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THE MANAGEMENT OF EVENTS

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*The man who I am is the reflection of the principles
and the education I was given during my life.*

*You taught me that everything is possible, that
giving in is not in our DNA.*

*There is no adjective to describe how much I love
you. I owe you the universe.*

My family.

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1. Introduction

The organization of an event has never been as tough as now. Events have different meanings and purposes but they all have to cater to the desires and expectations of participants. Nowadays, societies change continuously and therefore tastes of people evolve. Anyway, the change does not involve only tastes but even opinions. The rise of new tendencies and ways of thinking has let people to perceive things in multiple ways and convey diverse significances to facts and issues. For this reason, organizers have to bear mind these slight differences among guests and find ways to elicit the maximum consensus. Addressing this issue is possible through the adoption of principles and theories that help creators to conceive, manage and accomplish the goals fixed. However, the first point is to understand which types of event exist, since each one deploys around a theme and targets a specific audience. Events that gather participants are called *special events* because they define a situation in which people are driven to participate by common expectations, nonetheless different possible perceptions. Events can be divided according to their content, form and even size, giving birth to a range of event categories. Anyway, they all share the objective to make people live an experience, which is possible through the use of design, namely a practice to envisioning the event itself, making future predictions of its organization, participants and its general outcome. Afterwards, it is important to figure out that there is not just one way to arrange an event efficiently and effectively. According to the size and the type of event, personnel can be coordinated in diverse ways, taking into considerations each advantage and drawback. Resources can be deployed based on which issues require more attention and supervision, because they could mine the outcome of the event. In this sense, marketing principles help to structure the event ahead and look at it in multiple perspectives. In this regard, theory is helpful, but organizers have to own a great intuition and an excellent management system to accomplish the best outcome. Moreover, the use of Sponsors help organizers to have the necessary funds to proceed with the event and they represent a useful tool to attract people. Sponsors and events become partners and each one benefits from this relationship through both media coverage and investments.

Finally, there are events not as much considered as other events because they have a totally different purpose which does not entail the use of Sponsors or a broad media

coverage. These are commemorative events that generally celebrate issues that should be remembered by the community, such as battles, tragedy or special circumstances. Stakeholders usually perceive them in the same way but it is likely that people are divided in terms of their significance and symbols.

Throughout the thesis there are some focuses that shed light on the events targeted during the internship at FCT Flames Company. These events have been discussed and explained under the perspective of the company that aimed to sell its products to organizers. The tasks performed have been covered and they generally offer insights and connections with the theory considered.

2. Literature review

2.1 What is an event?

The literature behind the topic of events has grown significantly in the last decades through the evolution of new practices of doing business and the development of new jobs, in order to face new challenges in the market. Nonetheless, the definition of the word event is generally limited to the so-called *special events*, over which the bulk of authors tend to focus.

Special events are described as festivals, community fairs or sports events, that contrast ordinary events, which are circumstances happening every day (Park & Park, 2017, p. 848). However, some authors have also given their contribution to the definition of event in its simplest form and its mere characteristics.

Getz (2007, p. 18) in his book “Event Studies” reports the definition of event as *an occurrence at a given place and time; a special set of circumstances; a noteworthy occurrence*. He affirms that special events are “temporary phenomena by definition and are well planned in advance”. Events are publicized ahead and are set in single or more spaces at a given period of time (Getz 2007, p. 18). As noted by Rinallo (2011, p. 1) in his book “Events Marketing”, Getz uses that definition to describe the event just from the point of view of the organizer. Ultimately, Getz (2007, p. 27) takes into consideration even event participants by affirming that “to the customer or guest, a special event is an opportunity for a leisure, social or cultural experience outside the normal range or choices or beyond everyday experience”.

The Accepted Practices Exchange (APEX) Industry Glossary of terms (CIC, 2003) defines an event as, “An organized occasion such as a meeting, convention, exhibition, special event, gala dinner, etc. An event is often composed of several different yet related functions”. (Bodwin et al. 2006, p. 14).

In addition, Bowdin et al. (2006, pp.14-15) suggest that the term special event has been coined to describe specific rituals, presentations, performances or celebrations that are consciously planned and created to mark special occasions and/or to achieve particular social, cultural or corporate goals and objectives. Special events can include national days and celebrations, important civic occasions, unique cultural performances, major sporting fixtures, corporate functions, trade promotions, and product launches.

Moreover, Goldblatt (1990, p. 6) proposes that “a special event is a unique moment in time celebrated with ceremony and ritual to satisfy specific needs”. Ultimately, Matthews (2008) suggests that “a special event is a gathering of human beings, generally lasting from a few hours to a few days, designed to celebrate, honour, discuss, sell, teach about, encourage, observe, or influence human endeavours” (Rinallo, 2011, p. 1).

It is clear that all these definitions share some similarities, although each of them puts in evidence some slight differences. As proposed by Bowdin et al. (2006, p. 15) “Events industry (special events) is now so vast that it is impossible to provide a definition that includes all variety and shade of events”. Finally, Tassiopoulus (2005, p. 9) notes that “an additional complication is that events are not static and that both the meaning and significance of events could change with changes in society”. Since it is not feasible to give a comprehensive definition of special events, most of the authors have focused on their classification in order to shed light on their distinctions.

2.2 Events according to the area of business communication

A great number of authors have given their opinion regarding the classification of special events. Each of them has given its point of view and has proposed a possible categorization. Rinallo (2011, pp. 3-7) focuses on the definition of Trade/Business Events which can be divided into four broad categories, according to the objectives and the targets of communication.

He affirms that *marketing communication events* are “those aimed at building and/or strengthening relationships with the market”. The main targets of these events are the Media, Customers, Retailers, and Influencers. The objective deals with the communication to the public of important information about the brand, the attributes of the product and benefits. In this way, the company is able to obtain an increment in terms of sales, of media coverage and ultimately in brand awareness and loyalty. Examples of these Marketing Events are Product launches, Press conference and Product sampling. The first one aims at drawing attention toward the development of a product or enhancement of a product; the second one is used to capture the attention of the Media to the release of major information regarding the development of a product/brand. Lastly, the latter is adopted to incentivize customers to try a particular product in order to garner future sales.

He suggests that *internal communication events* are “those that target the company’s Human Resources”. The biggest benefit of the implementation of these events is the increase of the cohesion among employees and the improvement of the organizational culture in the company. Events in this category include outdoor training, that aims at fostering soft skills of employees through activities organized in teams. In addition, they encompass parties or leisure events, which provide the right equilibrium between work and recreation time. Leisure events help the firm to have a happy workforce and demonstrate that it takes care of its employees.

