is probably due to the fact that the area is still new for many marketers and that the objectives are mostly long-term and therefore it has not yet been possible to conduct extensive research of the results of it.

Primary data on the other hand, is collected specifically for the research at hand. This data can be collected in different ways; though experiments, observations, personal interviews, and telephone interviews. In this study the

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[13] Hollway & Jefferson, 2000.
[14] Kinner & Taylor, 1991.

main primary data has been gathered through interviews. There are according to Merriam three different kinds of structure when conducting interviews: highly structured, semi-structured and unstructured. In this study the technique of semi-structured interviews was used.

Highly Structured	Semi-structured	Unstructured-Informal
-Wording of questions pre-determined -Order of questions pre-determined	-Mix of more- and less- structured questions	-Open-ended questions -Flexible, exploratory More like a conversation

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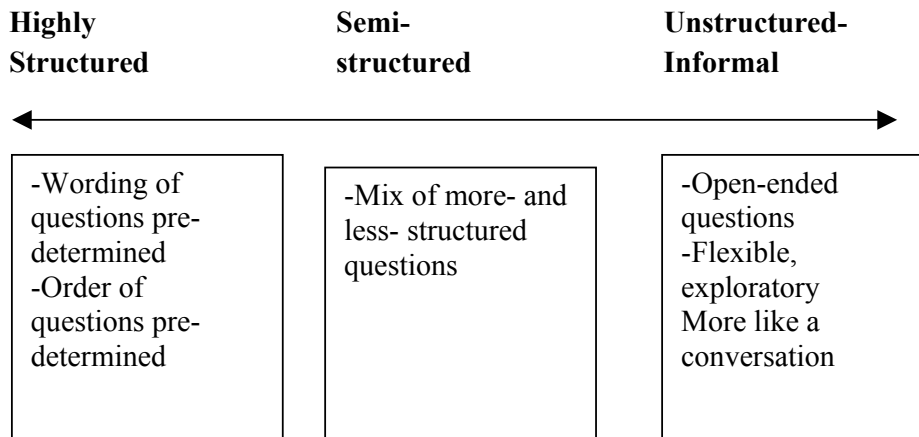
Figure 1. Interview Structure Continuum. Merriam, 1998, p.73.

The interview questions started out with more general questions about the organisations, the way they looked at Event Marketing, and how they actually worked with Event Marketing. Further on, the interviewed persons were asked to explain one event more in depth, and also explain how they looked upon the specific event and evaluation of it. The interview continued with questions about evaluation of other events to compare and see if evaluations were done continuously. The last questions were concerned with questions of how important evaluation of Event Marketing is in regards to the future of Event Marketing in relations to other marketing tools.

The in-depth interviews in this thesis were done both with experts in the area of evaluations and with people working with Event Marketing. Some of the interviews were conducted with people working for a large organisation that had a smaller department working only with Event Marketing, and the other interviews were conducted with people that created events in a way or another. It was important for the study to get a mix of interviews to see what they thought of in the evaluation discussion.

When conducting in-depth interviews it is important to consider whom to interview. In this study, this was done by subjective choice recommended by experts. The choice was done by recommendation by questioning experts in the Event Marketing industry of whom to conduct interviews. With according to Sten Jönsson, the expert feels chosen to use his/her competence to answer the questions. It is also according to his research valid to ask an expert in order to find out whom to interview.[15]

Eleven interviews were conducted, and they all took around one hour to conduct, and all conducted at the interviewees' workplaces. The interviews were conducted during a period of two weeks. The notes from the interviews were rewritten to make sure that the answers were understandable. In some cases where there were some unclear notes, the interviewees were contacted again by email and asked to explain what they meant. Since some of the questions were open-ended it was easy for the researcher to build on the answers and ask the next question to get a discussion around the questions.

2.6 Possible Types of Errors

There are many possible sources of errors that can affect the results. When it comes to primary data errors the most common ones are: situational factors, such as variations in the environment where the measurements are conducted, characteristics of respondents, and data collecting factors, such as influence of the method of interviewing. The definition of the problem and the case study selection determine how relevant and detailed the information of the study will be. The quality of the information that is collected is determined by the choice of research strategy, method, data collection, analysis and interpretation. One way to handle this could be as was done in this study, that the interviews were conducted at their work, which would make them feel more comfortable than if the interviews were conducted somewhere else.

The reliability of the thesis is dependent of the interviewed persons giving truthful answers to the questions, which the researcher believed they did. There is no reason to believe that the interviewees did not answer the questions as well as they could to their knowledge. However, it needs to be considered that the interviews were only conducted with eleven different persons which therefore can not give representative research accuracy. This study is based on

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[15] Jönsson, 1985.

qualitative approach rather than on quantitative data and thereby it is not possible to reach statistical generalization based on the work. When dealing with qualitative research the importance for the reliability of the research lies in the consistency between the results and the collected data.[16]

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[16] Merriam, 1998.

2.7 Disposition model

Method

Event Marketing &
Project

Image, Positioning,
Theory → Identity, &
Branding

Evaluation of
project

Event Agencies
Organizations
Empirical study

Further discussion
and analysis

Indicators and
Conclusion
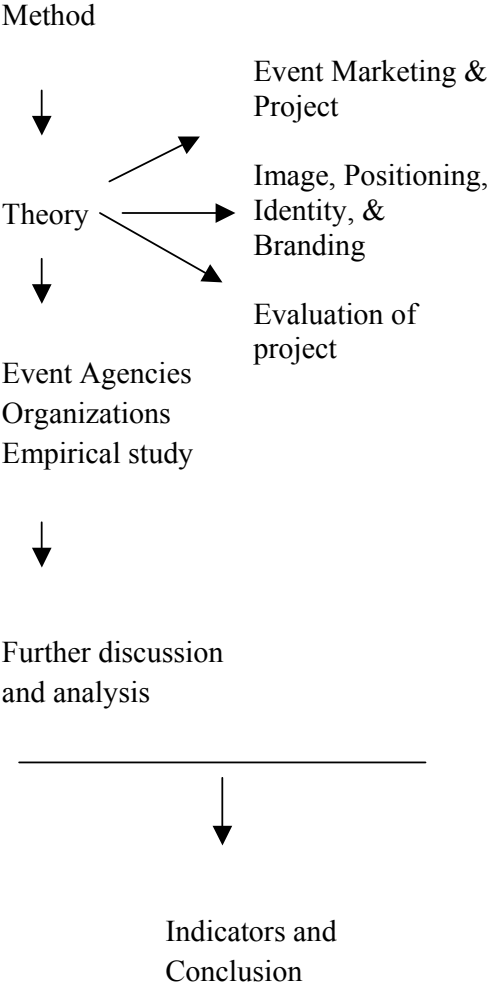
3. Theoretical Background

This theory section begins with an overview of the Event Marketing area in order to provide the reader with an introduction to the area of Event Marketing. After this, different ways of how organizations can use Event Marketing are discussed to be followed by an introduction and definition to what a project is. This is to inform the reader of the link between evaluation of the two concepts that are discussed in the theoretical framework in chapter four.

3.1 Event Marketing, part of the Marketing Strategy

To get an understanding of Event Marketing, this section will describe the basics of Event Marketing, and how it fits in the marketing strategy. It will also describe the differences between sponsorship and Event Marketing, and what advantages they have in the communication process.

3.1.1 Definition of Event Marketing

Event Marketing is a new way of marketing products, and since there is not much written about it, the definitions that can be found vary to a great extent. There is a need to clarify the concept and to describe how it is being used in this thesis. According to Behrer and Larsson, the definition of Event Marketing is **"an attempt to coordinate communication around an self- created or sponsored event. The event is an activity that gathers the target group in time and room, a meeting where a message is communicated and a happening is created."** [17]

This definition is general and can be used for different kinds of events. However, depending on the objective of the event, the definition will change. From the sponsor's perspective, common objectives of holding an event are to sell more products, to change and build image of a product, or to increase floor traffic. The word event can also have different meanings depending on how you define it. It could be a happening, an occurrence, or an incident. However, the core of Event Marketing is to give the customer a positive experience in connection with the products.[18]

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[17] Behrer & Larsson, 1998, p. 251.
[18] Lundmark, 1998.

In the United States where Event Marketing has been used the longest and it has been developed more than in other countries, it is possible to see some trends for what products it has been used for most. These are image products, which mean liquor, cigarettes, cars, fashion, sport products, games, makeup, credit cards and some products from banks and airlines. Event Marketing is generally used in the introduction, or in the growth stage of the product life cycle. It is also often used when organisations are launching new products, or are trying to reach a new target group.[19]

Usually, the main purpose of an event is to create, enforce or sustain the corporate image of the organisation. This is created by how the attendees experience how the organisation manifests itself in the event, and it also depends on what relevance it has to the attendees individual and collective identities.[20] This will be described in more depth in chapter four under the headings "Image, Identity and Positioning."

3.1.2 The Main Concepts of Event Marketing

Event Marketing tries to give and catch the customer experiences. If the customer has a good experience in connection with the product it will make the relationship between customer and organisation stronger.[21] This could be done in two ways, first through the customer and the organisation seeing each other "face to face", and secondly through the fact that when something is experienced, it stays in the memory for a longer time. However, it is important to remember that this works both ways. If something goes wrong during the event, the customer will remember this for a long time too.[22]

The main concepts of Event Marketing are message, interaction and integration. The purpose of Event Marketing is to communicate a *message* through a planned happening. This also creates something valuable for the customer; and it does not only communicate it as it can do while using other marketing tools. The target group at the event gathers everyone at a specific time, in a specific place, and the success is built upon how involved customers are in the social gathering that is created. It also depends on wether the customer is at the event at her/his own will or if the event happened to be

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[19] Behrer & Larsson, 1998.
[20] Behrer & Larsson, 1998.
[21] Luttorp, 1997.
[22] Luttorp, 1997.

where the customer is. There needs to be an *interaction* between the customer and the event.[23] Luttorp explains that Event Marketing should not be a separate event for the organization but a complement to the marketing strategy; it should be *integrated* with the marketing strategy.[24] Milgrom also discusses how important it is for the marketers to use Event Marketing as part of both the marketing strategy and the overall business strategy.[25]

3.1.3 Relation between Event Marketing and the 5Ps

As mentioned earlier, the five Ps of marketing: product, place, people, price and promotion play an essential role in Event Marketing. To successfully use Event Marketing the marketer must understand how Event Marketing fits together with the other parts of the marketing strategy. Kotler describes the organisation's marketing mix as controllable variables that are mixed so that the organization gets the response that they are asking for from the target market.[26] Event Marketing fits under promotion in the marketing mix. Other marketing tools that goes under this section are advertising, sales promotion, personal sales, direct sales, public relations, and sponsoring. Event Marketing is not a substitute for any of the other components- it is a complement. Abratt and Grobler explain the correlation between Event and other promotion tools in the following way "No sports event can sell itself with its own momentum. It takes an imaginative mix of all the communication tools available to extend the impact of the event."[27]

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[23] Behrer & Larsson, 1998.
[24] Luttorp, 1997.
[25] Milgrom, 2002.
[26] Kotler, 1993.
[27] Abratt & Grobler, 1989, p. 351.
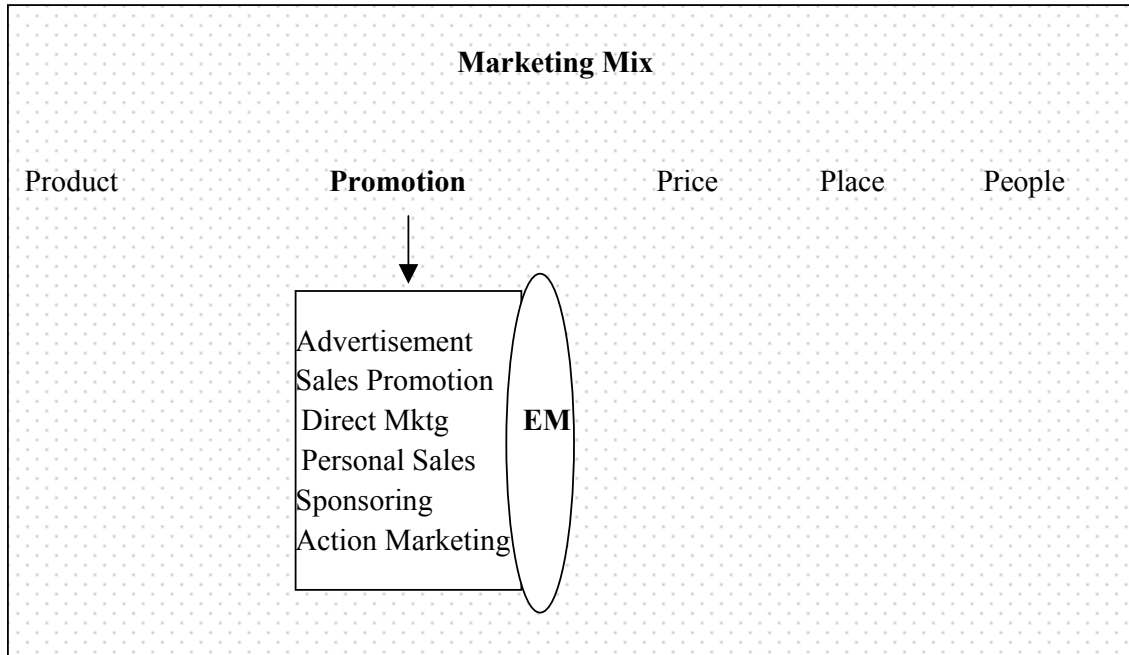
Figure 2. Marketing mix vs. Event Marketing. (Modified model from Behrer & Larsson, 1997.)

