



Master's Thesis

Event Marketing as a Promotional Tool

- A Case Study of four Companies -

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Preface

This thesis is written as our master's thesis in the Programme of International Business at the Division of Industrial Marketing at Luleå University of Technology. The hard work during ten weeks of the fall term in 1999/2000 has been very interesting and provided us with a deeper knowledge of event marketing and increased skills regarding academic and scientific writing.

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Abstract

The aim of this thesis is to provide a better understanding of how event marketing is used as a promotional tool. Our research explores, describes and tries to explain the objectives with event marketing, how specific events are selected, how the event effectiveness is evaluated, as well as the advantages and disadvantages of using event marketing. We have conducted a multiple-case study on four companies. Our findings showed that the main objectives stated with event marketing are related to affecting the image and achieving awareness. Regarding the selection of specific events, companies take several criteria into consideration and the more experience they have of event marketing, the more criteria are considered. The evaluation of event effectiveness is perceived as difficult and mainly conducted through marketing research. Finally, the main advantage with event marketing is that it penetrates the media noise, while the difficulty of evaluation is perceived as a disadvantage.

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1 Introduction

This chapter aims to give a background to the area of research. It begins with a brief discussion about traditional promotion tools, which is followed by a more thorough discussion about event marketing. At the end of the chapter, the purpose of this study will be stated, as well as our specific research questions.

1.1 Background

In today's world of business, an increased number of brands are competing in order to gain market shares. As a result, companies' promotion has become more significant in order to reach out to target customers. The design of the promotion has in many lines of business become the only factor separating a company's offer from its competitors. (Behrer & Larsson, 1998)

“Promotion, often called marketing communication, is all those means by which marketers communicate to their target market. In general terms, the purpose of marketing communication is to inform, to persuade, or to remind.” (Govoni, Eng & Galper, 1993, p. 12) The promotion mix, which stands for a company's total marketing communications program, originally consists of advertising, personal selling, sales promotion, and public relations (Kotler & Armstrong, 1994).

Advertising is fundamentally impersonal mass communication. It presents a standard commercial message to a large dispersed media. Personal selling contrasts sharply with advertising. It is personal, individualised communication that transmits a tailored and highly adaptive message to a small, very select audience. Personal selling takes place via direct contact between buyer and seller, either face-to-face or through some form of telecommunications. Sales promotion is an extremely diverse form of commercial mass communication, the purpose of which is to provide additional motivation for customers to make buying decisions now. (Govoni, Eng & Galper, 1993) Public Relations (PR) involves building good relations with the company's various publics by obtaining favourable publicity, and building up a good corporate image (Kotler & Armstrong, 1994).

During recent years, the media clutter has heavily increased. It has therefore become harder and more expensive to reach and influence target groups through traditional media.¹ Every day we encounter hundreds of messages via advertising, be it on the television, radio or in the press. We see images and information on television, the web, buses etc. The fact is that we notice very few of them. (Taranto, 1998) Since companies also increasingly are trying to compete through promotion, new ways of doing so are developed in order to differentiate the messages the company wants to communicate (Behrer & Larsson, 1998). Another way of stating this is like Taranto (1998, p. 5): “marketing overload is forcing corporations to shout even louder”. Along with the increase of media clutter there is an increase in the interest for media that can establish a personal relation to the customers. This is the main reason to why event marketing now is steadily growing. (Lundell, 1999)

¹ www.annons.se 1999-11-05

1.2 Event Marketing

Event marketing is being viewed as an increasingly important element in the promotion of a company's product, service, or cause (Taranto, 1998; Shiu, 1995). The definition of event marketing is: "Event marketing is an attempt to co-ordinate the communication around a created or sponsored event. In event marketing the event is an activity that gathers the target group in time and space; a meeting in which an experience is created and a message communicated". (Freely translated by the authors from Behrer & Larsson, 1998, p 18)