Afterwards, *financial communication events* “support relationships with the financial market”. Financial events have the scope to communicate the financial health of a company, assuring investors that the resources invested are used in the way that was intended. The targets of this events are Security Analysts, who make an evaluation of the current and future financial value of a listed company. The best example of these events is the annual shareholder meeting, which is usually held at the of the financial year.

The author asserts that *corporate communication events* “are used to legitimize the firm and its activities in the broader socio-political environment”. These events are able to shape the perception third parties have of the firm. An example is the Corporate Social Responsibility (CSR). CSR is a mode of operation that aims at reducing the impact of the firm on the environment and on stakeholders overall. Unfortunately, not all firms engage in CSR because sometimes this practice is expensive and not in line with the first goal of the company, which is to make a profit.

2.3 Planned events

Getz (2007, p. 21) suggests that “Planned events are created to achieve specific outcomes, including those related to the economy, culture, society, and environment. Event planning involves the design and implementation of themes, settings, consumables, services and programmes that suggest, facilitate or constrain experiences for participants, guests, spectators and other stakeholders. Every event experience is personal and unique, arising from the interactions of setting, program, and people”.

A planned event is a special event that is created with a specific purpose. Every part of the event is defined ahead and give people the possibility to be informed of the its purpose upfront. Usually, a planned event provides to the public the possibility to

choose diverse options of participation. When choosing to attend a soccer match, customers have the possibility to pick where to seat in the stadium. In addition, every part of the stadium offers a different kind of experience because the sight of the pitch enhances as a person moves towards the center of the stadium. Furthermore, ancillary services like the dinner and personal boxes are used to boost earnings while offering secondary advantages. The objective of a soccer match is to provide excitement to the audience. The goals of events are different but are all aimed at fulfilling the desires of the public. Planned events are also a medium to deliver a message to the audience. As an example, a food cultural festival can deal with the theme of food and in a broader sense with differences in cultural habits. In this regard, not only the event serves as a way to make people familiar with different types of food but also as a mean to show respect towards the others. To deliver on the expectations of an event is important to plan it thoroughly.

The organizer needs the deployment of specialized personnel who is able to create emotions and excitement in the eyes of spectators. The staff has to be able to face unexpected issues that can arise suddenly. In this regard, personnel has to improvise on the spot to effectively go on with the event. In addition, to avoid this course of action almost totally, there should be a well-constructed planning process where each worker is connected with the other through intent and a defined communication process.

2.4 Unplanned events

Getz (2007, pp. 27-28) suggests that unplanned events are those events that lies in the realm of “spontaneity and unpredictability”. This type of events, even though are not organized a long time before, they have a purpose that is self – defined, so it generates as the event happens. The main difference with planned events is that sometimes the “intentions of participants might be unclear, diverse, even contradictory”. As the event proceeds with its course of actions, activities of participants deploy without a plan. Activities are spontaneous and unpredictable. This unpredictability could potentially create problems and congestion if it is not well controlled. For examples, when the inhabitants of a city gather in a square to protest, it is unlikely to anticipate the outcome of the event. Random activities by participants generate because there is “no management system behind it but only civic control”. The main consequence is that every participant is held responsible for any damage or action caused during the Event.

Finally, it is possible to conclude that the main protagonists of this Events are “agitators, social activists, and publicity agents”.

2.5 Events categorization

Bowdin et al. (2006, pp. 15-18) propose a distinction among events which is based on their size, form, and content.

Dividing events (of all type) according to their size means to distinguish four categories of events: *major events*, *mega-events*, *hallmark events*, and *local/community events*.

Local and Community events have the objectives of letting people of the community to amuse and to sensitize people towards a range of values like diversity, respect, tolerance and altruism. Festivals are organized in specific period of the year and run for one or more days. They encompass art or sports activities where people are invited to participate and give freedom to their extroversion. So, it is important to acknowledge that the social function of these events is fundamental and increase the sense of belongingness to the community.

“Major events are events that, by their scale and media interest, are capable of attracting significant visitor numbers, media coverage and economic benefits”. Principally, sports championships are able to attract a large number of spectators and usually have an international media coverage. For example, in March 2018, the city of Melbourne has held the first race of the Formula 1 championship. The race has been transmitted in the pay TV channels of more than 50 countries and almost one hundred thousands of spectators were present at the event. An event of this proportion is able to generate revenues of millions of dollars through three different means: tickets, merchandise, and sponsor. Sponsors are attracted by the large resonance the event has, knowing that investing in it means to have a broad coverage worldwide. Furthermore, since the Formula 1 is so famous and involves drivers of multiple countries, the public connects the celebrity of the event to the sponsor brands, and afterwards, it is likely to purchase the brands’ products because of the prestige created. Other examples of major sports events are the finals of NBA in the US or the Soccer Final Champions League in Europe.

Ritchie (1984, p. 2) argues that *Hallmark events* are “one time or recurring events of limited duration, developed primarily to enhance awareness, appeal and profitability of a tourism destination in the short term or long term. Such events rely for their success

on uniqueness, status, or timely significance to create interest and attract attention". Bodwin et al. (2006, p. 17) suggest that the main trait of recognition of these events is that they identify with a city or a region, bringing the name of the place they are held. In this way, events become more familiar and they see an increase its recognition and awareness. Examples of these events are the Le Mans 24 Hours or "The Tour of Italy". The first one is a car race that is held in the city of Le Mans, France and sees 24 hours of non-stop race competition. Usually, each car is driven by three different pilots, who travel for 388 laps in total. The second one is a cycling event that is held in Italy and crosses the bulk of regions. Cyclists have to bike for one thousands of kilometres and play in teams from different countries. These two events have in common that they are an important source of revenues for the places involved and provide a strong international recognition. It is very common that these events attract tourists from all over the world and many business activities try to reap the maximum benefits from this occasion.

Bowdin et al (2012, p. 16) affirm that *Mega-Events* "are so large that they affect whole economies and reverberate in the global media". Getz (2007, p. 25) suggests that mega-events, "by way of their size of significance, are those that yield extraordinarily high levels of tourism, media coverage, prestige, or economic impact for the host community, venue or organization". Moreover, Tassiopoulos (2005, p. 12) advocates that "mega-events can be described as events that can attract very large numbers of event visitors or have a large cost or physiological effect". Examples of this type of events are the Olympic Games that are held every four years and involve almost all the countries of the world. Another example is the FIFA World Cup which is the competition that attracts the highest number of spectators in the world. To organize events like this, usually, the organizer takes several years to be able to offer an excellent service to all the people coming. Organizers must employ the adequate security norms and ensure that everything runs smoothly. In this regard, the candidatures for an event happening in eight years, like the FIFA World Cup in Canada, Mexico, and the US (2026) was already done some years ago.

The distinction among events based on their form or content is directly linked to the diverse purpose events have. In addition, events vary because of the distinct theme they

are planned for. In this case, Bowdin et al. (2012, p. 17) suggest a distinction based on three broad categories: Cultural Events, Sports Events, and Business Events.