If an organization uses Event Marketing, they still need to use the other parts of the promotion mix before, during, and after the event. An example of this could be how a car producer can have advertisements to inform about a new car launch, and then use events to get people to test drive the new car, and then follow up with direct marketing with a discount coupon. One of the main advantages with Event Marketing compared to the other channels is that the objective can both be direct sales, and image building, depending on how it is used.[28]

3.1.4 Communication effects of Event Marketing

Communication is the process of moving a message that includes different elements. Those elements include source, message, channel, receiver and the process of encoding and decoding. The source is the organization, the message could be a new car launch, the channel could be the event, and attendees are the receivers. A problem many marketers have is to make sure that the noise that can disturb the message going from the sender to the receiver does not interfere with the message, and thereby influence the effect it has on the customer.[29] The

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[28] Behrer & Larsson, 1998.
[29] Kotler, 1999.

direct communication with the customer is one of the main advantages with Event Marketing compared to other marketing channels. In the definition of Event Marketing, it is said that "an event is an activity that gathers the target group in time and room." This means that the event is eliminated from the noise.[30]

Noise

Source ⟶ **Message (Event)** ⟶ **Receiver**

Noise
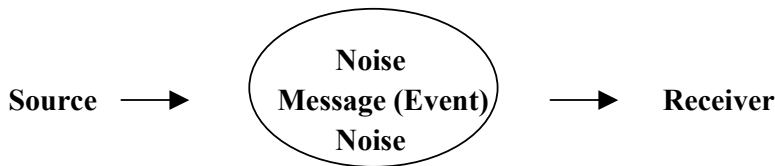
The Communication Process in traditional marketing.

Noise

Source ⟶ **Message (Event)** ⟶ **Receiver**

Noise
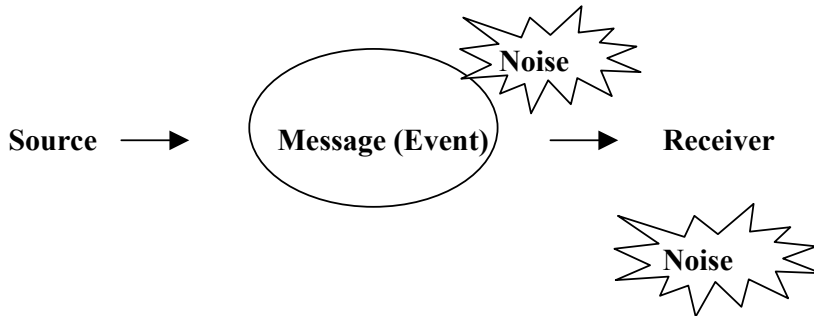
Figure 3. The Communication Process in Event Marketing (Modified version of Kotler 1999.)

Event Marketing is marketing communication in four different dimensions. The first one is the emotional communication method. The Event Marketing is a form of "pull" marketing, where the organisations try to get closer to the feelings and emotions of the customers. They do this not by "pushing" their products at the customers, but by touching the customers' emotional feelings. The second dimension touches the customers by involving them in activities. When the customer gets a feeling from a product, he/she is informed of the value of the product. An example of this in the car industry is the test-driving of new cars. The third dimension is the intellectual dimension and it regards the relevance of the event for the customers. The fourth dimension is the spatial dimension, how to get the three prior dimensions into action and to inform the

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[30] Berkowitz et al 1997.

customers through all marketing channels.[31] Some researchers say that in the future, customers will not buy just the product, but the meaning, the event, and the character, which in turn give the customers the possibility to create their own value for the product.[32]

3.2 Sponsorship vs. Event Marketing

However, there are many other marketing tools that can build brand-awareness, and create image and not confuse them with event marketing the most common confusion will be explained here. Authors seem to mix up the concept of Event Marketing and sponsorship, although there is a difference between the two. When using Event Marketing, the organization works with the event as part of the marketing strategy. When sponsoring an event, the organization buys exposure during the event at different levels of the event itself. International Events Group (IEG) defines sponsorship this way: "The relationship between a sponsor and a property in which the sponsor pays a cash or in-kind fee in return for access to the exploitable commercial potential associated with the property."[33] By using the commercial right, the sponsor could associate the brand and have an effective selection of the target group to market themselves to. The association makes the brand synonymous with the sponsored happening, and thereby the sponsoring has been called association by event.[34] Today sponsorship is one of the world's fastest growing forms of marketing, and together with Event Marketing they begin to play a more dominant role in many companies´ marketing budgets.

This model shows one way to look at where traditional sponsoring fits in compared to Event Marketing.

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[31] Behrer & Larsson, 1998.
[32] Getz, 1997.
[33] International Events Group, Inc (IEG)
[34] Jiffer & Roos, 1999.

Existing event

| Traditional
Sponsoring | EM (1) |

Other arena ———————————|——————————— **Own Arena**

| EM (2) | EM (3) |

Created event
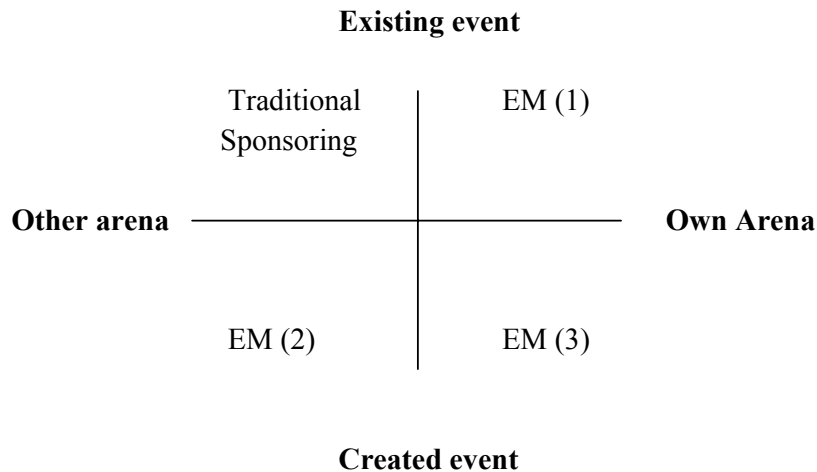
Figure 4. Traditional sponsoring vs. Event Marketing. Behrer & Larsson, 1997, p. 194.

When the organization is sponsoring an event, (upper left corner) there is always a business agreement between at least two parties, which Event Marketing does not necessarily have. Usually this is the case when there is a sport competition such as the Olympics or a World Championship. This kind of sponsoring limits the possibilities for the organisation to market their products since they have no control over the happenings at the event, etc. [35]

There is a concept called the double lever effect, which explains the relationship between different events. When organisations move to EM (1), (2) and (3) the organisations increase their control and also the risk is increased. When the control is increased, there is also a larger possibility for organisations to use the event integrated with the other marketing strategies. This figure shows how it comes to be a double lever effect:

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[35] Behrer & Larsson, 1998.

Increased control ⟶

| Traditional sponsoring | EM (1) | EM (2) | EM (3) |

Increased Risk ⟶
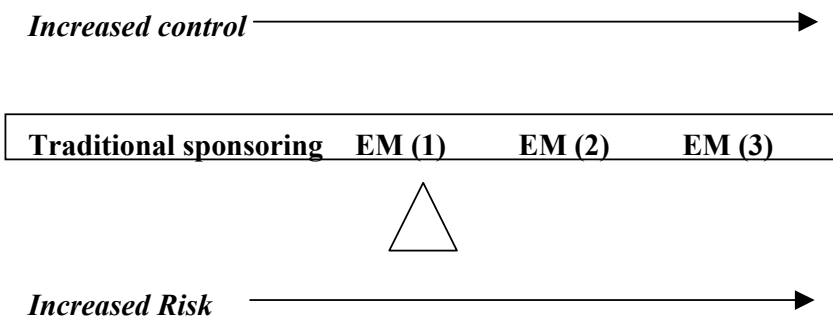
Figure 5. Control, and risk depending on activity. Behrer & Larsson 1997, p. 195.

As we can see, there is a risk in using Event Marketing. There is no possibility to test the event for the target group, and everything has to work during the event. The risk associated with the event could be one of the reasons why some organisations choose to use pre-existing events instead of own events. Pre-existing events are events that are created by someone else for another purpose.

3.3 Different categories of Event Marketing Activities

Event Marketing could be used in many different ways. Depending on the objectives, some are more suitable than others. The main objectives for using Event Marketing are to create a relationship between the buyer and the organization, to build brand-awareness, and to change or build an image of the product.

D´Astous & Bitz use four different categorisations of events depending on the objective. An event could be either philanthropic or commercial. The philanthropic is supported by a cultural or social cause. Usually, philanthropic events are just sponsored by the organization while it is created and owned by a non-profit organization. Depending on the objective the use of commercial events could be more valuable for an organization. According to research done by D´Astous & Bitz, philanthropic events have a more positive impact on the perceptions of the sponsor's image than commercial events.[36] However, Armstrong argues that media coverage of philanthropic events is usually smaller than that of commercial events.[37]

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[36] D´Astous & Bitz, 1995.
[37] Armstrong, 1988.

To clarify the concept of Event Marketing and what events to use depending on the objective of the event, Behrer & Larsson have created "the explanation model" that will be explained in the next section.

Brand building/image

3D Advertisements (2)	Relation Building Events (4)

Happening ———————————————————— **Event**

Action Marketing (1)	Traffic Building Events (3)

Sales Stimulation
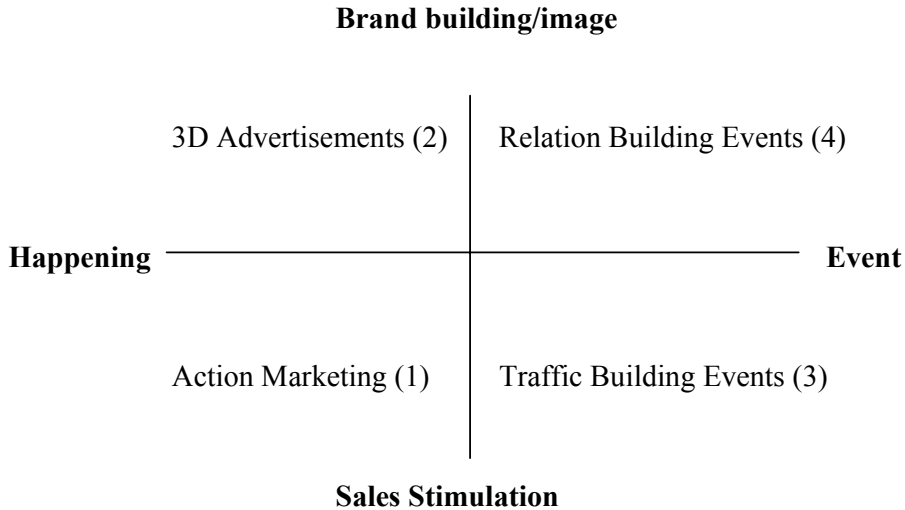
Figure 6. Categorisation model. Behrer & Larsson, 1997. p. 107.

Action Marketing is not Event Marketing by definition, but the two concepts go hand in hand. Action Marketing can be used for events that create direct sales. It is used in the last step in the buying process, when the actual decision is taken to buy the product or not. The differences between Sales Promotion and Action Marketing are that Action is a name that gathers all activities that stimulate direct sales. By definition Action Marketing (AM) is a creative form of sales promotion.[38]

3D advertisement is also not Event Marketing by definition. This is the concept of when the organization has created creative billboards or other message carriers where they can gain plenty of attention, which is its only similarity to Event Marketing. Those happenings take place in an environment, unnatural for the product, and require an active consumer. Usually, those billboards get lots of attention in media, just as Event Marketing can get, and they have a news value.[39]

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[38] International Events Group, Inc (IEG)
[39] Behrer & Larsson, 1998.

Traffic Building Events are events have the objective to gather the target group in time and room, and should try to create a meeting between attendees and organization. It may be possible for two totally different organisations to work together to try to develop a joint event. Usually the customers at these events are not there only to see, or experience the product, but to buy groceries or something else at the same time.[40]

The main purpose of Relation Building Events on the other hand, is to build relations with the customer. The events are emotional and involve the customer in a specific way. Normally when the customer is attending a Relation Building Event, the event is the main activity rather than the place where the event is held.[41]

Relation Building Events are connected to Relationship Marketing (RM). Relationship Marketing is an organisation's effort to develop a long-term, cost-effective link between customers for mutual benefit. Relationships are not easily achieved, and they can not be bought. It takes both time and strategy to capture the habits and individual preferences of the customers.[42] Relation-Building Events have the purpose of creating relationships between the organisation and customers. It could be used both for business-to-business as well as business-to-customer. At the business-to-customer events, there are often more attendees, larger groups and the groups are less defined as when the events are for business-to-businesses. Relationship events can also be used as internal events for the organization.[43] Relation building events is an attempt for the organization to enforce the image of the organization or product.[44]

One of the differences between relation-building events and other types of events is that the relation-building events are emotional and involve the customer in a specific way. Some researchers do not agree that the event itself build relations, saying that the event is just a communication tool and that it is easier to collect information about the customers at an event than by using other communication tools. According to them, this is the main reason why an organisation has events.[45]

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[40] Behrer & Larsson, 1998.
[41] Behrer & Larsson, 1998.
[42] Farrell, 2002.
[43] Berkowitz et al 1997.
[44] Behrer & Larsson 1997.
[45] Beertema, 1999.