No other marketing discipline is expanding as heavily as event marketing today. In the US for example, the growth of event marketing is three times as fast as of advertising. It is also growing in Sweden at a very high rate. Event Marketing agencies are established all the time and a business organisation for event marketing has been started.²

Event Marketing is marketing through events, where marketing is seen as central and the event is considered the actual marketing tool. Event marketing is focusing on a target group and involves high contact intensity. It turns a message into an event that can be experienced by the audience. Several senses are engaged, which increases the chances to remember the experience and thereby also the message. By using event marketing the media clutter can be penetrated, and through the meeting a relationship can be established between the product or brand and its target group.³ Hence, the return of event marketing is the personal meeting. During an event the company has exclusive access to the customer for at least a few hours, with the media clutter (read competitors) eliminated. (Beertema, 1999) Event marketing can be used in business to business as well as in consumer marketing. It is within the area of consumer marketing that it is today most significantly increasing. (Lundell, 1999)

Volvo's engagement in Whitbread Around the World Race is an excellent example of event marketing⁴. Volvo has bought the entire sailing contest from Whitbread, which is a British brewer. Next time the sailing will take place, in 2001, the contest will be called The Volvo Ocean Race. By connecting Volvo to the entire contest, Volvo intends to strengthen its brand name and create positive attitudes to the company among customers and the general public. The event delivers the message that concentrates on Volvo's core values, namely quality, safety and environmental concern. At each stop the sailing boats make around the world, Volvo will have an exhibition showing their cars as well as giving the company an opportunity to develop their customer relations through personal meetings. The event also contributes with continuous media coverage during the year of the sailing race. (Öqvist, 1999)

Event marketing can be seen as a combination of the different parts in the promotion mix (Behrer & Larsson, 1998). The role of event marketing in the promotion mix can be seen in figure 1 on the following page.

² www.medietorget.se 1999-11-05

³ www.eventmarketing.se 1999-11-02

⁴ Resumé 1998-01-15

Introduction

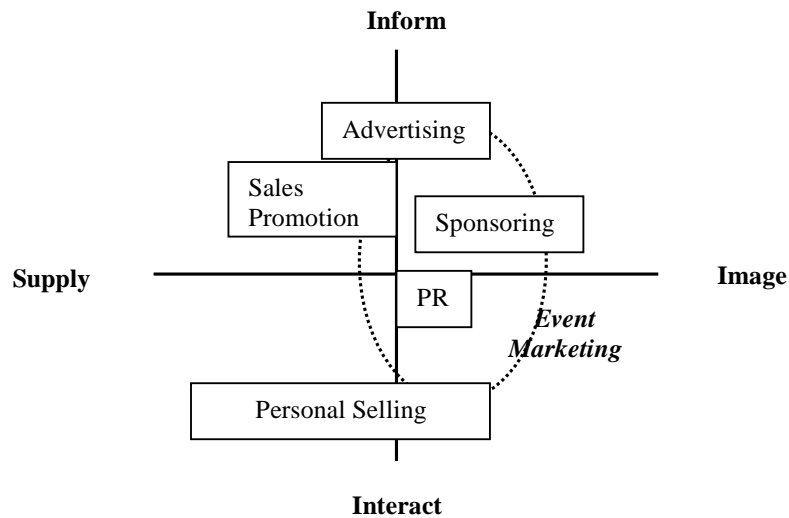


Figure 1. *The Role of Event Marketing in the Promotion Mix.*
Source: Adapted from Behrer & Larsson (1998), p. 153.