“Cultural Celebrations have multiple connotations. They can refer to a joyful occasion; special festivities to mark some happy event; a joyous diversion; to observe a day or event with ceremonies of respect, festivity or rejoicing” (Getz, 2007, p. 30). Usually, every cultural celebration has its own values and beliefs which are shared by the community who participate in. In this field, it is likely to find religious celebrations but at the same time festivals can have other meanings. This category is enlarged to everything that gathers people under the same cultural beliefs. Every year the city of Padua, Italy holds the Jazz Festival that reunites all the people passionate about it. Many of these events are organized by local councils and aims at spurring tourism and social life.

Sports events find one of their oldest examples in the Ancient Greek Olympics where they have been performed for the first time. We know that sports events are scattered in every city, region, State and country but not all of them have the same importance. “Similar to the other events, sports events provide drama, excitement, attract huge media coverage, work as a destination promotion tool and needs an organizing & operational strategy” (Tassiopoulus, 2005, p. 15). Every sporting event capable of attracting thousands of people is a stream of revenues for all stakeholders of the event. Sponsor makes multi-million contracts to assure a visible position in the place of the event such as a stadium, a circuit or a pitch of tennis. Moreover, the biggest sports events see numerous investments of governments as well, because they know that the return in terms of money is paramount. The Russian government, in order to host the FIFA World Cup 2018 has invested five billion dollars and employed more than three thousands of personnel. Organizing an event perfectly is also a good business card for future candidatures and it can ameliorate the image of the management system of an entire country.

Boldwin et al. (2006, p. 18) advocate that Business Events include conferences, exhibitions, incentive travel, and corporate events. These industries are sometimes grouped as discretionary business tourism, MICE (meetings, incentives, conventions, and exhibitions/events) or a variety of other terms. Another author who has given its contribution towards the definition of Business Events is Diego Rinallo (2011). He has

offered a comprehensive literature behind this topic which is explained at the beginning of the second chapter.

Focus: The experience at FCT Flames company

Being involved in the marketing activities meant to be comprised in all those activities related to the main products of the company. FCT Flames specializes in the production of flame features and effects such as torches and cauldrons. The company targets events as main clients of its business. In fact, the products offered by the company are used for special events, like festivals, cultural celebrations, commemorations, and sports events. One of the main events targeted by FCT Flames are the Olympic games, that are held every four years in different parts of the world. The enterprise provides spectacular flame effects for the opening and closing ceremony, as well as the famous torches that are used for the long relay by runners until the site of the games. One of the tasks given was to choose the right events to target. In order to better frame all the possible solutions, it was necessary the division of the events according to the size variable. Usually, the larger is the event and greater is the possibility that the organizer aims at spending more money to create a fantastic event with extraordinary features. The use of torches is not the primary objective when someone thinks about the realization of an event, so it was important to choose the right events and creating a strategy of how to sell it.

Initially, according to the size variable, were chosen Major Events and afterwards, Hallmark and Mega Events. An example of a major event is the final series of the soccer Hyundai A-League in Australia. This event is held for one week, and in this period are played two semi-finals and one final match throughout Australia. Four teams play to win the championship cup and each match is played just once. Many sponsors are attracted by this event but most importantly, thousands of people gather to support their team. The idea behind this event was to propose the use of torches during the entry of teams in the pitch. Each torch would represent the logo of the team and the values that inspire soccer players to play this game. Torches in soccer games have never been used, so the use of them would give resonance and increase the importance of the event. Worldwide, the Hyundai league is not highly recognized because of the poor quality technique of soccer players. But, being the first league to introduce feature flames during matches would boost the image and attract spectators from all over the world.

Generally, people who participate in support their beloved team but it is also true that someone is more interested in the atmosphere generated rather than the match itself. In fact, some people love just being involved in a highly recognized and spectacular event.

One Hallmark event that has been chosen to investigate was “Il Palio di Siena”. This event is the most important horse race in Italy and it is held both in July and August in order to commemorate two different saints. The city of Siena, Italy is particularly famous for this race and every year is capable of attracting people from all over the world. As much as its size cannot be compared to that one of the Rio Carnival, the event takes the name from the city directly. This fact is able to enhance the image of Siena and its recognition worldwide. During the day of the race, the prices of hotels are significantly high and one ticket for the race costs a minimum of three hundred euros. In this case, the majority of spectators is not passionate of horse races, but participating in the event is a unique experience because there is nothing else of this type elsewhere. The race is thoroughly competitive because it lasts just for less than three minutes, which is the time employed to make two laps of the square in which the event is held. Before taking the race, each team participating in the race, makes a parade from the main church of the city until the square. The rationale was to propose the use of torches during the parade, one for each team, representing their own personal colours. In addition, to enhance the atmosphere of the event, the use of big cauldrons on top of the buildings surrounding the square was proposed. Generally, spectators increase their expectations each year and desire to live an experience that has better features. In this regard, it is important to add unexpected but fascinating characteristics that can bring the event to a superior level.

Finally, as a mega-event has been considered the Rugby World Cup 2019. Rugby is a sport which is soaring in its importance and resonance worldwide. Year after year the number of people watching matches increases and sponsors are attracted by the potential of this competition. The world cup gathers people from all over the world because there are more 20 countries represented. Each continent has a specific number of countries selected through a qualifying scheme. The manifestation will be held in Japan, which is an unusual place since rugby is poorly considered. In fact,

the first sport played in Japan is sumo, followed by martial arts and baseball. In this case, the government has decided to host the event because of the large affluence of people this event will bring about. The arrival of tourists will increase all the economy behind the organization: a large number of people will be employed and the tertiary sector will see a boost in terms of services provided (sales). Hosting the event is becoming a privilege and the competition is great. For the Rugby World Cup 2019 has been suggested to adopt flames effects at the two edges of the pitch. The idea is the same as what already happens in the American football. Every time that a team reaches the furthest border of the pitch and touchdowns, high flames would come out of fixed flame systems. This would increase the excitement of spectators which would look forward to seeing some points scored.

Even though these events have different size and purposes, they share their willingness to make people living the experience of their lifetime. Organizer aims at creating an excellent souvenir in the minds of the audience. For this reason, especially when mega-events are hosted by one country, all the management system strive for providing the best experience at all layers. Not only the creator is engaged, but even the councils and the community For example, public transport is bettered and security systems are strengthened to assure the protection of visitors. Moreover, each event is able to attract a large number of sponsors. The more international the event and the more likelihood to attract a wide range of them. Taking into consideration "Il Palio di Siena", it is more probable to find Italian companies sponsoring the event and a less amount of foreign ones. In contrast, for the Rugby World Cup 2019, capable of attracting millions of spectators, it is likely to find international brands greatly. The acceptance to include new features to events should be welcomed and seen as an opportunity to increase the resonance at maximum.