3.4 Projects

The general assumption about project work theories is that it is applicable to all kinds of projects in all kinds of environments and industries. The outcomes of the projects, and the knowledge required for the project could differ; but the physical structure, planning, controlling and leading management around the project is still assumed to be similar for all projects.[46] There are few theories written about evaluation of Event Marketing, therefore theories about project work have been used to see if they can be implied for Events as well. This paragraph starts out by describing what project work is and then continues with the different stages a project goes through.

3.4.1 Definition of a Project

There are many different definitions of a project. According to Keeling a project is "**a temporary endeavour undertaken to create a unique product or service.**"[47] It includes a limited time span, a target date for completion, and an outcome different from that produced in the course of operational routine.[48] Also a project is "by its nature unique", i.e. it has few routine components and the work therefore has to break new ground or provide new insight for participants and stakeholders. In doing so, the project introduces both an element of risk and a certain degree of challenge for those involved." A project is often a cross-disciplinary orientation, combining different professional views and knowledge in one operational, goal-directed concept."[49]

Packendorf offers a more detailed definition of project work. According to him project work is "the art of directing and co-ordinating human and material resources throughout the life of a project by using modern management techniques to achieve predetermined objectives of scope, cost, time, quality, and participant satisfaction."[50] Project Management has become a generic word for all theories applicable to project work. Like most definitions, there are elements in the definition of project work that could be questioned. However,

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[46] Packendorf,1995.
[47] Keeling, 2000. p.XXI.
[48] Keeling, 2000.
[49] Jessen, 1996, p. 101.
[50] Packendorf, 1995. p. 322.

most definitions state that a project is a given unique task, limited in time, complex in its implementation and subject to evaluation.[51]

When looking at the definition of project there is a clear link to the definition of event. At least two researchers have mentioned this connection in their studies earlier.[52] As mentioned earlier, the event is also a planned happening that is limited to a specific time. No event is similar to another event, it is unique, and it is a risk to arrange an event if it is not successfully done, and it goes through different stages.[53]

Projects have reached new heights of sophistication and popularity during the last decade. Since it has become a trend to use projects, people use the term for everything that needs to be done within an organization, which is not correct.[54] Many organisations use project work as their regular method of doing businesses. Projects are according to Lundin & Söderholm, almost always motivated "by a need to perform specific action." They also say that former literature of project work emphasizes action as an important factor for the success of a project.[55]

When defining projects, it is important to differentiate them from other organised settings in the organization. Projects can have short duration, be inexpensive or they can be ambitious undertakings over many years. However, Keeling states that most projects have some things in common: they are separate undertakings, they have discrete purpose and objectives, and they are of limited duration. Also most projects have target dates for commencement and completion, their own resource, and their own management and management structure.[56]

Lundin and Söderholm mention four important concepts that they believe help to define a project. These four are time, task, team and transition. The four concepts work together and are dependent on each other. The permanent

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[51] Packendorf,1995.
[52] Larsson, 1997 & Getz, 1998.
[53] Behrer & Larsson, 1998.
[54] Lööw, 1999.
[55] Lundin & Söderholm, 1995.
[56] Keeling, 2001.

organization is defined more by goals, survival, working organization and production process.[57]

Time is one of the aspects that differentiate projects from permanent organisations. You can often hear that the project is "temporary" or "limited in time." These aspects are well known before the project starts, and time can be regarded as a scarce resource. Also, you can look at time divided into past and future, how time is adding to the past and subtracting from the future. For a project, time is always running out, since it is limited from the start. There are some crucial aspects to consider in regards to time. There is a need for time schedules, synchronisation and allocation of time to avoid uncertainty and conflict resolution. A project deals with time as a scarce, linear and valuable tool. This means that the project usually has a beginning, middle and an end, as we will see further when looking into the different stages of projects.[58]

The task legitimises the project. In permanent organisations, you work towards a goal and in temporary organization and projects, you work towards a task. The task is of major importance since the people working in the project are motivated by the task. It has been found that the task is more motivating to people working in projects than the goal is for someone working in an organization. There are, according to Lundin and Söderholm, two different types of tasks, the unique and the repetitive.[59]

All projects are designed by and around a team. The team's attitudes, beliefs and expectations will influence the teamwork, it is common that personal attributes will affect the project work. The team is always formed around the task of the project, the participation in a team is predefined as time-limited, and the people working in the team have other "homes"
that they go back to when the project work is done.[60]

[57] Lundin & Söderholm, 1995.
[58] Lundin and Söderholm, 1995.
[59] Lundin and Söderholm, 1995.
[60] Lundin and Söderholm, 1995.

3.4.2 Stages

Since time is usually conceived to be in linear form there is, as mentioned before, a beginning, middle and an end of a project, just as there is for an event.
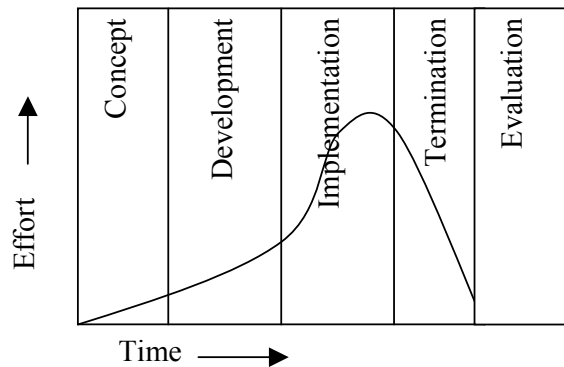

Figure 7.   The four basic phases of a project's life cycle. (Modified version of Lundin and Söderholm 1995.)

Projects can be divided into different stages depending on how you look at them. Lundin and Söderholm suggest four stages as the figure shows. Packendorff however suggests that there are three stages for a project: development, implementation and termination. He also describes that the development stage can be divided into two other stages, implementation and termination. [61]

However, according to Lundin and Söderholm, the first step, the *conceptualization* is the starting point, where the need for a development is recognized. The preliminary goals are discussed, and ideas about budget, and ways to approach the project. In this stage it might also be time to seek approval for the project by sub ordinaries or other parties that might be affected by the project. In the next step, the *development* or planning phase the ideas and objectives will have received initial considerations. The staff for the project will be selected and the objective, project structure and components of the project will be decided upon. In the *implementation* stage the execution of the project will be conducted. This is when the plan is actually put into operation. The outcome of the work will be directly related to the result of the planning, development phase. In the *termination* phase, the completion of the project will

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[61] Packendorf, 1995.

be done.[62] Most researchers agree that the project is developed stage by stage, and usually a project is discussed in accordance with different phases that it passes through. Keeling however points out an additional stage, called the *evaluation* stage. He says that during the process, the evaluation confirms the results and defines the base on which further progress will be built. It can help to make minor or major adjustments to keep the project on straight roads to its objectives.[63]

3.5 Summary of theories in chapter 3

This chapter describes the background of event marketing, what it is, and how it can be used. A possible definition is: an attempt to coordinate communication around a personally created or sponsored event. The event is "an activity that gathers the target group in time and room, a meeting where a message is communicated and a happening is created."[64] Event marketing is part of the overall marketing strategy for an organisation, and is one of possible marketing tools that fit under Promotion mix in the marketing mix. The event can be used for many different purposes depending on the objectives. It can be used both for direct sales, but are usually used to create brand-awareness, and build the brand.

The second part of this chapter explains the theories around what a project is. It explains that a project is a planned happening, time-limited, which goes though different stages. The stages can differ, but the most common are, concept, development, implementation, termination and evaluation. The chapter also explains that the similarities between a project and an event are very similar where the theories for projects could be used for event as well.

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[62] Keeling, 2000.
[63] Keeling, 2000.
[64] Behrer & Larsson, 1998, p. 18.

4. Theoretical Framework

This section starts out with a description of how projects can be evaluated, to continue with the importance of measurable objectives, possibility to gather attendees in a closed room, and returning events. As mentioned earlier, Event Marketing is often used to create brand-awareness, create image and identity for the product, after which the section will continue with a discussion of these topics and ways to evaluate them.

4.1 The Complexity of evaluating Event Marketing

By understanding the definition of a project and the Event Marketing, it is easier to see the link between the two concepts. It is important to understand that there is not one single performance-evaluation theory that can be used for all projects, and thereby all events. All projects need different evaluation tools and techniques, although there are some aspects that are common for all of them.[65]

Project Management is about the future, and evaluation is about studying the past. One can ask oneself why be bothered about evaluating the past at all. One should keep in mind however that evaluation offers a basis for the development of project expertise.[66]

Some people believe that it is impossible to evaluate Event Marketing, but according to Behrer and Larsson this is not correct. They believe that it can be measured to the same extent as other marketing channels, and that it can be measured with the same instruments that are used for evaluating other marketing tools.[67] According to Lieungh, only the largest organisations measure their events. He believes that the reason why Event Marketing is not being measured by all organisations depends on lack of time, short-time-objectives, ignorance, bad placement, and that many business leaders are too conservative.[68]

Getz et al. also talk about how events include both tangible and intangible aspects that are much harder to evaluate. The intangible aspects could be

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[65] Getz, et al. 1999.
[66] Keeling, 2000.
[67] Behrer & Larsson, 1998.
[68] Lieungh, 1998.

experiences of the customers attending the event, as well as how the weather was during the event. Since the experience aspect is both produced and consumed simultaneously it is very difficult to control.[69] What is important to consider is that some things are possible to measure, as impressions and media equivalencies, but it might not be what really matters for the organisation. What really matters might instead be the tangible aspects as shareholder value and return on investment. The large Event Agency in America, International Event Group considers these areas most important to evaluate.[70] According to Jerkedal, one definition of project evaluation is "**to describe and value a program.**"[71] Evaluation of a project is a process that extends throughout the project life cycle.[72]

During the planning phase of the project, it should be discussed how the evaluation and monitoring of the project should be performed. The planning for the evaluation is as important as the planning for the project. There are some key requirements that should be considered when planning the evaluation. According to Cleland, these are "the inclusion of an evaluation policy and the process, the commitment of all key managers involved in the project to an evaluation strategy for evaluation methodologies, and the use of both inside and independent evaluators who have the professional credentials to do a credible job of the evaluation process."[73]

Getz also argues that the evaluation of the event should be thought of already in the planning phase of the event. There needs to be extensive planning in order for an organization to successfully use Event Marketing, and to successfully evaluate the event.[74]

Keeling also discusses that evaluation methods vary between all projects. It can consist of a financial statement, comparison of planned and actual results, effectiveness of remedies, communication and control procedures. There are as many evaluation techniques as there are projects. However, in the final review

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[69] Getz, et all, 1998, & Kotler, 2000.
[70] International Event Group, Inc.
[71] Jerkedal, 1999, p. 228.
[72] Cleland, 1994.
[73] Cleland, 1994.
[74] Getz, 1998.

of a project the evaluation can be very detailed, including financial statements, audit reports, comparison of results to objectives and to old projects.[75]

Direct Marketing is considered to be a measurable marketing tool. It is marketed through different medias directly to the customers and it builds long-term customer relationships. Since the response is direct, it is possible to measure. Direct-marketing can personalize and customize the message more than other marketing tools. Some of the most common ways of using direct marketing is through catalogue sales; by using specific mailing lists etc.[76]

4.2 Important to consider when evaluating Event Marketing

4.2.1 Quantified Objectives

Behrer & Larsson believe that the reason why some people think that it is not possible to evaluate events is that they have used Event Marketing without a specific purpose or objective.[77] As mentioned earlier by Lieungh, he believes that one reason why Event Marketing is not measured also depends on the objectives, but that they are short-time objectives.[78]

Hoyle argues that the cornerstone in the evaluation of events lies in the objective of the event. Event Marketing can have different objectives, and it is usually not directly to increase direct sales. Whatever the goal is, the easiest one to evaluate is the one that is expressed and quantified.[79]

The most common criteria for a goal to be valid is that it has a time limit, is challenging, measurable, realistic, result oriented, clear and that it could be followed. If the goal is challenging, it is more interesting to try to reach it. If it is too, simple it is not inspiring to work for, but at the same time it has to be realistic. Time limit and measurable goals give a possibility to do a qualitative study. It is important that they are clear so that everyone understands them and that they can easily be followed by developing a strategy for how to reach

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[75] Keeling, 2000.
[76] Kotler et al, 1999.
[77] Behrer & Larsson, 1998.
[78] Lieungh, 1998.
[79] Hoyle, 2002.