In the figure above, the streaked oval, which symbolises event marketing, is placed throughout the figure. Behrer and Larsson (1998) explain that event marketing is much about co-ordinating different ways of communication within the same activity. It has the advertising's way of packaging the message in a form that is friendly for the receiver, facilitating mass communication. The personal selling aspect of event marketing provides the ability to directly adapt the message to the needs and wants of the receiver. Furthermore, event marketing has sales promotion possibilities to bring attention to the product. Lastly, it contributes to create publicity, just like the PR function. Due to this, event marketing can not generally be placed beside any of the promotional tools. (ibid)

The oval is placed more to the right, towards image, in figure 1 above. There are two ways to affect the image through event marketing. One is through the experience and the interaction that takes place during the event. The other is through the expressed and exposed message. The message and the exposure during the event are usually strengthened with advertising. Hence, from this point of view, aspects of information given by advertising are also incorporated into event marketing, as seen in the figure. The oval can also be placed to the left, towards supply, in the model, which implies sales goals. (Behrer & Larsson, 1998)

Event marketing is ideally used in combination with other promotion tools and media (Shiu, 1995). According to Behrer and Larsson (1998), event marketing should preferably be used to complement and strengthen the other tools in the promotion mix, not to substitute any of them.

Being very trendy at the present, event marketing is however not a new phenomena. In the US, event marketing has existed as long as traditional marketing has been conducted. It is a

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natural part of the marketing mix, and now goes under the name special events. (Wadendal, 1996) In spite of the phenomena having been used for a long time, event marketing *as a concept* is something new within the marketing theory, and seems to originate from the sponsorship industry (Behrer & Larsson, 1998). Traditional sponsorship usually means that the company pays a certain amount of money in exchange for visibility of the company's logo. (Kronvall & Törnroos, 1998) The first time the concept event marketing made a name was during the Olympic games in Los Angeles in 1984, where the sponsoring companies were offered to use their sponsoring of the Olympic games to a larger extent. Instead of only having their company logo exposed, the sponsors were also allowed to use their connection to the event (OS) in their other marketing communication. The companies could for example show their connection to the Olympic Games in their regular advertising, or use this connection in any promotional way and by doing so, associate themselves to the event to a much greater extent than earlier was allowed. This is where the concept of event marketing was born. (Behrer & Larsson)

The usage of the two terms, event marketing and sponsorship, is often inconsistent, and the difference between the two may at times be somewhat confusing. According to Behrer and Larsson (1998), event marketing can never be used as a term for other activities than marketing via events, while sponsoring can occur in many other contexts. Sponsoring of an artist, a soccer team etc. is, for example, not event marketing. To be classified as event marketing it is required that the company uses the event both as an attempt to communicate and as a medium. (ibid)

Behrer and Larsson (1998) further state that there are different kinds of event marketing. A company can choose between creating a new event or sponsoring an already existing activity. Furthermore, a company has to decide whether the event should take place on its own arena or on someone else's arena. The classification of different kinds of event marketing as well as of traditional sponsorship is shown in figure 2 below. EM is short for event marketing in the figure.

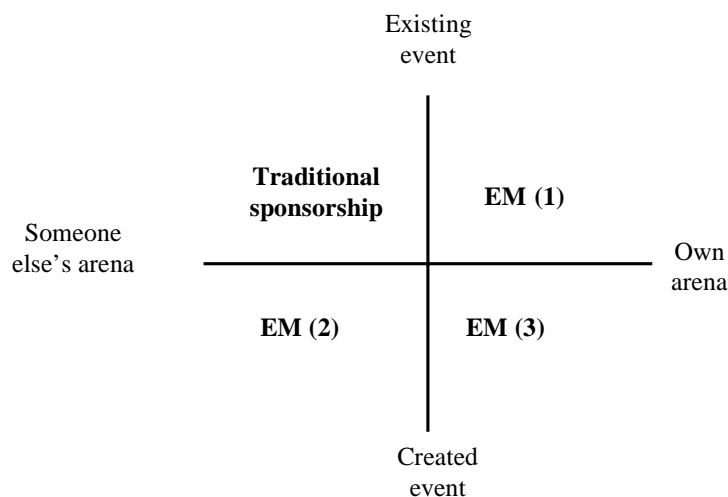


Figure 2. *Traditional Sponsorship and Event Marketing*

Source: Behrer and Larsson, (1998) p. 194.