2.6 Events as an ultimate experience

What organizers try to deliver to costumers is the living of an experience. Providing an experience means delivering a service. This function is what poses a difference with products. A service is consumed when it is delivered and it is impossible to separate them. Moreover, an event experience is perishable, meaning that if a person doesn't attend the event at the time given, it is impossible to recover it. Because of its uniqueness, an event cannot deliver the same level of experience every time, because there will be always some slight changes perceived by costumers. These changes encompass the quality of the event, so a big challenge for organizers is to enhance the level of excitement of people by adding new features and ameliorating the system overall. Sometimes the quality of an event not only depends on physical aspects but also on human ones. Vendors play an important role when an event lasts for an entire day because it provides the basic needs of human beings. Another characteristic of an event is that is intangible. In fact, there is nothing people can bring with them (apart from merchandise) . This nature of the events gives people a difficulty in terms of evaluations if the event is not experienced. The work for the organizer to assure people more quality every time is tougher than that for products because it doesn't involve physical features that someone can touch. In this regard, the real challenge is to find paramount ways to attract and retain customers in order not to have empty seats again (Bodwin et al., 2006, p.182).

In literature, there is evidence that behind the realization of a wonderful experience there is a great use of design management. As suggested by Brown and James (2004, p. 59), design is fundamental to the success of an event because it steers to an enhancement of the event on every level. Furthermore, Sonder (2003, p. 411) advocates that design is "the incorporation of a themed message along with audio visual, entertainment and musical elements". As affirmed by Nelson (2009, pp. 123-124), "design becomes the perfect means through which the organizer can set up the relationships between participants and the physical system in which they are involved". It is important to understand that designing an experience means to figure out for whom the experience is designed. In each event there are stakeholders but not all of them live the experience in the same manner (Berridge, 2007, p. 276). Morello (2000, p. 36) suggests that since is quite impossible to deliver on the expectations of all stakeholders,

design can be used as a predictive tool in order to anticipate the general expectations of the public. In this regard, Berridge (2007, p. 277) notes that “some events adopt a more holistic approach in attempting to attract as wider audience as possible and provide experiences that can touch all of them at some point during the event, but other events are broken down, perhaps via branding or theming, in order to appeal to particular groups of individuals.”

Designing an event experience to have the ability to envision the experience from the viewpoint of spectators, from the start until the end. To do so is vital to imagine the key points with whom taking advantage of opportunities and strengths, as well as those that serve to minimize challenges, threats and weaknesses (Silvers, 2012, p. 5). Finally, O’Sullivan and Spangler (1998, p. 23) recommend a precise scheme that organizers should follow in order to design the ultimate experience for participants. Design should be based on the knowledge of how guests participate and how they interact with the event itself. To deliver a true experience the creator of the event must : 1) considering the stages of the experience, namely what happens prior and after the events in terms of feeling and personal situations; 2) the actual experience, namely the factors of the experience that affect its outcome; 3) the needs addressed throughout the experience, namely the physic or inner needs that make people desire to participate in an event; 4) the role of personnel and participants within the experience, namely the effect that behaviours an expectations of people have with respect to the overall experience; and finally the role of the creator of the experience, namely its ability to coordinate, oversee and manage all the features of the experience.

3. The management of the event process

Managing an event from scratch is not a simple task. Depending on the size of the event, the organizer requires a certain amount of staff specialized in different areas and/or need an external help. Some organizers may decide to organize the event on their own and some prefer to adopt an agency to be helped instead. Agencies may help the creator in the event conceptualization, in producing it or in measuring its performance (Rinallo, 2011 pp. 13-17). The author suggests that the centralization of functions during the realization of business events leads to several advantages. He affirms that the use of a single department creates a better communication process and a greater bargaining power with suppliers and agencies. Furthermore, he asserts that from an analytical perspective, an individual event follows four stages: *Concept*, *Planning*, *Execution* and *Follow up*.

The *concept* deals with the creation of a detailed document where the goal to be achieved, the message and the target audience are defined. Moreover, the creator has to consider other main issues such as the budget for the event, the duration, and some possible locations.

Planning is defined as the “most complex and time-consuming phase”. It sees the deployment of multiple resources within an organization: human, technical, financial and physical. In this phase, multiple techniques that deal with project management and risk management are employed in order to face complexity and reduce unexpected events at a minimum.

The *execution* phase encompasses the running of the event until the end of it.

The *follow-up* starts when the event comes to an end and it entails multiple actions. The first one is the payment of all suppliers and personnel, and the second one is the overall evaluation of the event. The evaluation can include team meetings in order to foster organizational learning and activities that embolden guests to provide a feedback of the experience.

Bowdin et al. (2006, pp. 122-126) suggest that the organization system of an event depends on its size. In this regard, they have identified four possible solutions to face organizational challenges as the event grows.

The first organizational structure is defined as a *simple structure* and entails that all decisions are centralized under the control of a manager. He has control over all staff activities. This structure gives high flexibility if the event is small. Decisions are made quickly and the staff is not specialized in one function but it is multi-skilled. In this way, staff can do different activities and retains a high level of morale. As the event grows, this structure comes to have a slow decision-making process because the manager has to deal with a greater complexity. Moreover, the little degree of specialization of staff becomes a negative issue since bigger events require the knowledge of more specific activities.

The second structure is called *functional structure* with groups related tasks in departments. This entails that staff specializes and is able to deal with complex issues. Since each person belongs to a specific department, overlaps of responsibilities are avoided. Moreover, the particularity of the structure is that adding a department as the event grows is easy and simple. In contrast, there could be problems with staff coordination. In fact, personnel could have a lack of understanding of other tasks. Furthermore, the level of communication between two or more departments has to be incentivized through the creation of staff meetings and staff rotation.

The third one is to organize a *matrix structure*. In this way, all the parts of an event come to be separated but related entities. A manager is nominated as the head of each committee and the personnel is highly specialized. For example, one manager leads the food and beverage committee, whereas one another follows the accounting one. The advantage of this structure is that the staff is directly involved with the task, and the coordination among personnel is fostered through high levels of cooperation.

The last organizational form is called *network structure*. This approach considers all event activities as outsourced to third parties. The organizer hires specialists for a limited time period (without sustaining long-term staff costs) and knows in advance all the expenses he/she will incur since they are calculated precisely by consultants. The decision-making process is fast since just one or a few people are at the head of the organization. On the other hand, drawbacks depend on the reliability of contractors in terms of quality provided as well as in terms of coordination of employees.