them.[80] Lööw believes that the goal should be stated in written form, and that the main goal should be broken down into smaller parts. She says that it is important to understand the main goal as well as the smaller parts.[81]

The Process oriented evaluation looks into, follows, and observes what the program has accomplished, and the Goal-Free Evaluation is a complement to the other forms of evaluation. The evaluator should try to look behind the goals with curiosity, to see what the results of the project are.[82] The Goal-related evaluation method is the behavioural evaluation method. This methods looks into how well the objectives of the project have been reached. The objectives are of course very project specific. It can be hard to measure some objectives such as the objective is to have "broaden horizon." The way to measure this is to have lots of smaller objectives, more specific on the way.[83]

Purpose of evaluation

It is important that people know why the evaluations are performed, and that they know how they can use the results. Before doing an evaluation it is important to know its purpose. It can both be to control someone or something, and to legitimise an action. According to Nordberg, the only relevant reason for doing an evaluation is to see how the project can be used in the future development of projects. He also says that it is important to know exactly what you want to evaluate before doing it.[84]

Meeuwisse describes that if the evaluation is done by an external researcher, there are not only different purposes with the evaluation, but there might also be different expectations on what the evaluation will find out. Some researchers might also have their own interests in the evaluations that need to be considered.[85]

Different Ways to Look at objectives and goals

There are many different ways to look at evaluation. When evaluating a project in a rational world, you try to find out if the change that the project has created

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[80] Jerkedal, 1999.
[81] Lööw, 1999.
[82] Jerkedal, 1999.
[83] Jerkedal, 1999.
[84] Nordberg, 2000.
[85] Meeuwisse, 1995.

is worthwhile. This question cannot be answered without a type of criterion. This criterion is the goal or objective of the project.[86]

Christensen and Kreiner on the other hand describe project evaluation in an incomplete world vs. in a complete world. They argue that the genuine insecurity of the project will make it impossible to do a traditional evaluation of a project built on scientific tools. They think that the regular "look back" evaluation should be replaced by an evaluation of the future value for the organization; that it is part of the evaluation process to develop the final objective. They think that the goals should be floating and vague during the project work, since that will create opportunities for the people involved to develop their own view of interest. When looking at evaluation through this point of view, the actual results, in regards to the success or failure of the project, are evaluated through a social process.[87]

They continue by saying that it is not the past performance of the past project phases that are decisive for the success or not, it is the modern, up to date social understanding and definition process. According to this, the evaluation is not to document the effectiveness of the project, but to judge the value of the result of the project. In this way, the project itself is not a success or failure, but it will be a success or failure as a result of the evaluation process.

The difference between this way of looking at evaluation and the traditional way can be described by the following definitions, traditional: "We know the target with our project, and the evaluation will show us to which extent we attained what we wanted," and Christensen and Kreiner: "We know what we attained, and the evaluation will decide what we actually attained with it."[88]

4.2.2 Returning Event

A returning event is an event that is being conducted as a series of events. It might not be the exact same event, and the attendees might not be the exact same one, but the arrangement around the event is very similar to previous events. Example of returning events could be the Olympics, the World Championship in soccer, or the annual Christmas dinner for an organisation.[89] According to Keeling, the evaluation can be a comparison with: other projects

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[86] Christensen & Kreiner, 1997.
[87] Christensen & Kreiner, 1997.
[88] Christensen & Kreiner, 1997.
[89] Behrer & Larsson, 1998.

by the same organization, the operation of similar processes in other fields of work, the work and results of competitors, equipment suitability, operating conditions, reliability performance and value.[90]

Hoyle explains that an advantage with events that are re-occurring is that they can be measured by comparing them with previous events, whereby their development can be measured.[91] According to Lööw, a project always ends with a project report. This report will be a tool for future similar projects. The report could also be used as an idea breaker and a look-back tool.[92]

4.3 Identity, Image, Positioning vs. Evaluation

As mentioned in chapter three, Event Marketing is often used to create brand-awareness, image and identity for the products. This section shows that depending on the brand-awareness and how the product is positioned, they can sell more products. Event Marketing can have both a communicative as well as a teaching approach for the customer.

4.3.1 Identity

Identity is what the organisation wants to stand for. The differences between identity and image are that identity is as mentioned earlier what the franchiser intends to represent, while the image is how the consumers experience the brand. The Image is on the receiver's side, while the identity is on the sender's side. Image focuses on how certain groups perceive a product or brand and refers to the way these groups decode the signals transmitted by the product service and communication of the brand.[93] The purpose of identity, on the other hand, is to specify the brand's meaning, aim and self-image. In regards to Event Marketing it could be said that the organization sends away an Identity at the event and the customers receive it as an image of the product or organization.[94]

Using Event Marketing can also differentiate the product for the customer by making the value of the brand stronger for the customer's identity. Identity comes from Latin and means "same". The identity for a customer means, "who am I in regards to the surroundings, and to myself?" The brand of a product can

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[90] Keeling, 2000.
[91] Hoyle, 2002.
[92] Lööw, 1999.
[93] Melin, 1997.
[94] Kapferer, 1996.

symbolize a part of the individual customer's identity. The brand can create a promise for the customer, and the product gives the brand the physical proof of that promise. The event in Event Marketing can be seen as a value community. In regards to Maslow's thoughts, humans have needs that need to be satisfied. The Value community creates groups, where three concepts for group development need to be filled in order to create group belonging. Event Marketing can offer the individual a short-track to belonging by letting the individual attend an event. Through the event, the happening and the message will give the individual a picture of him/herself, and a sense of belonging with other individuals.[95]

This shows that part of the brand advantages lies in the possibility to influence the individual's identity, and to make possible his/her relation to other individuals and in this way strengthen their value community. By doing this, there is a possibility to differentiate the brand from other brands. The brand is seen as an independent method of competition.[96]

Qualitative study
A way to evaluate the Identity of an organisation can be by using a qualitative study. Evaluating a project means that the organisation keeps track of and systematically check all projects' activities and examines and appraises how things are going with the project. This could, according to Cleland, be developed into a control function with four different steps. The first two steps are concerned with what information to gather about the project and the actual collecting of the information. The collecting of information would be a qualitative study of what is actually happening. An example of this could be how the technique used during the project is performing, and what the cost for the project is.[97] The other steps in the control function are concerned with comparing the information gathered, and corrective action that should be taken.

Qualitative information on the project can be gathered in both a formal and an informal way. The formal way is by reports, briefings, counts etc, and the informal way is by observations or it can take the form of a simple conversation with attendees. The importance of the qualitative study is to know

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[95] Kapferer, 1996.
[96] Kapferer, 1997.
[97] Cleland, 1999.

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what information needs to be gathered.[98] During the participant observation the researcher takes part in the study as if he too were attendees to the event. This is also called "secret shoppers." Some of the main advantages of this are that the researcher gets the actual customer experience of the event and more than one "observer" at the event to get different views.[99]

Cleland says that the evaluation should be done during the entire life cycle of the project. There are four different stages that could be called evaluation stages. These are *pre-project* evaluation, where connection shows the objectives and overall strategy of the project. *Ongoing project* evaluation, states the measure of a project during its life cycle. *Project completion* evaluation, as an immediate assessment of success upon the completion. Finally a *post-project* evaluation, a down-the-road assessment of the success of the project after the dust and confusion have settled should be done.[100] Paul Stanley refers to the topic when to evaluate like this "We never tie a client's promotional success to the number of tickets sold. The program focus should be on the three to four weeks prior to the event itself, on the weeks following the event and on actually paying the cost of the event."[101]

The project team and the project owner have the responsibility for evaluating the project. The evaluation should be carried out as closely as possible to where and when the work has been done.[102] A problem that can arise when an external researcher comes in and does the evaluation is that he/she interferes with a team that is not used to having someone watching over them. Also, the difference between free research and evaluation of projects is that the results of the project evaluation should be used directly and also that the evaluation is usually financed by the project.[103] Depending on who is doing the evaluation, the result might change. A qualitative result is built upon a trustworthy relationship between the researcher and the client.[104] Important aspects to consider are: what should be monitored and evaluated, where and what should the monitoring and evaluation carry out, what monitoring tools should be used, and who should take care of the monitor and evaluate? [105]

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[98] Cleland, 1999.
[99] Getz, et all, 1998.
[100] Cleland, 1999.
[101] Stanley, 1994.
[102] Cleland,1999.
[103] Magnusson, 1995.
[104] Nordberg, 2000.
[105] Cleland, 1999.

4.3.2 Image

Image is how the customer understands and looks upon the product, and a definition is "**how the consumers experience the brand**."[106] An event can give the customer a clear picture of the corporate identity that the company is striving for. Usually the image consists of different key factors that the customer receives during different times and in different places. These key factors could be the communication that the organization has the physical environment, products, service, ethics, social responsibility, engagement in social and local happenings, and the behaviour of representatives from the organization.[107]
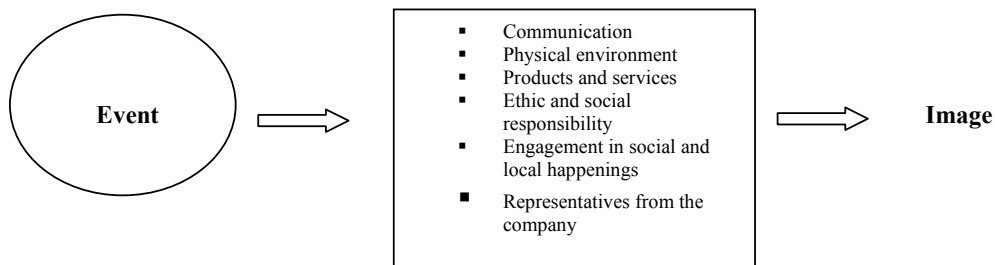

Figure 8. Event and Image. Behrer & Larsson, 1997, p. 156. This model explains the key factors that create the image for an organisation. Normally these factors could be found in all different marketing tools, but by using Event Marketing they can be delivered in a more concentrated form.

The experience at the event may of course result in direct sales, but normally they help to build image and create positive associations around the brand that will lead to more sales later on. Image can create lots of competitive advantages compared to other brands. This is especially true when the differences between the brands are small. A positive image can lead to not only increased sales, but it can also strengthen the relationships with all interesting parties within and outside the organization, facilitate new employment, increase the tolerance of customers, and facilitate crises. However, even though the main objective with the event is not to change or build image, there is always a possibility for the customer to change his/her opinion and image of the organization.[108]

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[106] Melin, 1997, p. 139.
[107] Kapferer, 1996.
[108] Behrer & Larsson, 1998.

Exposure Rate

A way to measure the Image that the event has created could be done by looking at their exposure rate. Hoyle talks about the possibility to evaluate an event's success by looking at the media exposure rate during the event. He believes that the value of an independently written article appears more credible to the reader than an advertisement does. He also says that the real value of editorial cover rate is triple that of paid advertisement. However before using and trying to get media attention to an event it requires a careful analysis of the purpose, benefits and to see if the media is available to deliver the appropriate message. There are many different organisations that are working with observing the media and can deliver the exact amount of times a name of a brand or product figured in the media.[109]

4.3.3 Positioning & Branding

When a company has decided to use Event Marketing they need to understand how Event Marketing can change the perception of the product in the customers mind, and the positioning of the product. According to Kotler, it is extremely important to have a specific positioning in the customer's mind, due to the fact that if a similar product has the same positioning there is no need for the customer to buy your product. It is important to create an image and a correct positioning for customers that create differentiation between products.[110]

The positioning distinguishes brands from each other and creates a place on the market and in the consumer's minds for a particular project. The idea behind positioning is to create brand awareness, which ideally leads to long-term brand loyalty. The positioning is a two-stage process, indicating which category the brand should be placed in, and the differences between the brands in this category.[111]

As mentioned earlier, products are becoming more and more alike. A company needs to diversify its product from competitors´ products. An organisation has three main perspectives for differentiation. They are: *total perspective*, more value for money, produce trustworthy products at a reasonable price, *product*

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[109] Hoyle
[110] Kotler, 1999.
[111] Melin, 1997.

perspective, offer a better product, that is newer, faster, cheaper, with unique selling attributes, and *customer perspective*, to know the customer better, and thereby reply to their needs faster

The last perspective, the customer perspective, involves the relationship between the customer and the organization. An event is the physical meeting between customer and organization, and thereby Event Marketing can be used as a tool to build relationships and create differentiation.[112]

The idea behind positioning is to create brand awareness. Direct advantage of using Event Marketing is that it creates high brand awareness around the product. The value of the brand lies in the mind of the potential buyers, and not with the business itself. Branding is part of the marketing strategy and product differentiation.[113] The brand can communicate more directly with the consumer than the product itself can; if the brand is seen as having a personality and symbolising certain values. This is due to the fact that the brand has an emotional appeal to the consumers.[114]

A trend within Event Marketing is to involve more cultural aspects at events. According to Öqvist, the cultural aspects of events are not used extensively today. He further argues that culture and brand strategy go hand in hand.[115]

Over time, a relationship between the customer and the product can be developed into brand loyalty. This loyalty is characterised by a positive attitude towards the brand, and over time continued purchase of the same brand. A company seeks high brand loyalty because it creates stability and provides an opportunity to gain high market share and profit. The development of brand loyalty can be seen as a three-step model. The first step is to create an interest for the product in the consumer. When time has past, the consumers will simplify their buying detour through the product and the connection between the brand and the target audience is strengthened. The third step is where brand recognition is created, which is important for creating the long-term brand loyalty.[116]

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[112] Behrer & Larsson, 1998.
[113] Kapferer, 1997.
[114] De Chernatorny & McDonald, 1998.
[115] Öqvist, 2001.
[116] Melin & Urde, 1991.