Traditional sponsorship

Sponsoring an already existing event at someone else's arena is what traditional sponsorship is about, as can be seen in the left field on top. This could for example be the sponsorship of a sports competition. (Behrer & Larsson, 1998) According to Harrie Rademaeker, as referred to by Behrer and Larsson, ownership of the event is required for the sponsorship to have the same effects as event marketing.

Event marketing 1

The right field on top, EM (1), is when a company or organisation is using an existing event to allure customers to the own arena. Behrer and Larsson (1998) give the example of arranging the Olympic games in a city. It is an existing event which takes place on the city's own arena, and through the association to the OS the city can market itself. (ibid)

Event marketing 2

EM (2), the left field at the bottom of the figure, is when the company creates its own event on someone else's arena. The company and event are perceived as synonymous even if the arena is neutral. Koala Press is a company that has gained a lot of attention for its events of this kind. The company has arranged release parties with different themes at appropriate places when launching new books and has invited various stakeholders. (Behrer & Larsson, 1998)

Event marketing 3

EM (3), to the right at the bottom of the figure, implies that the company creates its own event on its own arena. In this kind of events the sender is very evident. Examples of events of this kind are concerts at a record store or fashion shows at a fashion store. (Behrer & Larsson, 1998)

The many reasons as to why companies increasingly choose to use event marketing can, according to Behrer and Larsson (1998), be summarised in three main arguments. Firstly, the economical incentives to find new and unconventional ways of communication have increased. Secondly, higher demands on companies' marketing have arisen. (ibid) These facts are supported by Markos (1997) who maintains that to penetrate today's media clutter, continuous events that engage all parts from management to end customer, are needed. Lastly, the knowledge and experience of marketing via events have increased and been systematized (Behrer & Larsson). This can also be seen in the fact that many event marketing agencies have been established recently, and by the development of a business organization for event marketing (Nordensson, 1999). Along with the increased usage of event marketing as a promotion tool, an increased interest has also awoken in regards to how to use event marketing successfully, and this will be further discussed in the following section.

1.3 Problem Discussion

Simply carrying through an event does not necessarily deliver the desired results (Taranto, 1998). Many authors, such as McManus (1995) and Holland and Rich (1999), stress the importance of planning and having a thorough strategy in order to succeed with event marketing. McManus clearly states that event marketing will not deliver its expected value unless there is a strategy that puts the customers in the centre of the investment.

Introduction

One issue frequently brought up by researchers as being of importance, is the objectives with event marketing (Taranto, 1998; Behrer & Larsson, 1998; Meenaghan, 1983; Andersson & Mossberg, 1998; Walker, 1999; Holland & Rich, 1999). Taranto (1998) states that identifying the objectives with event marketing is very important. The author claims that this is very difficult, very frustrating but ultimately most rewarding in order to succeed with event marketing. Regarding what objectives that are most commonly stated with event marketing, discordance exists among different researchers. Behrer and Larsson assert that the main objective companies have with event marketing is to create or strengthen the corporate or brand image, which is supported by Meenaghan (1991). Andersson & Mossberg, on the other hand, emphasise to build relationships with customers as a main objective with event marketing. Andersson and Mossberg are supported by Taranto and Behrer and Larsson, who points at the increased importance of relationship development as an objective. Walker states that all objectives with event marketing should match the overall marketing objectives. Furthermore, Holland and Rich state that the objectives with event marketing should be clearly defined and the company must make sure that everyone involved fully understands them.

Another issue of importance in the usage of event marketing is, according to Meenaghan (1991) and Taranto (1998), the selection of a specific event. Meenaghan states that it is important to examine a proposed event against certain relevant criteria, so that it represents a rational choice. Even though the event selection is individual for each company, there are some general criteria that according to Meenaghan often are considered in most companies' event selections. The company should have a policy when selecting events, reflecting the vision of itself and its products. The policy should clearly identify both acceptable and unacceptable areas of activity. Meenaghan states that a key criterion in the selection of a specific event is the ability of the event to fulfil the earlier stated objectives. Taranto also emphasises the importance of designing the event based on the objectives earlier stated. This is a major issue in order to succeed with event marketing, according to the author.