3.1 Event strategy formulation

Hoyle (2002, pp. 50-59) suggests that the formulation of a strategy in the organization of an event is essential. The strategy is fundamental in order to defeat competitors, which are other events that have the same purpose. A strategy is “by nature, a simple and understandable thing”. What it is complex is its implementation. Regarding the field of events, a strategy is defined as to “marketing and planning an event that disadvantages other events through its ability to attract customers and sponsorship”. The author argues that a strategy starts off with the identification of the main competitors. Competition can be of different types, namely direct, indirect and abstract.

Direct competition is made of all those events that have similarities among each other. For example, a pop music festival competes with other pop music festivals. In order to outcompete others is vital to understand if they have some disadvantage or advantages compared to what we are proposing. Moreover, it is essential to find out the exact position of the event created in the market and how it is possible to turn out the disadvantage of competitors into own strengths. Anyway, if the event created is not as good as competitors, it is important to reduce the gap throughout an accurate action plan.

Indirect competition is slightly different. The event competitor does not share the same specific purpose but a more general one. Turning back to the previous example, a pop music festival is against a large music festival that encompasses a pop music component. It is evident that the two events are not utterly the same because the latter includes other types of music but it generates competition as well.

The *abstract* form of competition is defined as “apathy, lethargy and habitual behaviour”. In this category, there are all the people who are not willing to participate in an event because it requires too much planning or physical efforts. Furthermore, there are people who are not keen on attending an event because they do not like this kind of manifestations. The ability of the organizer has to be the creation of an insightful communication to endorse the event in a way that event-avoiding behaviour is deleted.

Of course, realizing a strategy for the event means to take into consideration not only prospective guests but also all the stakeholders involved. Stakeholders in an event can be attendees, sponsors, suppliers, banks, government, and performers. The event

marketer should have a holistic approach from the conception of the event until its realization; but considering that each stakeholder has to be approached in an appropriate way.

After the identification of competitors and stakeholders, it is important to know the resources that have to be deployed to manage and realize the event. Resources deal with both human and physical ones, plus the budget. However, an organizer can have endless resources but without a strategy to minimize risks and maximize benefits, they are wasted. The external environment poses great risks during the organization of an event. For this reason is fundamental to pursue an approach that takes into consideration all the variables that can affect the outcome of the event.

First of all, as the author asserts, it is important to decide the urgency of all event issues. Urgency implies to recognize all the things that can have a negative impact if they are not well overseen. Generally, the more urgent an issue is and the more there is something at stake. So, the urgency implies that there are some challenges related to the issues. In some events, the urgency is placed on event attendees, in others in the quest for sponsors. What is certain is that a problem is a potential threat because it can generate other ones. In order to minimize this possibility is opportune to create a problem map. In the map there should be visualized all the key challenges that are urgent and that potentially cause other problems. This approach helps the organizer to figure out what are the greater problems that can affect the outcome of the event. Some challenges are worse than others, so the creator has to be able to leverage its abilities to overcome them and deploy the necessary resources. Ultimately, at the end of this process, it should be clear that not all the challenges require the same effort to be resolved, and some of them could be easily eliminated.

Related to the strategy adopted to identify the most important challenges, it is vital to figure out a spectrum of alternatives to be used to resolve them. As an example, imagine that for a sports event ticket sales are experiencing a poor advance, there are numerous responses to consider. Is it a matter of ticket cost or is due to the poor motivation of people to attend it? Have people' expectations be delivered or not? Are there different systems of payment?

So, there are a number of responses to the first problem. Event marketers must be able to recognize what is the cause precisely, if not the effort made will be vain. One way to

reduce the risk to choose the wrong solution, it is to pinpoint good and bad points for each alternative. Some alternatives will bring more benefit to the problem, while others will do that as well but not completely. To come up with an alternative is essential to predict the outcome potential alternatives will generate and choose that one that has the least negative effect on the problem. The negative effect means the risk that adopting an alternative will involve.

3.2 Organizing information: SWOT Analysis

The SWOT analysis is a comprehensive model that is used in different fields of business in order to map the internal and external variables that can affect it. Hoyle (2002, pp. 64-66) claims that this model is an essential part in the creation of an event because it helps categorize all the information gathered. This information can deal with consumers' behaviours, the event's capabilities, competitors and the marketing environment. The SWOT analysis is composed of an internal analysis, namely *Strengths* and *Weaknesses*, and an external one, namely *Opportunities* and *Threats*.

Strengths are all those characteristics or "capabilities of an event that provide a comparative advantage in relation to defined competition". For example, a sponsor which provides a large amount of money as an endorsement of the event can be considered a strength. Many events rely on the capacity of sponsors to cover unexpected expenditures. However, it is important to transform strengths into opportunities and seize them at maximum.

Weaknesses are characteristics or "capabilities that provide a comparative disadvantage in relation to defined competition". An example of weakness could be the place in which the event is created. In some parts of England it rains a lot and since many festivals are organized in the countryside, when it rains the field becomes impracticable. It is vital to leverage the own ability to change weaknesses into strengths as soon as they are discovered.

Opportunities are characteristics or "capabilities of defined competition that provide you with a comparative advantage". The organization of an event itself is merely a response to an opportunity and the event manager aims at capitalizing on it. Opportunities have to be tapped into as they arise, but it is important not to mismatch an opportunity for something that turns to be a threat. For example, let's envision that for an event a

famous speaker is hired believing that his presence will increase attendance. Afterwards, if for some reasons he turns to be inadequate and his behaviour not congruent, this opportunity becomes a threat immediately. So, not only an opportunity should be exploited easily but also it should not be risky for the outcome of the event.

Threats are characteristics or “capabilities of defined competition that provide you with comparative disadvantage”. Threats become the starting point when it is time to look for opportunities. Since threats could harm an event heavily, the organizer should build and look for opportunities upon them, in order to minimize their action.

3.3 The five Ws of Event marketing

Hoyle (2002, pp. 67-71) maintains that there five basic question every organizer should ask himself or herself to better know if an event is sustainable, feasible and viable. These questions correspond to why, who, when, where and what.

Why aims at responding to the question Why do guests should come to the event? The organizer should focus on raising compelling motivations to prospective participants to come to the event. Sometimes this task is underestimated because organizers do not consider that creating a need in customers’ mind attract them a lot. The uniqueness of an event has to be communicated, even with help of creativity. If people are tempted because of sound motivations, it means the organizer has been able to put in place a correct communication strategy.

Who refers to Who is the target of the event? After having developed a strategy to attract people is vital to know whom the overall event is referring to. When an event is specific, like a fitness event, it is easy to guess who participants will be. However, there are target markets that have nothing but just a little in common. A fitness event can be attended by people who like fitness exercises but also by those ones who like sports in general. There is no threshold people have to reach to participate in an event. Because of this, it is difficult to guess who will come to the event. Ultimately, it is possible to affirm that each event has a target group with specific characteristics and other small target groups that are more difficult to identify because of their diverse motivations.