Direct Sale Result

One way to see if the positioning of a product is correct is to look at the direct-sale results. There are some other measurement tools that can be used when evaluating. One model is called the "Cost-Benefit-Analysis model" which can be used as an economic evaluation tool. By using this model, the costs are be measured against economic profit. The analysis can compare different alternatives. It is often used when comparing different ways to reach the same goal, and identify the less expensive alternative.[117]

Questionnaires, Surveys

According to theory, to measure the awareness levels, or the attitude changes, there has to be a pre-event awareness or attitude knowledge of the customers. Attitudes or opinions are one of the simpler and most common ways of evaluation. This could be done with regular questionnaires. There are different models within attitude evaluations that could be used.[118] The organization needs to know what exactly they need to measure, the brand awareness, attitude change, or knowledge of product etc. Brand awareness and attitude change could be measured by a focus group prior to the event or during the event if there is a long-term commitment to it, and if the event is staged more than once.[119]

During a Coca-Cola awareness event, the evaluators used questionnaires as one way of measuring the expectations of the performance compared to the actual performance. The differences between the two were referred to as disconfirmation.[120] When it comes to measuring increased sales, the organization can do this in many different ways. They should not only look at the exact sales of a product in a store, but rather try to see the link between the distribution and stores' sales etc. Also, the sales need to be compared with a specific time of the year, or geographical areas, etc.[121]

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[117] Jerkedal, 1999.
[118] Jerkedal, 1999.
[119] Hoyle, 2002.
[120] Getz, et all, 1998.
[121] Hoyle, 2002.

4.4 Summary of theories in chapter 4

This chapter outlines that it is very complex to evaluate Event Marketing and that it is not just performance theory that can be used for all events, but the evaluation needs to be custome made. The event includes both tangible and intangible aspects and the intangible aspects are harder to evaluate.

The section continues with important factors that should be considered when evaluating the event. The first one is that the objectives for the events should be quantified. There are different theories as regards to how the objectives should be developed. Also the section describes that it is extremely important to know the purpose of the evaluation when creating the objectives and that researchers look at the objectives and goals in different ways.

The next part in the chapter describes how the use of Event Marketing can change the Identity, Image and positioning of the product. Image, identity and positioning are three words that go hand in hand when it comes to event marketing. Image is the gathered opinion of a product, and identity is what the producer wants the product to stand for, and positioning is where in regards to other products, the customer believes it stands. The building of a brand is done by positioning the product at a specific place in the customers mind.

The evaluation of identity can be done by conducting a qualitative study. This study gathers the most important information at the event, and it can be done by e.g. observation. A way to evaluate image on the other hand is by looking into the media exposure rates that the event has given either the product or the organisation. Positioning and branding are two marketing concepts that can also be affected by Event Marketing. A way to evaluate them, that is mentioned in the theory, is by looking at the direct-sales and also doing surveys with attendees.

5. Empirical Findings

There are many different ways an organisation can engage itself with events. Some organisations have their own event department, and others are getting help by using event agencies. There are different ways that the event agencies can work with events as well, they can be the sole communication agency the organisation is working with, or they can be "just" the event partner. This section starts with a short introduction to the different companies where the interviews have been conducted to describe in what way these organisations work with events.

5.1 Event Agencies

An event organiser here is an organisation that is working with the creation of events and depending on the commission the agencies work differently with their creation.

5.1.1 Eventum[122]

Eventum is an event organiser formed in 1982 with 22 employees. As of August 2001, Eventum has been part of the U.S. company group ClearChannel Entertainment through its Swedish subsidiary EMA Telstar. ClearChannel Entertainment is part of the company ClearChannel Worldwide, quoted on the New York Stock Exchange. ClearChannel Entertainment is the world's largest event marketing and entertainment group. During 2001 26,000 events were delivered to 62 million people from ClearChannel Entertainment.

Eventum is a full event organiser that creates, develops and conducts major Events. Some of their events are; If…Stockholm open, Vasaloppet, Svenska Rallyt, Davis Cup, Finnkampen, and Tjejtrampet. Eventum is responsible for business development, marketing, sponsors, and the implementation of If Stockholm Open. Stockholm Open is a yearly tennis event, that has many different sponsors where If is the title sponsor.

5.1.2 ExpoNova[123]

ExpoNova is an event organiser that creates events, conferences and trade fairs. Two thirds of the organization focuses on conferences that have a connection to IT and telecom, where they have become the leading organiser in Sweden.

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[122] www.eventum.se
[123] www.exponova.se

ExpoNova also arrange events with topics in regards to publishing technology and marketing communication. The organization was formed in 1996 and today they are around 30 employees. Since January 2002, ExpoNova is a sister company to Key3Media Group, one of the world's largest arrangers of conferences in the technology sector.

One of their events that they have been responsible for is the Stockholm Marketing Week. This event was held during a couple of days in September 2001. It was the largest arrangement in marketing, communication and sales in the Nordic countries for people working in the marketing profession. The visitors at the event were decision-makers within marketing, advertising and media. This was a unique event that was supposed to be a gathering place for all marketing people in Sweden. ExpoNova and the Stockholm conference centre shared the risk for the event.

5.1.3 Highway[124]

Highway is a creative brand agency with a global scope. They are a creator of physical brand identities, like exhibition and interior design, as a means of communicating a brand or product to the market. They research, define and give shape to brands as well as corporate and product identities, from surveys to physical reality. They work for companies who are aware of the importance of a coherent brand profile and who would rather concentrate on their core activity than having to create the specialised resources needed to do similar work on their own.

What this means is that Highway is the physical event agent that both creates and organises full participation of companies in an event as well as the physical material used in the event. They are 8 employees, and their office is situated in Gothenburg, Sweden. Some of their main customers are all the Toyota dealers, Wireless cars, and Strålfors.

5.2 Organisations using events in their marketing strategy

These organisations are working with events in different ways. They either hire an event agency to do the physical event, or they arrange it themselves. They work differently with the arrangement of events depending on the purpose and their size of the event.

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[124] www.highway.se

5.2.1 Saab[125]

Saab (Svenska Aeroplan Aktiebolaget) was founded in 1938 as a national manufacture of military aircraft for Sweden. Today Saab is the second largest car manufacturer in Sweden after Volvo cars. The ownership of the organization used to be split between General Motors who acquired 50% of the car division of the organization in 1990. The other 50% was still owned by Investor AB until year 2000 when General Motors acquired that part as well, and they are today the single owner of Saab Automobile AB. Their headquarter is situated in Trollhättan, Sweden, where they have the plant, and their marketing department is situated in Gothenburg.

They have their own Event Department where around 10 people work on a daily basis with events. Saab Automobile is responsible for some specific larger events and then they have a base of events that could be used by the different markets. It is optional for the markets to use the frameworks developed by Saab, and some markets are better than others at doing so. They recently started an event co-operation with Salomon where they have developed joint events as ex. the Crossmax Series, Inline competition, and Adventure Sports. In this co-operation they focus on using events around sports, skiing and Adventure Sports.

The Crossmax Series is a worldwide ski competition. It has so far only been used to build brand awareness around the brand Saab Automobile, and to show the market and customers what Saab stands for. Since Salomon has a similar view of their market and customers, this co-operation has been developed. In the future these arrangements might not only be used for building the brand, but also be used for the introduction of new cars and specific products. So far they have had around 60 events joint with Salomon.

5.2.2 Volvo Event Management Corporation, VEMC[126]

Volvo Event Management is owned by Volvo Cars and Volvo AB. The headquarters is in United Kingdom. Both Volvo Cars and Volvo AB work with events on their own but they have also developed an organization that works with their brand Volvo as a co-operation. They are focusing on some specific sports that they believe are of the closest relationship to their customers and

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[125] www.saab.com
[126] www.volvocars.se

they are Golf and Sailing. Volvo Event Management stages events where both the organizations have a possibility to market their brand, internally or externally. In 2001 Volvo Event Management arranged the 75-year arrangement for Volvo.

One of their major events is the Volvo Ocean Race. It is a sailing competition, bought by Volvo Event Management in 1997. The competition used to be called Whitbread around the world. It was the first time it was arranged by Volvo Event Management, but they are planning to arrange it every four years. VEMC is the overall organiser for the event, and they are responsible for the activity programs, related events, and they create a sport commercial platform for participating syndicates. It is also VEMC's responsibility to market the race locally at the port stopovers, and to at as a negotiator at the central level and allocate ground space.

5.2.3 Göteborg & Co.[127]

Göteborg & Co is trying to market Gothenburg as one of the most human and attractive cities to live in and visit. The most effective marketing of Gothenburg is created if as many as possible co-operate both within the private and the public sector. In this way, Göteborg & Co is the platform for the co-operations. One of the ways in which they do this is by offering events in Gothenburg both for tourists and citizens. They both try to get new events to the city as well as continue to work with the existing events. The following are owners of Göteborg & Co; Göteborgs city, Göteborgsregionen, Västsvenska Industri- och Handelskammaren, Liseberg, Got Event, Stena Line, Svenska Mässan, Storhotellgruppen, Göteborgshotellen, Cityföreningen, and Göteborgs Restaurangförening.

One of the events that Göteborg & Co is responsible for is the "Göteborgs Kalaset." This event has been around since 1995 and is initiated by the City of Gothenburg, and created by Göteborg & Co. The purpose of this event is to create and build bridges between the citizens, and tourists, and to do this by using culture as a connection point for old and new people living in Gothenburg of all nationalities and generations. This event is held every year for 7 days.

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[127] www.goteborg.com

5.2.4 The Swedish Research Institute of Tourism[128]

The Swedish Research Institute of Tourism specialises in knowledge development within the travel and tourism industry in the Nordic region. They conduct economic investigations and analyses on a local, regional, national and international level. They also continuously monitor the market environment and offer consultation and training. They are a subsidiary of Göteborg & Co and started in 2002.

They have researched some of the events that are created by Göteborg & Co. One of the events that they recently finished is the "Volvo Ocean Race Stopover Göteborg." This research was done on behalf of Göteborg & Co, who was the main sponsor of the event stop. The event was held for a week in Gothenburg. There were many small activities around the main event, the competition that the people in the city could watch. The visitors to the event that was open, and free of charge for everyone had possibilities not only to see the sailboats but also to dine, and try different activities. The purpose of the Swedish Research Institute of Tourism to research the Volvo Ocean Race was to use the findings for development of the event as well as to map the tourist-economic effects of the event.

5.3 Evaluation of existing events

There was a massive spread between the interviews of how well their events had been evaluated. Everyone agreed that there should be an evaluation after an event, but depending on budget, event, and size of the organization, different types of evaluations were made. For most events a qualitative evaluation had been conducted.

Volvo Ocean Race

The event "Volvo Ocean Race" was an event that continued almost a year and was finished summer 2002. The event had seven different parts to it, and it consisted of a competition with a series of races, winners, and price ceremonies. Each stop was called a "leg" and different organisers in each harbour arranged the legs. In Gothenburg Göteborg & Co arranged the leg. The main purpose for this event was to create space in media for the brand Volvo.