Furthermore, the evaluation of event effectiveness has received great attention in media as well as by various researchers. According to Meenaghan (1991), it is necessary to evaluate the events against the earlier stated objectives. However, the lack of relevant and unitary measure methods of event marketing is a problem (Lundell, 1999). Companies sometimes develop their own measure methods (Wisten, 1999) but the lack of unitary ones has hampered the growth of event marketing to some extent. Therefore it is important to develop measure methods that can prove the effectiveness of event marketing claims Harrie Rademaekers, managing director of Leo Brunett's event agency, as referred to by Lundell. Behrer and Larsson (1998) note that many have had the belief that measuring the effects of event marketing is not possible. This is however a false apprehension, according to the authors. Just like every attempt to communicate through media, event marketing can be evaluated, and often with the same methods commonly used to measure effectiveness. (ibid)

Overall, event marketing offers great advantages for companies in the increasing media clutter and hard competition (Behrer & Larsson, 1998). In fact, the greatest advantage of event marketing is, according to Forsström (1998), that the target group is effectively reached in an environment without media noise. This makes it possible for the company to establish a personal relationship to the customer, and is according to Lundell (1999) a major reason to why event marketing is growing in popularity. Naturally, there are also

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disadvantages connected to event marketing, although very few authors bring these up. Behrer and Larsson note that there are some disadvantages with event marketing in comparison with advertising, such as less standardised solutions and inflexibility.

Most researchers agree that event marketing is an increasingly important promotional tool. It is also stated in the problem discussion above that a successful event requires planning and thorough consideration. As event marketing is a relatively new concept within companies' promotion, we find it interesting to further investigate the use of event marketing as a promotional tool. The above background and problem discussion thus provide us with a purpose, which will be stated in the following section.

1.4 Purpose

Based on the reasoning above, the purpose of this study is to gain a better understanding of how event marketing is used as a promotional tool. We have outlined four research questions, which by answering will help us gain the understanding necessary in order to accomplish the stated purpose.

The specific research questions are thus:

1. What objectives do companies have with their use of event marketing as a promotional tool?
2. How do companies select a specific event?
3. How is the effectiveness of the events evaluated?
4. What are the advantages and disadvantages of using event marketing as a promotional tool?

1.5 Demarcations

It is beyond the scope of our study to cover all aspects of our research purpose. We have therefore demarcated our research to look at the above stated research questions from the company, that is the user's, perspective. Furthermore, we will only look at consumer events, and hence on companies using event marketing in their promotion towards consumers.

1.6 Summary

This chapter has presented a background to the area of research and defined the purpose of this study. The specific research questions have also been stated as well as the demarcations of the study. The following chapter will cover previous research conducted within the areas of each research question.

2 Literature Review

The following chapter aims to give a background to previous research conducted within our area of research. Following the order of our research questions, this chapter will present literature related to objectives with event marketing, the selection of a specific event, evaluation of the event effectiveness, and finally, advantages and disadvantages of using event marketing.

When reviewing previous research, we found that relatively little research has been conducted within the area of event marketing. However, in a study by Kumlin and Petersson (1998), the authors concluded that theories on sponsorship with great validity can be used on event marketing. With reference to Kumlin and Petersson, we have therefore adopted certain sponsorship theories and present them in the context of event marketing. The following references throughout the theory chapter originally discussed sponsorship: Meenaghan, 1983; Head, 1988; Olkkonen; 1999.

2.1 Objectives with Event Marketing

A primary issue the company must consider, is what it wants to achieve with the use of event marketing. In other words, the company has to define the objectives. Objectives that companies hope to achieve from event marketing can broadly be classified into the headings of corporate-related, product-related, sales, media coverage, guest hospitality, and personal. (Meenaghan (1983)

Table 1 below gives an overview of possible objectives with event marketing. The table is followed by a more thorough discussion about each objective.