When stands for When should the event be held? Here is all about timing. There are some months of the year that are likely to welcome more participants than in other months. For example, during the summer months, councils organize community events

and festivals since the majority of people take holidays in this period of the year. Probably, the same event but in different months would not have the same impact. Moreover, there are places which are more adequate to host events in fixed periods of the year because of the climate. For example, both the Formula 1 and Moto GP championship start in March and last until November in order to avoid the winter months that could potentially freeze the circuits and be a risk for the pilots. Furthermore, when planning an event it is also important to consider the religious matter since in some days of the year there are already important public events. Finally, timing represents an important issue that should be considered up front and planned thoughtfully.

Where stands for Where should the event be held? Location is one of the most important issues because the site of the event can be a strength or a weakness. A location that is served by a wide range of public transports and routes will be perfect to attract a large number of guests. In contrast, if the location is poorly connected and quite isolated, people will not be attracted by it. During events, it is fundamental to assure people a large space for parking their cars. Not all events are held during the day and people who live far from the site are willing to prefer their cars than public transports. To enable anyone to come to the events, parking is becoming increasingly important. Furthermore, some events become an attraction just for the panoramic view they offer. A location should tempt people to participate even though the purpose of the event is not of interest. For example, in Italy, during the Christmas period are organized small typical markets which attract a lot of tourists. In this case, some people could be interested merely by the theme of the event but it is also true that these events tempt people because they are organized in small towns in the mountains. A panoramic and snowy view could be a more than reasonable motive to participate.

What stands for What do we want to sell? Here the question regards the purpose of the event. Generally, each event has its own scope and it has to provide excitement to guests. The purpose of the event has to illustrate the benefits to participants. As an example, the purpose of an industry conference could be to shed light on new innovative market concepts which will increase the knowledge of attendees. Every organizer should ask himself or herself why he/she is setting up the event and communicate these reasons through adequate channels that can attract people.

3.4 The six Ps of Event marketing

Hoyle (2002, pp. 72-85) argues that the six Ps of marketing can be adapted to the event management field and help the organizer to structure the event through related concepts. The six areas involved are *Product, Price, Place, Promotion, Process, and People*.

Product can be defined as the sum of all the tangible and intangible aspects of the event. In any event, the tangible part is at the minimum and the most important is the intangible one. The intangible part encompasses the experience and feelings lived by people. During the event, the experience is the sum of all the features of the event. This is not limited to the event's mere performance but even to all the services provided to guests. The atmosphere plays an important role since people want to be surrounded by positive vibes, so everything that can be perceived through the five senses is of great importance. On the other hand, parts of the product are also the tickets as well as the website. Everything that matters with the event should be able to drive people's emotions. The ability of the organizer is to envision things as a process of transformation, where from the website people reach an utter lifetime experience at the end of the event.

Price refers to the price charged to people for attending the event and how much it is costing to them overall. Price must be adequate to cover costs and can reflect the interests of money credit institute have borrowed to the organizer. After covering costs, the price has to reflect the return organizers want to gain from the event. The return must be consistent with guests' expectations since a bigger return should provide participants a better experience. Setting the price it is not as easy as somebody could think. Charging the right price means to take into accounts the competitors' price and the market forces. Participants expect to be charged almost the same cost for a similar event, so if the price is too high, customers' response will be low. In addition, there are certain periods where the cost of hotels and flights are higher than in other ones. So, the price should take into account even this variable because the overall cost beared by guests could be very high.

Place factors are linked to the cost the creator of the event can bear. As stated in the *where* paragraph, the location counts a lot since can drive people' perceptions of the event. The same conference held in a grey, urban hotel is different to that one held in a

hotel on top of a mountain. The place should not be overlooked because it is one of the most important factors that can steer people' emotions and excitement.

Promotion refers to all those activities that are able to move the event ahead of the attention of prospective customers. The result of promotional activities is, therefore, the generation of attendance. To better address this issue, the event marketer should use every channel of the marketing communication mix. The elements that should be taken into consideration are Advertising, Public Relations, Social Networking, Direct Marketing, Sales Promotion, Website Design, Viral Marketing, and Experimental marketing. These elements compose the event marketing promotional mix and help to assign the right resources in the correct manner. With the advance of technology, the use of the Internet is essential, even because people use social media regularly. Promoting an event means giving enough information to potential customers and grabbing their attention. To capture their attention the use of images and the style used for statement turns to be fundamental. The best outcome is to take a place in the memory of the receiver who see the advertisement through a medium.

Process refers to all the mechanics parts that allow guests to book and use an event. The bulk of events use a website for booking, so the website has become what packaging is for a product. It is capable of tempting people to pursue the purchase. It is also true that if the website is monotonous and homely from an aesthetic standpoint, people infer that the event will not be as pleasant as they expect. The website is the perfect means to which the benefits of the event can be communicated. Creativity is the perfect tool to use to make a compelling offer. Furthermore, the online community expects the website to process properly. People won't be attracted if the website is slow and does not have all the services needed by customers. Services can be assistance for people with disabilities and/or a wide range of payment systems. Ultimately, as much as an event runs smoothly, it can repeat its attendance. Repeating attendance is important because people who attend an event again are likely to tempt friends and acquaintances to participate through word of mouth communication.

People deals with all the staff and personnel in general that participants encounter during an event. A well prepared and welcoming staff will be appreciated by guests more than a disinterested staff. The staff has a direct contact with the public so it is fundamental that participants have a good memory of those who helped or served them

during the event. Staff is trained accurately in order to respond to participants' desires and needs. If the approach of staff towards the public is positive, this will give people an optimum reason to come again and to spread their feelings to acquaintances. Through the use of digital media, every negative feedback is easily known by the internet community and therefore prompts a negative publicity to the event overall. Hiring the right people for the event is an unavoidable task if the goal is to garner the loyalty of customers.