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[128] www.turismensutredningsinstitute.com

The second purposes of the event was to create internal motivation and build relationships. This event has been evaluated in different steps both during the event and after the event was finished.[129]

The evaluations that they have had after the event were to see if their purposes and goals were reached. Volvo Event Management did this in different ways. They engaged an evaluation agency in London, called SMS that did phone evaluation of thousands of individuals before the event was held to ask them about their knowledge of the event. Most questions that they asked were in regards to how well the Volvo brand was connected to sailing competitions. Since the competitions had been called "Whitbread Around the World" earlier, they asked if the interviewees knew that it was going to change name etc. The evaluation agency SMS did the same survey after the event had been held, to see if the answers were different before the event due to the media exposure. They tried to find out what the customers' image towards the organisation was before and after the event.[130]

Another evaluation that Volvo Event Management did was to measure how the exposure rate had been in media. They looked into how many times the Volvo brand had appeared in the media during the period of the event. This was later compared to how much it would cost to buy the same media exposure if they were to buy it as advertising. They found out that the name had appeared over 15000 times in different media. The media were everything from TV, radio, newspapers, magazines etc. Since this was the first year that Volvo Event Management arranged the competition, but not the last year, they are planning to compare the results to next time to see the differences in exposure rates.[131]

Furthermore, one of the objectives for the event was as mentioned earlier to create internal motivation. This was done in diverse ways at different markets and departments that also were responsible for their own evaluation of the event. An example of how they used the event was that they used the event as a prize giving in different internal competitions at the departments. Some departments used it to develop department teams for each boat. The department evaluated the event by handing out questionnaires to their employees. This will

[129] Österberg & Schröder, 2002.
[130] Österberg & Schröder, 2002.
[131] Österberg & Schröder, 2002.

then be used to see how they can use the event more, and better next time it is being held.[132]

The event was also used in the purpose of creating relations between possible customers and the company. Volvo AB evaluated their sales trend after the event and believes that they can see some direct sales due to the event. They had invited some customers to the different harbours worldwide to create a relationship and also to discuss business at place.[133]

Göteborgs Kalaset

The event "Göteborgs Kalaset," used a different evaluation technique than Volvo Event Management did. One of the objectives of the event is to strengthen Gothenburg as a superior place to live, which is not done only by the event, but by many different events. No-one would say that due to the event that held during one week every year, the city would be a better place to live in.[134]

The evaluation of the event was done both by interviews during the event asking how the attendees believed the event was. An example of this is how they asked the attendees to evaluate different aspects of the event on a scale. Important things to evaluate for them where not only if the event as such were good, but also if different locations were the event was held was good places. This information was gathered so that they could use the information next year when they have the event to see what they can do to increase the amount of pleased attendees. What they also evaluated was individuals that did not attend the event, but that live in the city. What did they think about the event and what do they want the event to contain in order for them to attend it. This survey was done by questionnaires. Göteborg & Co engaged an organization in Gothenburg to do the interviews called Infratest.[135]

After this event, the evaluation also consisted of an internal evaluation of how well everything worked. This was done by the organization where they invited different people that had been working with the event in different ways, both internally but also externally. During these meetings they went over what was

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[132] Österberg & Schröder, 2002.
[133] Österberg & Schröder, 2002.
[134] Fritzell, 2002.
[135] Fritzell, 2002.

done, what went wrong etc. They had also meetings with the sponsors at the event where they jointly evaluated and discussed the event. What they looked into was generally how the event went, what media had said, positive and negative opinions about different locations etc. Göteborg & Co also had smaller meetings one-on-one with the sponsors to see that if there was anything that they wanted to discuss. Some sponsors had questionnaires on the site that they handed out to attendees, but most of them did not evaluate the event.[136]

Also, a qualitative study was done during the event that calculated number of attendees' etc. To find out number of attendees in an "open-area-event" where there is no entrance Göteborg & Co compare how many people that the different locations, parks, streets etc. could gather if they were full and then they try to estimate how many people actually were there. By doing this, they will not find an exact number of attendees, and they will not know if there are people at the different locations that are there not because of the event, but if they are there anyway.[137] However, this is something that one of the researchers at Gothenburg University argues is a very grey-area in accordance with evaluation since there are not exact numbers that can very easily be manipulated.[138]

Stockholm Marketing Week
When looking at evaluation of a conference where a person either has to pay to attend, or if they have to register to attend, the main advantage is of course that it is easier to find out exactly who was there. For the event "Stockholm Marketing Week", that was arranged by ExpoNova, it was free to attend, but everyone had to register before the event and state their name, email address, and what their profession was. This was due to the fact that they could use this information in the marketing to the sponsors, and also use the email address to be able to contact them later, not only for evaluation purposes, but also for marketing purposes. By doing this, ExpoNova knew exactly who, and how many attendees they had at the event.[139]

By using the email addresses, the night after the attendees had been to the event, they could send them an email and ask them to evaluate the event. The

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[136] Fritzell, 2002.
[137] Fritzell, 2002.
[138] Sjögren, 2002.
[139] Oom, 2002.

questions they asked were not that many since they wanted to get as many replies as able and make sure that no one decided to not answer them due to the quantity of questions. It was seen as a disadvantage that they were not possible to ask as many questions as they wanted, but on the other hand, they wanted to get a high number of responses. Wireless Opinion was the once actually conducting the evaluation, and the response to the email was extensive. Over 21% actually responded to the email.[140]

ExpoNova also did an evaluation of their sponsors. They did this in a similar way as they did with the attendees. They sent an email to all sponsors around a week after the event asking them questions about how they had experienced the event and the response was 45%. Wireless Opinion also sent out this email on commission from ExpoNova. The conclusion of what they found out with the questions was going to be used to compare to next time they arranged the event, not only to make the event better, but also in the marketing aspects of the event.[141]

Crossmax series
Saab on the other hand does not know exactly who attended their "Brand-Awareness" events, but they have done qualitative studies in regards to their event. The reason for this is to see if the message they send to their customers is accomplished. Also estimated was how many people attended the events, and who they were. They are today trying to find an "evaluation-tool" to evaluate the event in a more statistical way in the future. When they have smaller events that people are attending due to an invitation etc, it is of course easier to know exactly who was there and thereby easier to evaluate their feelings and experiences of the event.[142]

Orreving also described that their "Crossmax" events might get the attendees to feel that they belong to a specific group of people. People that like skiing, competition, quality and adventure. This is also partly what Saab wants to be identified with.

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[140] Oom, 2002.
[141] Oom, 2002.
[142] Orreving, 2002.

The Volvo Ocean Race Stop Over

The Swedish research Institute of Tourism does different evaluations all the time. They usually try to survey the habits of attendees at events, and they try to see the economic effect of the events. When they evaluated "Volvo Ocean Race Stop Over" on commission from Göteborg & Co they wanted to find out the attendees opinion, viewpoint and knowledge so that they could use the information for future events in Gothenburg. Also Göteborg & Co wanted to know how the attendees looked upon the "port-sponsors." The place where the event was held, Norra Älvstranden had not previously been used and it was also of interest in the evaluation to find out how the attendees felt about the place.[143]

This attitude evaluation was done by interviews during the event, and some questionnaires were sent out to people by mail, and also phone interviews were conducted. The limitation of this evaluation was that it was only done on people actually visiting the event, and not to the ones that decided not to visit it.[144]

If…Stockholm Open

Eventum does evaluations after each event and Henrik Berndtsson the VP of Consumer & Corporate believes that the evaluation of events is of great importance, since it lies as the foundation for the next event. They always do an evaluation after the event depending on how the customer wants it. When evaluating they look at their objectives and try to compare the result with them. They try to categorise their event by looking at their target groups, and they are Business-to-Business, Business-to-Consumer or Business-to-Internal. The categorisation, can also include more than one of these groups. After that categorisation they continue to see if the objective is to have the event as a direct sales, association creation, or relationship building or all three.[145]

"The evaluation of an event is the A -Z since it lies as the foundation for the next event" **(Berndtsson)**

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[143] Zere, 2002.
[144] Zere, 2002.
[145] Berndtsson, 2002.

Stockholms Bilsalong-Toyota, Strålfors

Ebba Pihl, at Highway describes that they sometimes do evaluations after the events by interviewing the attendees to the event during the event with questionnaires. The questions that they ask the attendees are only regards to the displays, which display was the most appealing, which one they remember the most etc. They also do review meetings after the event with their customers to see if there was anything that did not work out. However they do not use any form where they fill out the problems so that they can compare them directly with next time they have an event. Their objectives for the events are to offer all steps to the event, better than expected in accordance to the budget. The review meetings can be less or more precise.[146]

Also they are always asking people at the events, and observing how their customers work with the displays to see if they are functioning. During their last event with Toyota, everyone at Toyota had to answer questions in regards to the display that was conducted and compiled by Highway.[147] However, she also explained that the evaluation could easily be neglected due to high costs, ignorance, and the fact that the customer was not asking for it.

5.4 Purpose of the Evaluation

All the interviewees explained how important it was to do the evaluation to both show external sponsors, and internal managers the value of the event. The evaluations were also done because they wanted to be able to improve the event for next time it is held, by finding out what was not successfully done, and to compare results.

Charlotta Oom at ExpoNova describes that it is important that similar evaluation techniques are used if the result is to be compared to earlier events. The first time their event "Stockholm Marketing Week" was held, they also had questionnaires and evaluated some aspects after the event, but this could not be compared to what was found out last time due to different questions and different techniques when questioning the attendees.[148]

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[146] Pihl, 2002.
[147] Pihl, 2002.
[148] Oom, 2002.

Ebba Pihl at Highway believes that it would be good to have an evaluation tool where they could write down exactly what went wrong to be able to compare it to next year. This could be used as a standard list to make sure that all points are discussed during the evaluation phase. This is also something that they have discussed developing but so far it has not been done.[149] She also pointed out how important it is that everything at the event has the same level of quality, and that even the toilet paper needs to be considered.

At The Swedish Research Institute of Tourism they believe that it would be better to study not only the attendees at the events, but also the ones that are not there. This is in order to find out why they are not attending, and what they think of the event to try to get them to attend in the future.[150] Katrine Fritzell at Göteborg & Co also shared this opinion. She said that they have done evaluations of some people not attending the events, but it should be done more often.[151]

She also says that why there are not more evaluations done by Göteborg & Co after their event "Göteborgs Kalaset" is because their sponsors are not asking for more evaluations. The reason for this is that there are many sponsors that are sponsoring the event because they are so called: "good-citizens." They know that the city needs the event, and therefore they sponsor it. They are not as concerned with the exact consequences of the event. This can be used both as an advantage for the event, but also a disadvantage since they can not use selling arguments for other sponsors. If the sponsors had wanted to see how their brand was being affected by the event and if they can show that their customers believe that it is a success to have them at the event, it would be possible for Göteborg & Co to use this to get more sponsors.[152]

5.5 Events less complex to Evaluate

According to the interviewees, depending on the purpose and objective of the event, some of them are easier to evaluate than others. The interviewed people said that the depending on the relationship between event and the customer, the contact and knowledge of whom exactly attended the event decides weather it is easy or not to evaluate the event.

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[149] Pihl, 2002.
[150] Zere, 2002.
[151] Fritzell, 2002.
[152] Fritzell, 2002.

Most brand-awareness events focus on the long-term success of the organization. Events that are easier to evaluate are, according to Orreving, events where you know exactly who was there, and where you can control the environment. She means that when you control the event in time and room it is the easiest to control. A harder event is Saab-Salomon Crossmax series where there is no control of who was actually at the event, and there is no control of ex. the weather, and snow.[153] Also experiences are extremely hard to measure, since they are very personal and internal. If it is a VIP event at a dealership where it is possible to see who was actually there, it is easier to follow up with questionnaires and to see if they actually bought a product.[154]

Tommy Andersson at Gothenburg University says that it is hard to measure image and attitudes generally, and since events deal with image and attitudes, they are hard to measure. There is no "zero-alternative," to compare to, what the customers would think if there was no event at all.[155]

This is something that Lotta Oom at ExpoNova agrees with as well. She believes that it is easier to do evaluations when you have the target group gathered during a specific time at a specific room, and of course that you know exactly who was attending the event. Ebba Pihl at Highway thinks the problem with evaluation of event is that usually the goal is long-term and thereby it is harder to evaluate it after an event. She also says that it is hard to evaluate an experience of an attendee.

Henrik Berndtsson at Eventum does not see it as harder to evaluate some events than others, but however he thinks that that the cost of evaluating an event can differ. An event that is business-to-business focused is usually not as costly to evaluate as an event that is business-to-consumer focused.[156]

"Events where you know exactly who was there, and where you can control the environment are probably the easier to evaluate." **(Orreving)**

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[153] Orreving, 2002.
[154] Orreving, 2002.
[155] Andersson, 2002.
[156] Berndtsson, 2002.

"An event where the purpose is to make the inhabitants of a city proud of its city can be very hard to evaluate. You can walk around and ask people how proud they were before vs. after visiting the festival. The structures of the questions in this case will be complicated, everything is not measurable." (Zere)

5.6 The Importance of Who Evaluate the Event

There are many different people and organisations that can evaluate the event, and the interviewed persons have used different alternatives. However the interviewed people were not too concerned with who was doing it, as what the purpose was of doing it.

Henrik Berndtsson at Eventum believes that it does not matter who does the evaluation as long as someone does it. It depends on what resources are put in to the event.[157] At Saab where they have the event co-operation with Salomon they think that it is easiest if they evaluate their events separately since they do not have the same objectives with the event. The qualitative report could however be conducted together.[158]

Ebba Pihl at Highway says that they could do the evaluations if the companies want them to. However, she also says that since the evaluation is done at the end, often the organisations do not understand the importance of evaluations and think that the cost for doing them is to high and it is easier to say no too evaluations.

Tommy Andersson, researcher at Gothenburg University believes that the evaluation should be done by an external independent researcher to make sure that the results are correct. This was also something that Stefan Sjögren was concerned about, that the result can very easily be manipulated to fit the purpose.

5.7 Intangible Factors

Some external factors can affect the success of the event, and the interviewed people were discussing the importance of evaluating these factors.

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[157] Berndtsson, 2002.
[158] Orreving, 2002.