Table 1: *Summary of Objectives with Event Marketing*

Objectives with Event Marketing	
<ul style="list-style-type: none"> • Corporate-related objectives: <ul style="list-style-type: none"> - affect the company image - create awareness - create goodwill - reassure shareholders - strengthen the internal relations - company identification with target group - establish relationships with customers - receive feedback - test a new market - launch new product - “engine” running overall marketing 	<ul style="list-style-type: none"> • Product-related objectives <ul style="list-style-type: none"> - affect the brand or product image - generate brand or product awareness - product identification with target group • Sales objectives <ul style="list-style-type: none"> - increase short-term sales - increase long-term sales - create shopping impulses • Achieve media coverage • Guest hospitality <ul style="list-style-type: none"> - influence invited guests - entertain invited guests • Personal objectives <ul style="list-style-type: none"> - deliver personal satisfactions

Source: Authors’ own construction

Literature Review

Corporate-related Objectives. Objectives related to affecting the corporate image are very common with event marketing. The objective can be to create an image or to strengthen the existing image. (Behrer & Larsson, 1998; Meenaghan, 1983) Meenaghan (1983) and Taranto (1998) also discuss altering an existing image as an objective companies want to achieve by using event marketing. This can be achieved by sponsoring an event with a particular set of personality attributes. Furthermore, event marketing can also be used with the aim of countering adverse publicity for a company, according to Meenaghan.

Also a common objective with event marketing is to increase public awareness of the company (Behrer & Larsson, 1998; Esposito, 1998; Meenaghan, 1983). In fact, Behrer and Larsson state that to create awareness, and to create and strengthen the image, which is discussed above, are the most significant and primary objectives with event marketing. Hence, according to the authors, event marketing is most often aimed at creating positive associations with the company, its image and brands.

Event marketing provides companies with opportunities for goodwill creation among influential individual or groups in the business world. This might also be the actual objective. Furthermore, many companies utilise the high visibility often gained through event marketing involvement as a way of reassuring their shareholders and policyholders. (Meenaghan, 1983)

Furthermore, Behrer and Larsson (1998) and Meenaghan (1983) claim that to strengthen the internal relations is a common objective with event marketing. Making the personnel involved in the events, by letting them attend the activity either as guests or as representatives, leads to increased motivation and enhanced company morale. This could in turn result in the achievement of strengthened internal relations.

The company can also use the event in order to identify itself with a target group (Meenaghan, 1983; Behrer & Larsson, 1998). Behrer and Larsson further claim that identifying the company with a target group could lead to the establishment of relationships between customers and the company, which in turn could create customer loyalty. This is supported by Andersson and Mossberg (1999) and Taranto (1998) who assert that to establish relationships with target customers is an event marketing objective of increased importance. Also Holland and Rich (1999) claim that the majority of events used in event marketing today have a purpose of developing long-term relationships with a particular group of people. Furthermore, by the direct communication taking place in event marketing, companies can also achieve the objective of receiving feedback on its offer and its position in the market, according to Behrer and Larsson.

Event marketing can be used to test a new market before entering. Companies can use the local event to collect reactions and ideas before entering a market. They can also take the opportunity to establish relations with local distributors. The event becomes a way of showing the advantages of the products in usage under real circumstances. The event also gives the opportunity of direct sales and distribution of discount tickets and other sales promotion activities. Furthermore, the event can have the objective of launching a new product in a market. (Behrer & Larsson, 1998)

Event marketing can be used with the objective of being the “engine” running a company’s overall marketing strategy. This can be achieved by yearly sponsoring a number of specific

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events generating maximum effect. (Behrer & Larsson, 1998) However, Walker (1999) does not consider overall marketing objectives as very common regarding event marketing.

It is obvious that a single event can achieve several of the above objectives simultaneously. When multiple objectives are set, it is important that these are ranked in terms of importance of attainment, according to Meenaghan (1983).