3.5 Sponsorship

Sponsorship is defined as “any commercial agreement by which a sponsor, for the mutual benefit of the sponsor and sponsored party, contractually provides financing or other support in order to establish an association between the sponsor’s image, brands or products and a sponsorship property in return for rights to promote this association and/or for the granting of certain agreed direct or indirect benefits” (International Chamber of Commerce International Code on Sponsorship ICC, 2003, p. 2). Sponsorship is a strategic investment where the investor seeks to gain a direct impact on its brand equity. The brand equity can increase through the enhancement of brand awareness as well as brand association. For example, many beer companies sponsor soccer events because they want their beer to be the drink purchased by supporters during a match. In this way, people associate the event with the product offered and feel they have to purchase it every time they participate. The sponsor aims at garnering profit through a boost in sales. A Sponsor can be viewed as a partner and events that repeat every year try to assure multi-year contracts with them. Moreover, not always the sponsor gives money to the event. There is a great number of festivals that partner with Radios to spread the resonance of the event. The radio looks for a new audience and the event a way to tempt more participants (Bowdin et al., 2006, pp. 227-229). Anyway, sometimes it is possible that the event and the sponsor have a different organizational culture, therefore finding a match between them is of great importance. The experience of participants should be the element in common. In fact, many events adopt market intelligence systems to better know the consumers' tastes of prospective clients and therefore pick the right sponsor. Choosing the right sponsor is essential to fight competitors' pressure and reap the maximum advantage. Trough events Sponsors aim at communicating their logo. Many sports players wear clothes that are branded with the

logo of the sponsor, like Nike, Adidas, Puma, and Pirelli. Displaying the logo serves to communicate its virtues to the audience of the event. The audience becomes the target market of the brand. The day of the event many Sponsors try to get people familiar with the products encouraging product sampling or free trial. For example, during the Formula 1 race in Melbourne, 2018 many beverages company like Gatorade gave away free samples to taste them and embolden people to buy them in the future. Again, at the event were present a great number of car companies that encouraged people to get in the cars and do a free test ride. These systems are also useful to gauge how many people are attracted by the product offered. However, there are other three reasons that sponsors have to invest in an event. The first one lies on PR, namely public relations. It is possible that an event wants to communicate an important message that is linked to CSR. The message may deal with an ecological or animal issue, attracting the media interest. Of course, the coverage of the event message will “reflect upon the sponsor”. The second one is that events sponsorship represent a means to motivate employees. It is true that is important to keep employees motivated and there is no better way than offering them the possibility to participate in the event they have always dreamed of. Finally, the last one deals with the enhancement of the relationship with the community. As an example, in some small towns, large shops are not welcomed with ease because they are said to ruin the pleasant image of the environment. So, in order to contain the friction with the community, the large business sponsors invests in an idea or activity that can benefit the community itself (Hoyle, 2002, pp. 88-96).

3.6 Commemorative Events

Frost and Laing (2013, preface) define commemorative events as “those ones that emphasize remembering. They are held on the anniversaries of significant past events, either annually or after significant time periods”. These events encompass the heritage and the identity of societies. Commemorative events encourage people to reflect and to find a connection with the present. They are planned in order to make a vivid memory of a significant event, which will bring a meaning for future generations. These events prompt a wide range of emotions to people, which can be positive or negative. What it is important to note, is that stakeholders may have different visions regarding which kind of heritage and identity is significant. The meaning related to a commemorative event could be contested because people have diverse ideas of what is worthy of

commemoration. The key issue of a commemorative event is the date. The date is capable of giving significance to the event because it stands for an event that is worth commemorating. There are events that are commemorated every year, like the 4th of July in the United States (Independence day) and others that are celebrated only every five or ten years or more (Frost and Laing, 2014, p. 2) The practice of celebrating anniversaries in key numbers is to date back to Romans, because key numbers are more attractive and better capture people' imagination (Feeney, 2008). Generally, short anniversaries are celebrated by those people who lived the event because of a *personal memory* process, whereas centenaries that cannot be celebrated by those who lived the event tend to recall collective or *social memory* to determine its significance (Anderson 1983; Lane Fox 2009). Frost and Laing (2012, p. 6) assert that even though commemorative events share the same purpose of remembering, they could be divided into different categories:

National days and anniversaries include celebrations that involve the entire population of a country since it remembers independence, the founding of countries and republics. As said before, in the USA is the 4th of July, in France is the Bastille day on the 14th of July and in India on the 15th of August (Independence of 1947 from England).

Major anniversaries of independence or nationhood. These events are similar to the first category but they tend to celebrate an event every fifty or one hundred years. As an example, Australia celebrated the bicentenary in 1988 of the first European settlement and a Centenary of Federation in 2001.

Foundation days. These events tend to celebrate the foundation of a city. For example, Amsterdam staged its seven-hundredth anniversary in 1975 and Dublin its thousandth one in 1988.

Religious anniversaries encompass all those events that commemorate a meaningful religious occurrence for certain religious groups. Religious groups are scattered all over the world but there are period of the years in which they are all unified under the same intent. Religious events are symbolic and conventionally celebrated on a particular date. Christmas and Easter are two Christians events that have both international and national identity. However, there are events that are more regional or local. Generally, in Italy, each city celebrates its own Saint that becomes the emblem of the town. Numerous

Saints are so famous that they are recognized worldwide and churches are able to attract tourists from anywhere.

Protest or oppositional events. These events are staged to protest against policies of the government and they have the only purpose of changing government policy. Examples include the Hiroshima day on the 6th of August and the Australia's Sorry day on 26th of May.

War remembrance days. In some countries it is given a great importance to Armistice or Remembrance days like on the 11th of November, commemorating the end of World War one in 1918. Australia and New Zealand celebrate the Army corps on the 25th of July because it is the day that troops arrived at Gallipoli (Turkey) in 1915.

Battles. Many communities celebrate battles as "re-enactment events". Sometimes these events see a great participation of the community because the situation is re-created along with the costumes of that time. In Italy it is likely to attend medieval events because of the high historicity of places. In other countries, like the USA, is remembered the Civil War which usually entails a big parade followed by thousands of people.

Other Historical events. In this category, there are those events that represent a breakthrough for the society or the community. As an example, in California is commemorated the discovery of gold that changed completely the business activities of the State. Moreover, the UFO festival at Roswell celebrated the discovery of the first alien space shuttle in the history of the mankind.

Cultural anniversaries are held to celebrate all the cultural aspects of a society whose is proud. These events can remember important authors of the literature, but even scientists and all those ones that have made a significant impact on the society. For example, Dublin (Ireland) organizes an event called Bloomsday on June 16 each year because it is the day in which the novel *Ulysses* of James Joyce is set. Another example is the celebration of the bicentenary of the Danish writer Christian Andersen in Denmark, 2015.

Building and constructions. These cultural manifestations are used to recall infrastructures that nowadays have become the hallmark of some cities. Examples are

the construction of Reims Cathedral in France (2012) and the seventy-fifth anniversary of the establishment of the Golden Gate Bridge in San Francisco (2012).

Corporate and Product anniversaries. Many business companies use to commemorate the particular launch of a product or its foundation as marketing activities because in this way the company's image resounds. For example, in 2009 there were celebrations to remember the fiftieth birthday of the Barbie doll. More recently, the Coca-Cola company in 2015 celebrated the centenary of the Coca-Cola bottle organizing a big party with art exhibitions.