Saab is concerned of how much their e.g. Crossmax ski events are affected by the weather. They question if it is possible to evaluate if the weather affects the event in any way.[159]

Sven Österberg has received many comments that the success of the Volvo Ocean Race stop over in Gothenburg was partly due to the weather. This is however according to him not true. Firstly, the stop-over was over a week, and during some of the days it was not as nice weather as during the final day, and there were still as many attendees that were satisfied. Also he believes that some of the most successful moments of the stop-over in Gothenburg were during the arrival of the boats, at around midnight in cold and rainy weather.[160]

Johanna Schröder also describes that if the weather had been e.g. windier, it might have given the attendees a different view of the event, but not necessarily a negative view, but a positive view. Some attendees might not understand how tough the sailing is when they only saw the stop in Gothenburg where there were very little wind and sunny. However some of the tents that were used during the event were weather proof, in the sense that if it had been raining, many attendees would have been able to fit under a roof.[161]

During the event "Göteborgs Kalaset" however it is not possible to have roofs for the attendees since it is an outdoor event. But the project leader Katrine Fritzell does not believe that the weather is the main reason for success or failure of the event. She also says that when comparing the event for the past years and comparing it to the weather during these years it is not possible to see that there were fewer attendees when the weather was worse.[162]

5.8 Expectations Towards the Future of Evaluation

Some of the interviewed persons elaborate on the future of Event marketing, and what the success of it will depend on.

Henrik Berndtsson at Eventum believes that evaluations are done extensively, but if they were done even more, it would be possible to see how well they can

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[159] Orreving, 2002.
[160] Österberg, 2002.
[161] Schröder, 2002.
[162] Fritzell, 2002.

work for the companies and thereby a larger portion of the marketing budget would go to Event Marketing.[163]

At Saab, Camilla Orreving says that the dream scenario for evaluating events is if you can follow the customer from where they first got in contact with the brand, and then to see if they attended some other events, did ex. test-drives and then to see if they actually bought the car.[164]

5.9 Evaluation of Event Marketing vs. other Marketing Tools

Henrik Berndtsson at Eventum says that they as the event organisers are the strategic partners of the organisations and they are stage the events. However, the ad-agency and other disciplines are consulted on issues that are connected to the event. An example of this could be the event design, and event sites etc. However, he also says that Event Marketing should not be separated from the marketing due to the fact of the increase of the noise that surrounds the customer. He says that it is important to build relationships where the most successful way to do this is by events. To get the best use out of the event, it should be supported by print, TV, radio, web and outside ads and PR.[165]

Ebba Pihl at Highway thinks that if an organisation is creating a more extensive event, they should use only an agency that specialises in creation of events. The ideal for an organisation is to have different agencies that are specialised in each area of the marketing mix. But what is important when many different consulting companies are involved is that their work is closely related to each other and that they are working towards the same marketing communication. She also says that it makes it easier if the organisation has a communication manual, with information about the brand etc. On the other side, if the event is smaller it could be possible for the ad agency to do everything around the event. Highway does all parts for smaller customers, but if they feel that the organisation is growing, they would recommend them to move some of the marketing to other agencies that have specialist knowledge.[166]

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[163] Berndtsson, 2002.
[164] Orreving, 2002.
[165] Berndtsson, 2002.
[166] Pihl, 2002.

It is a huge advantage for the Event Marketing if they can use it integrated with the other parts of the marketing strategy. This is so that they can make sure that the company is sending out the same message at the same time.[167]

At Volvo Event Management they are not working closely with the other aspects of the marketing of the companies. They do however have meetings with the different managers to inform on everything that happens around the different events, and they are sometimes seen as the "know-how" agency. Different markets can contact them to get pictures etc to use for their marketing.[168]

At Eventum, they also believe that there is a trend that a larger portion of the overall marketing budget goes to the Event Marketing now than has been before. The reason for this is that the organisations can see the importance of focusing on a specific target group and create qualitative contacts with them instead of quantitative. The word contact-cost is more often changed to business-cost.[169]

"Integrated communications becomes more and more important because the noise increase for every day that passes" **(Berndtsson)**

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[167] Orreving, 2002.
[168] Schröder & Österberg, 2002.
[169] Berndtsson, 2002.

6. Analysis

This section will analyse and discuss the findings that were presented earlier in the thesis and connect them to the theory and our own opinions. The conclusions that have been drawn by the interpretation of the empirical data will be presented in accordance with the purpose of the thesis. The main purpose of the thesis is to find out what should be considered when evaluating Event Marketing, and also why it is regarded as a complex issue.

6.1 The complexity of evaluating Event Marketing

According to Luttorp, an event is concerned with a message, an interaction and integration. A message creates something valuable for the customer, and gives the customer some kind of experience. The interaction between the organisation and the customer will create a relationship. The integration part is concerned with how the Event Marketing is part of the other marketing strategies.[170] In the theory, Lieungh explains that Event Marketing are not being evaluated to full extent due to lack-of time, ignorance and due to the fact that it is hard to evaluate it.[171] Some of the interviewed persons agreed with the theory, and believed that ignorance made evaluation complicated. Furthermore, evaluations not conducted due to lack of time. The interviews also discussed that Event Marketing is only one of the possible marketing channels that can be used when marketing a product, and therefore it is hard to evaluate it separately from the other marketing tools. The more complex the marketing strategy, the harder it is to see what influenced the customer to buy the product.

Other reasons why it could be hard to evaluate the event is because someone's experience cannot be valued on a scale, and the interaction as a relation is not measurable. Furthermore, depending on all other marketing aspects it is hard to see why the customer has a specific feeling for a product.

Kotler claims that the easiest marketing channel to evaluate is direct marketing.[172] By using direct marketing it is easy to follow up exactly where the customers have seen the coupons, brochures etc. However, none of the interviewed persons mentioned that it would be easier to evaluate direct marketing than Event Marketing.

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[170] Luttorp, 1997.
[171] Lieungh, 1998.
[172] Kotler, 1994.

It is as easy to argue against direct marketing as being the perfect measurable evaluation technique as it is to argue that Event Marketing should be trickier to evaluate. This is due to the fact that there is a possibility that the customers could be affected by other parts of the marketing as they are when it looks like it is the direct marketing that has made them buy a product. As long as more than one tool of the marketing mix is used, there is always a possibility that the customers can be affected by them, and thereby there is no 100% accurate evaluation tool.

Getz et al. describe that the reason why it might be considered hard to evaluate an event depends on the fact that it is hard to evaluate the intangible aspects of the event.[173] When asking the interviewed people to elaborate on intangible factors, such as the weather affecting the event, most of them were sure that that just the weather was not of importance for the success of the event, and therefore there was no need to try to evaluate it. Behrer & Larsson explain in their theory that there are factors that can not be evaluated, and that instead the focus should be on the factors that can be evaluated.[174]

This could be interpreted in the following way: since there is no possibility to evaluate the event comparing to the external social happenings, the only way to elaborate on the e.g. weather is to work *with* the weather and use it. If possible, the external factors should be eliminated, but if that is not possible the event should try to use them and thereby work for the event. Also, another thing often said about the weather is that attendees tend to remember the good things about the event, and even though the weather was bad, other positive things around the event may take focus off the weather, and draw the attention away from the weather. When looking back on something and the overall impression was good, the bad parts can easily be forgotten. In the same way a bad overall impression of the event might be reinforced by weather if there for example are no umbrellas for sale, no heating systems etc.

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[173] Getz, et al. 1999.
[174] Behrer & Larsson, 1998.

6.2 Important factors to consider when evaluating Event Marketing

After conducting the interviews, some main characteristics of the event were discussed that would make its evaluation easier. These were dependent on whether the objectives could be quantifiable, if the attendees were gathered in a closed room, and if the event was a returning event.

6.2.1 Quantified Objectives

According to Jerkedal, different techniques can be used when evaluating the tangible aspects, one of these techniques being to look at the objectives of the event and to compare to see how well they have been reached. This method could be called "the goal-related evaluation method." He explains that what is important when using this technique is that the event should have measurable goals.[175] The interviewed persons agreed to use this method when evaluating the tangible aspects. However, some of them had objectives that were too broad to be able to compare the result with.

Getz argues that when and if broad objectives have been established a second set of objectives is needed.[176] This can be interpreted that if the objectives should be comparable, they need to be specific. Example of a specific objective could then be; "we want 300 people to attend the event that all are doctors with an interest in skiing." The objective needs to be worked out in advance and the organisation must understand whom exactly their target group is. Then, by having this objective, they can use the evaluation techniques of qualitative studies to find out who the attendee was.

Göteborg & Co use very broad objectives for their events. Larsson explains that this could be done when the objectives are used for marketing purposes as well as for being the main objective for the event. The objective can in this way get attention around the project and the event.[177]

According to Lieungh, the objectives should not be short-time objectives. It is the objective of the event that decides the evaluation technique.[178] This was clearly shown and agreed upon by how the event agency Eventum evaluated

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[175] Jerkedal, 1999.
[176] Getz, 1991.
[177] Larsson, 1997.
[178] Lieungh, 1998.

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their events. However, from the interviews there were different results to the question if long or short time objectives actually were used. The empirical data also explains that, the events that have an objective that is long-term are harder to evaluate.

What this could mean is that if the objective is short-time, it does not seem to be as important to evaluate it, and when the objective is long-term even though it is harder to evaluate, it might feel more important to do so. If the objectives are long-time, they could be divided into different levels according to what the organisation wants to get out of the event. Christensen & Kreiner explained that they believe the goal should be floating and vague.[179] However, this is not the view point of the interviewed persons.

Another significant aspect is whose objective the organisation is comparing with. The different organisations involved in the event have all different purposes. The purpose of the evaluation decides how the evaluation will be conducted.[180] The interviewed people said that often events where they have "good citizen" sponsorships are when the organisation is a non-profit organisation. These events have a different purpose for the producers and thereby the evaluations are done in a different way.

If someone is evaluating the success of sponsorship attendees at an event, where the sponsors are only there to be a "good citizen," this must be taken into consideration. However, the evaluations of these events are as important as for other events, but they can be done with a focus on the success of the event instead of the success of the sponsors attending the event

Behrer & Larsson describe that events can be divided into different categories depending on the objective; it can be either brand/building, sales stimulation or something in between. The events that are easier to evaluate are those with the objective to increase sales, since it is quantified.[181] The interviewed persons agreed, and believed that events that have a very clear objective, for example to increase sales by 10% are easier to evaluate than events that have an objective to position their product at a specific place for the customers.

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[179] Christensen & Kreiner, 1997.
[180] Nordberg, 2000.
[181] Behrer & Larsson, 1995.

However, it is important to take into consideration that this does not mean that it is easier to arrange an event that has the purpose to increase sales by 10%, it is to arrange one that is concerned with image and positioning of the brand.

What also came up during interviews as important in regards to events that are harder to evaluate is if there is a possibility to see who was actually attending the event. Theory explains that the event gathers the attendees in a room during a specific time.[182] However, the interviewed people did say that some events gather the people in a closed room, where it is easier to see who actually attended, while some events gather the attendees in an open room, where it is harder to find out exactly who was there.

It could be interpreted as a major advantage when evaluating if there is a possibility to find out exactly who attended the event, and if possible this should be done. One of the best ways to evaluate Event Marketing would according to one interviewee be if it was possible to follow the customer from the first time he/she was in contact to the brand to see how he/she was affected by the different marketing tools.

6.2.2 Returning Event

Keeling explains that it is always good if the project can be evaluated against old projects to see how it could be developed further.[183] According to the people interviewed, this was considered to be an important aspect when it comes to easier events to evaluate. If the event is a returning event, or if there are similar events that the result can be compared to, it was considered easier to evaluate it. All interviewees agreed that old events are one of the best tools to use when evaluating events. If there is something that it can be compared to, there is a possibility to see the changes, and thereby the results.

However, one of the interviewed persons explained that even though they had a returning event they could not use past evaluations because they were not correctly conducted the previous time. This shows the importance of doing a correct survey from the beginning.

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[182] Getz et al, 1999.
[183] Keeling, 2000.

6.3 Identity, Image, Positioning

One of the main objectives to why organisations use Event Marketing in their marketing strategy is that they want to change or sustain their identity, image or positioning. This section describes how these attributes can be evaluated.

6.3.1 Identity and Qualitative study

Melin explains that one of the most common objectives for why an organisation arranges an event is to create an identity.[184] According to some of the interviewed persons, the identity, the message the franchisor tries to send to the customer at the event could partly be evaluated by qualitative study. As the empirical data explains, the actual happening at the event, the success of the tangible aspects as the technique used, enough food, correct information material could all be evaluated. If the organisation wants to show their customers their stand point in regards to something through a qualitative study they can make sure that they are delivering that message through everything at the event. If they want their product to stand for high quality, they need to have high quality at everything at the event as the empirical data also discusses.

Kapferer describes that by creating an event, the attendees might feel a belonging to the event, and thereby also to the identity that the organisation tries to show by the event.[185] The interviewed persons also believed that people attended events because they wanted to feel that they belonged to a specific group, and hopefully this is the same group and identity as the company wants to show. It is explained in theory that the brand can have an emotional appeal to the consumer, and thereby their wanting to belong to a specific group.

Cleland describes that monitoring is one of the key functions of evaluation of a project.[186] Behrer & Larsson illustrate different evaluation tools that can be used when evaluating who was attending the event. Some of these are questionnaires at the event, counts, and emails to attendees after the event, and qualitative studies of the event. [187] To a large extent these techniques were also used by the interviewed people in different ways. However, they were not used mainly to compare the result towards their objectives, or past events, but more

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[184] Melin, 1997.
[185] Kapferer, 1996.
[186] Cleland, 1999.
[187] Behrer & Larsson, 1995.

to make sure facts were gathered for the event and to explain that evaluations were conducted.

The purpose of why a qualitative study is done has to be clear, as Nordberg explains.[188] This was also clear for some of the interviewees. They said that if they felt that the findings could be used to perform better in the future, they could see the need of conducting a qualitative study.

It is hard to see what good a study would be if they just find out the facts about the event. The results have to be compared to a past event or objectives. For example if a ski producer that is arranging an event finds out that there were 300 people at the event, that all liked skiing. This information will not help them to see if the event was successful if they do not know that there were only 200 attendees last year etc. There is a need for the organisation to know, not only why they are arranging the event, but also the purpose of the evaluation of the event in order for them to conduct evaluations.

6.3.2 Image and Media Exposure Rate

The picture the media shows of an organisation is often how the customer will understand the products and the brand. By the service "Media Exposure Rate" an organisation can see how many times their name has occurred in media. According to Hoyle, editorial exposure is more valuable than advertising.[189] Some of the interviewed organisations used this as a way to evaluate their events, and agreed that editorial exposure was extremely valuable.

The media exposure creates the image that the customer has of the product. Kapferer explains in the theory that the image is how the consumer understands and looks upon the product.[190] One way that the event Volvo Ocean Race was evaluated was by looking at the exposure rates. Thereby they hoped that the customer created a correct image for their products, and also positioned them where they want to be in comparison to other products. Volvo also used the positive image to strengthen their relationships with interesting parties as the theory explains.

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[188] Nordberg, 2000.
[189] Hoyle, 2002.
[190] Kapferer, 1996.

It can be valuable for the organisation to know their exposure rate, but only if they can either compare it to one of their objectives, to an old event, or if they can translate what it would cost the organisation to buy the same amount of media exposure. They should consider that if the organisation is comparing it to the cost of buying the media exposure they need to think about if they actually had bought the media exposure if they did not have the event. Also, when an organisation buys the media exposure, they control all the substance of what is being said in the advertisement. They can still control some parts of what is being said, since they are controlling the event and most of the information that the journalists receive, but they need to consider the actual context of the exposure. If the objective of the event is to gain lots of exposure, they need to consider the risk of receiving the "wrong exposure". The advantages need to be weighted carefully with the disadvantages as is mentioned by one of the interviewed persons.

6.3.3. Positioning, Direct Sales Trends and Surveys

Behrer & Larsson illustrate that it is important for competitive advantage to position the product correctly compared with other products. This can be done from a customer perspective where the organisation tries to understand their customer better and create a better relationship.[191] Some of the interviewed organisations also mentioned that the events build relationships, and business-to-business relationships can sometimes be evaluated by looking at the direct sale results and the strength of a brand can be studied by attitude questionnaires.

A great evaluation scenario of an event would of course be that if an organisation knew with that an average spending of $20 on each attendee, they would get sales that cover up to $40 for each attendee, which would be a direct sale result. This could be found out if the organisation could use the economic evaluation tool mentioned by Jeredal called "cost-benefit-analysis model."[192] None of the interviewed people did use this as their only evaluation tool however, and the reason being that since there are so many different emotional aspects included in events that are not measurable, it almost impossible to get a direct sale result. One of the interviewees explained that they had seen a direct-sale that was connected with the event. Where it could be used is if the

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[191] Behrer & Larsson, 1998.
[192] Jerkedal, 1999.

organisation is only selling the product to other businesses and knows exactly that it is only the relationship that matters for the buyers, usually this is business-to-business.

Behrer & Larsson explain that Event Marketing could have the purpose to position a product or the organisation at a specific place in the customers mind, and to build a relationship between the organisation and the customer. Due to the fact that it is hard to evaluate relationships, it is hard to see the direct consequences of the event.[193] The interviewed people agreed with this theory, and said that there is no scale that can be used to evaluate how strong the relationship is. Positioning will always be affected by other marketing tools than Event Marketing. The interviewees also said that the only way to evaluate how strong a relationship could be by looking at how loyal the customer is, and thereby judge their relationship to the product.

Kotler clarifies that a common objective for Event Marketing is to change the attitude towards a brand. One way of doing it is by trying to change the perception of the product in the customer's mind. To evaluate if there has been a change in the customer's attitude a survey could be done.[194] The interviewed people agreed that an evaluation of attitude change should be done with a questionnaire. They also said that the survey could be done by having attendees fill out a form at the event, if there is a possibility to get phone numbers of attendees they could be called after the event, or they could conduct focus groups.

Cleland describes that evaluation should be done during the entire life cycle of the project. [195] The interviewed persons believed that the evaluation should be conducted after the event, but in some cases information should be gathered during the event. Cleland also explains that the study should be conducted as close in time to the event as possible. This was agreed upon by most of the interviewees.

Depending on when the evaluation with surveys is conducted, the result will differ. What is important is to go back to why the evaluation is done in the first place. If the objective of the evaluation is to find out the physical qualitative

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[193] Behrer & Larsson, 1995.
[194] Kotler, 1999.
[195] Cleland, 1999.

results it needs to be done directly during, or after the event. On the other hand, if the objective is to find out what the attendees actually thought of the event, the evaluation should be conducted both during the event and then a couple of weeks after the event. It needs to be considered that at the event, or directly after an event it is always easy to remember the appalling things that happen, or the things that were most surprising to the attendee. There is a possibility to measure attitude change towards a brand, but it is hard to evaluate if the attitude change is dependent only on the fact that event is hard to evaluate.

It is important to understand the value of the brand for the organisation. In the theory, Christopher et al. explain that it is important to have a shared vision and a close relationship with both customers as well as internally in the organisation.[196] One of the objectives for Volvo Ocean Race was to strengthen internal motivation, which was later evaluated by questionnaires to see changes in attitudes.

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[196] Christoper et al. 1991.

7. Conclusion & Recommendation

This section will formulate the learning in more general terms, and it includes recommendations of important indicators to consider when evaluating an event. It shows the pattern that has appeared during the study.

Some people consider it hard and almost impossible to evaluate an event, and at the same time others believe that it is easy to do it and that it is extremely important to do it. This implies that it is complex to evaluate Event Marketing, even though it is not impossible. Depending on what is being evaluated, and the actual purpose of the evaluation, the complexity level of the evaluation changes. However, to conduct a 100% accurate evaluation of an event is impossible, and that is why organisations should focus on the measurable aspects of the event, where it is possible to conduct the evaluations.

The un-measurable aspect should be seen as important factors to consider in the introduction stage of the event process, and to see if they can be used in a controllable way, and maybe even use them as an advantage for the event. Risks that might be seen as the uncontrollable aspects must be considered and included in the calculations when planning the event.

Evaluation should be done on the features that are possible to evaluate, and that can be compared to an objective. Therefore it is important to have objectives that can be used when comparing the results. It is a main advantage in regards to evaluation of the event, if the event is a returning event. The objectives of the event need to be considered already during the planning of the event, however it can be changed during the process, but it needs to be quantifiable. When deciding upon the objectives it is important to consider that it does not always matter how many people attended the event, as compared to what these people thought of the event.

For whom the organisation is doing the evaluation is of course of importance. If they are doing it for their sponsors, it might be tempting and easy to twist the numbers. What needs to be considered is that if the event is to be held another time, it might be hard to continue with twisted figures where correct figures should be given the first time. Continuous evaluation of events will give the organisation a possibility to develop their own standards of what is considered

to be acceptable for their events, and what is considered to be better than acceptable.

Categorisation
In order to see how the evaluation should be conducted Event Marketing can be used for many different purposes. There is a need to categorize the event according to the purpose and the target group. Depending on how the event is categorized, different methods for evaluation could be used. There is not just one way to evaluate an event, and there are many important aspects to look at in each event.

There are three different steps that the brand goes through. The first one, identity is how the organisation wants their customer to understand their brand. They can show this at the event by having, for example, plain and unsophisticated surroundings if that is what they want the customer to think of in regards to their brand. If their customer used to believe that the brand stood for exclusive products and they are serving simple hotdogs at the event, it might change the attitudes the customer had towards the brand. The image is the actual result of how the customer sees the brand, and by understanding the image of an organisation, the customer puts the product in a specific position compared to other brands.

A simple model that could be used as a base when finding out how to evaluate Event Marketing is the following: The event needs to be categorised first according to their target group. There are three different groups that could be targeted, Business-to-Business, Business-to-Consumer or Business-to-Internal, or a combination of the groups. The purpose of the event can be categorised into brand-awareness, increase direct sales, or create relationships. However, the purpose can also be a combination of different purposes. The purpose should together with the focus on whom the target-group is be formulated into objectives that are quantifiable.

Techniques that could be used to compare the result to the objectives are for brand-awareness, (attitude-change etc.) are interviews, qualitative studies, and to look at how the media-exposure-rates were during and after the event. For the objective to increase sales, the sales trends and history of sales should be looked into. For the purpose to increase or strengthen the relationship, in-depth interviews should be conducted with questions that focus on how loyal the

customers are. However, the exact method of how an event should be evaluated needs to be developed for that specific event, and can not follow a standard model.

The world is developing, and thereby the marketers need to be extremely talented at what they are doing, and specialise themselves into one area. When discussing during the interviews if Event Marketing should be separated or not from the other marketing tools, the answers differed depending on the size of the organisation arranging the event. The interviewees saw it as a huge advantage if the event organisers worked together or at least had a close relationship with the other organisers working with the marketing for the company. Thereby they also could conduct some of the evaluations together. However, if the organisation is small they would probably gain by having one agency doing all the marketing for them. If not, they should make sure that the people working with the marketing are very familiar with what other marketing channels, and tools are being used.

Depending on the economic downturn we have seen, as well as globalisation, the organisations are more concerned with how they spend their money now than they have been before. Therefore, it is more important now to show the result of what the money spent leads to. If the result shows a successful figure, Event Marketing would be used more often than if no evaluation was conducted.

Customers like to be offered "happenings" for free, but if there are too many events, the customer will become picky and it will become harder for the marketer to get the most out of the event. It is important to realise that the customer is affected by society. An example of this is after September 11 in the United States, when the Americans became much more sensitive to safety and security issues. This affected not only their buying and lifestyle behaviour, but also how events can/should be done in the future.

When new marketing tools are used, it is extremely important that the investors understand the purpose of them, and can see that they are giving results. A common problem for marketers is that there is no possibility to give an exact number of how many products would have been sold without any marketing. Therefore, the marketing budget might be the first budget pool that is decreased in saving programs. If there was a perfect way to show the investors how much

the invested money gives back, it would be easier to argue for an increase in the amount spendt on marketing. If the Event Marketing is not giving a good response, it will affect the other marketing tools, and therefore it would lie in everyone's interest to do evaluations of all marketing tools.

In the future, it is important to consider that depending on globalisation, increased competition will follow, and thereby more noise will interrupt all marketing tools. Hence, the marketer needs to become better and better when it comes to getting the attention of the customer.

Further Studies
This study gives a general view of important indicators that should be considered when evaluating Event Marketing. It would be interesting to look into a specific event, or a series of events to see what they could do to conduct evaluations of them, and what effects the results would have on the future of the event.

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9. Appendix

Interview guide:

Questions regarding evaluation of Event Marketing

- Your position?
- For how long how you been working at XXX?
- Is XXX an event agency?
- How do you work with events?
- What is your prime purpose with most of the events you conduct?
- Do you have any co-operation with any other organisations in regards to Event Marketing?
- How many events do you arrange, conduct every year?
- The biggest event conducted?
- Secondary goals with the event, e.g. Sales?
- Who arranges the event? Is it you alone, or together with advertising agency or any one else?
- What size of the marketing budget goes to Event Marketing?
- To specific events?
- Any ideas around increase or decrease of the size of budget towards Event Marketing?
- How common do you see evaluation of Event Marketing to be?
- Has this event been evaluated at all?
- Is there information gathered on how many attendees, qualitative study?
- Do you know the media exposure in regards to the event?
- How would you like to see a similar event evaluated? (Ex. Exposure rate, attitude changes, cost vs. test-drives etc.)
- Advantages vs. disadvantages with these evaluation techniques?
- Experience any difficulties with evaluation of the event?
- What events do you see as easier to evaluate, what events are harder, and why?
- Do you consider that an experience can be evaluated?
- How would you consider external intangible aspect in regards to evaluation of the event, ex. The weather?

- Who do you think should evaluate, you, the customer, both, external person?
- Have you arranged events that have not been evaluated?
- If yes, do you think they went ok?
- What do you value that on?
- Is it enough to know that the attendees seemed to be pleased with the event?
- For smaller events, is it enough with a cost-benefit-advantage evaluation?
- Is there any marketing-tool that you believe is easier to evaluate than others?
- Do you consider it possible to differenciate Event Marketing from other marketing tools?
- After having discussed Event Marketing with some people in the industry, I get a feeling that evaluations have not been conducted to a great extent and thereby it is a sensitive topic. Do you think that this will affect the future of Event Marketing?