Although commemorative events include solemnity, memory, and reflection, on some occasions, people prefer to add humour and music, namely festivity. As an example, the day of the dead (Halloween) is seen by teenagers as a form of festivity. Party is organized and children knock at doors of neighbours for a sweet. This form of festivity is generated through an *inversion* process, where the purpose of the event is altered. The practice of adding humour to these events is a way to escape from the darkness and the sadness (Santino, 1994, p. 11). Of course, not all stakeholders of an event could be pleased to note this inversion, and they may regard it as a form of disrespect. During the ANZAC day in Australia (Army corps celebrations) generally veterans drink and gamble. These practices have been hardly contested because many stakeholders look at them as an inappropriate behaviour. In addition, in the city of Gallipoli, Turkey it is also celebrated the ANZAC day. In 2005, at the event gathered almost twenty thousand people and the majority of them were young people such as backpackers. The main concerns were the party atmosphere generated and the use of alcohol and music during all the event (Frost and Laing, 2014, p. 163).

Ultimately, commemorative events are needed to spread a message that otherwise would be forgotten. It is fundamental to remember the errors and the victories of the past in order to avoid conflicts and uncontrolled behaviour in the future. The memory of events helps people to save a message in their mind and to educate future generations to act properly. Commemorative events are not only important to preserve the identity of a society but even to encourage debate in the community. Not all stakeholders see the same significance or meaning in an event, so the pluralism of visions can help boost the creation of a healthy community (Frost and Laing, 2014, p. 169).

FCT Flames focus: Working on Commemorative Events

Since flame features are widely used during commemorative events, one of the task to be performed in groups was to work around the World war I Torch Relay event. In order to commemorate the centenary of the signing of the Armistice, on the 4th of November 2018, the company needed to set up a strategy to introduce its torches and Eternal Flames to the main Australian events of the commemoration. Moreover, the strategy has not been limited to the Australian market but has been developed for the French market because of good past military relationship between the two countries. To understand the reach of the event it was necessary an extensive research about how the event usually evolves and also its significance. The company wanted to offer the use of its products in order to create a better atmosphere and to convey meanings through its flames. The eternal flame symbolizes the memory of those who fell during the battle, which will not be forgotten. The flame has the capacity to give serenity to people and to raise a momentum of reflection, generating inner emotions. The eternal flame is usually positioned next to monuments and burns for an indefinite period. In addition, during these events, it is likely to watch a military parade and a procession of people such as relatives or the community overall. So, another way to make people participate was to offer the use of torches among participants during the procession. This could enhance the spirit of the community that could feel much more the involvement in the event. Torches are then personalized with images of people, as well as with statements that inspire reflection. Before coming up with these considerations the use of a SWOT analysis was fundamental to have a picture of the internal and external issues around the event. The tool was used to analyse the event from the point of view of a company business that has to decide if there is the possibility to sell its products. The main consideration was focused on the threat of competitors. In Australia, the number of competitors is very limited but the reach of the event, which is able to gather thousands of people, let everyone to make the best offers to assure the deal. In this regard, the only way to fight competitors was to prepare an Information Memorandum, namely a proposition of a few pages that encompassed the five Ws of a marketing proposition. As an event marketer does with prospective guests, it is important to delineate the benefits that will be brought to clients.

Ultimately, it is possible to conclude that businesses or sponsors that want to enter in the event with their products, have to concentrate on attendees. If they are able to provide the right benefits to guests and match their expectations, there is the likelihood that the event creator will accept their offers.

Another commemorative event targeted was the Battle of Hamel. On 4th July 2018 has been commemorated the centenary of the battle, that was a success for the Allies thanks to the cooperation between the American and the Australian Army Corporation. The event is not celebrated with a large audience every year and it is generally reserved to the military corps. On occasion of the centenary, people were given the possibility to participate, in order to honour the soldiers. Involving the public stresses the importance of creating a collective or social memory because it is important to preserve the reason that brought to those deaths. For this event it has been proposed the use of eternal flames next to the already existing monument in honour of the soldiers.

The last commemorative event addressed was the commemoration of the team called "Grande Torino", which was a team of soccer players who died due to an air disaster on 4th May 1949. The celebration of the event takes place in the city of Turin and engage the community at the town level. This is not a national event even though TV journals talk a little about that during the day of the commemoration. The event gathers thousands of supporters and generally includes the celebration of a mass at the main church of the city and the participation of the current Turin football players as a sense of identity. In order to enhance the resonance of the event, it was proposed to organize a torch relay. The torch relay would involve past football players of Turin and a procession from the church until the stadium. Moreover, torches would be designed to represent the image of the team who died and the date of the tragedy. Moreover, it has been proposed to invite the same day another team that recently suffered from the loss of the majority of its football players due to an air disaster, namely the Chapecoense. The two teams would play a friendly match and would give each other the torches representing the team dead. Sharing together the momentum would enhance the memory of the tragedy not only at a local level but even at an international level.

In this case, it is not important to sell tickets but to find ways through which the significance of the event widens and permeates the minds of whom is not aware of the tragedy. The goal of the organizer is to spread the message that tragedies like these should not happen anymore, through the constant attention to security issues. The more the message is transmitted and the more is the likelihood that a wider community will be sensitized around the theme.

4. Conclusion

The thesis has highlighted that the field of events is sweeping and mutates with society. In literature, it is still difficult to find an agreement about the definition of *special events* because there is not a scientific theory behind but just diverse perspectives. In this regard, the division in categories helps to shed light on the range of events. Moreover, guests who participate in, live their own experience that can be totally different from others. This is because guests differ both in terms of expectations and attitudes. The organizer and the event marketer have the duty to recognize these differences and enact adequate solutions to provide people the benefits they desire. Furthermore, the work has emerged that there are multiple stakeholders to address who are not limited to guests. Sponsors represent one of them and are a source of funds from the organizer standpoint. It has been possible to note that the objectives of both the sponsor and the event should fit perfectly in order to reap the maximum gain. On the other hand, there are stakeholders who infer different meanings from events. In particular, this situation arises with commemorative events because they deal with emotional issues. Commemorative events can be divided into categories too but they usually raise, people, either positive or negative feelings. The field of event management finds its application in every occasion, and although the size matters, the theory principles are generally the same. The business of events is deemed to grow as it keeps continuing to be a source of revenues for the majority of stakeholders involved.

The Internship at FCT Flames could be seen as an added value to the work because it offers a new standpoint and sheds light on the practical issues encountered. During the internship, it has been of great importance the continuous interaction with the General Manager to figure out which position and which benefits the firm wanted to gain from the events. In this case, the firm has proven its ability to leverage its core strengths to elicit deals that would have increased the atmosphere of events. The examples given, witness the wide range of events FCT Flames generally targets. Whether the tasks assigned were individual or in groups, they all had to be planned carefully to stress the benefits of the firm's product. The same procedure is fundamental for organizers towards prospective guests. Ultimately, it is worth affirming that the internship experience has been formative and an opportunity to apply business concepts studied during the Master's Degrees in both the University of Venice Ca' Foscari and the University of Adelaide.

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