Product-Related Objectives. Meenaghan (1983) claims that in spite of the fact that event marketing is not a substitute for product advertising, it is often chosen because of its ability to achieve product or brand related objectives. Many objectives that are placed under this heading are similar to those suggested as corporate objectives, but instead, on a brand/product level. Firstly, to affect the brand or the product image, in terms of either strengthening the image or altering it, is a common objective. Secondly, a company can use event marketing in order to generate brand or product awareness. Furthermore, a commonly stated objective is to identify the brand or product with a particular target group. (Behrer & Larsson, 1998; Meenaghan)

Sales Objectives. According to Meenaghan (1983), few companies view event marketing in terms of immediate or short-term sales result. However, Behrer and Larsson (1998) state that events that take place in retail stores, often have the objective to increase sales in the short-run. The authors also state that event marketing with sales promotion objectives intends to create shopping impulses. Furthermore, Taranto (1998) claims that an event for retail promotion will usually set an objective of meeting a specific sales level.

Meenaghan (1983) further states that it is important to be aware of that all expenditure on marketing must ultimately be viewed in terms of its ability to contribute to corporate sales and profit objectives. However, Buckley (1980), as referred to by Meenaghan (1983), states that event marketing only helps to create a background on which to sell. The author claims that although it creates awareness of the product or service, it does not actually lead to direct sales.

The Achievement of Media Coverage. According to Meenaghan (1983), the achievement of media coverage is an important objective for companies engaging in sponsoring events. It is an objective for most companies seeking a cost-effective medium for the promotion of their company or brand. However, the author points out that this objective is not of crucial importance and refers to a study by Waite (1979). In the study, 41 per cent of the responding companies cited media coverage as the most important objective for their sponsorship/event involvement. On the other hand, he also found that 45,5 per cent of the companies would continue their sponsoring of events even if media coverage was not achieved. In terms of the preferred media coverage, television and the daily press are considered particularly important, while the radio and the local press are considered to be of little importance, according to Waite. Behrer and Larsson (1998) also mention media coverage as a common primary objective of event marketing.

Guest Hospitality. Meenaghan (1983) asserts that event marketing can provide companies with opportunities for guest hospitality in an appropriately informal environment. Guests whom the company may wish to influence can include opinion formers and decision-makers in business and government circles, trade acquaintances, dealers, wholesalers and retailers. In other instances, it can include the media and the company's own staff and

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customers. (ibid) In a study by Quinn (1982), as referred to by Meenaghan (1983), 75 per cent of the companies had as one of their objectives to entertain invited guests, and these were often customers.

Personal Objectives. Event marketing has the capacity of delivering personal satisfactions, which no other marketing communications medium possesses (Meenaghan, 1983). The delivery of personal satisfactions has also shown to be a significant objective (Meenaghan 1983; Walker, 1999) Meenaghan further refers to Quinn (1982), who found in his study that every third decision-maker had a strong personal interest in, or participated in the event sponsored.

As the company has set the objectives of what it wants to achieve with event marketing, the selection of a specific event can be done. The objectives play a very important role and work as a base for choosing an appropriate event (Meenaghan, 1983). The following section will discuss what a company should consider, when selecting a specific event.

2.2 The selection of a Specific Event

When selecting a specific event, it is of great importance to thoroughly evaluate how the event is perceived by the target audience. The proposed event should be examined against certain relevant criteria, so that it represents a rational choice. (Meenaghan, 1983) Meenaghan states that each individual company must specify the event selection criteria so that it becomes appropriate for the company overall or for particular audiences. He mentions however 14 criteria that generally are considered in the selection of a specific event. The criteria to consider are very much related to the company's stated objectives. Meenaghan emphasises that the event selection should be dependent on the event's ability to fulfil these objectives. The criteria, as according to Meenaghan, will be presented in table 2 below.

Table 2: *Criteria to Consider when Selecting an Event*

Criteria to Consider when Selecting an Event
<ul style="list-style-type: none">• Ability to fulfil objectives• Image association potential of the particular event• Event choice and company/product compatibility• Media coverage potential• The funding requirement• Target audience coverage• The opportunities for guest hospitality• Executive preferences• Geographical coverage of the defined audience• Staff knowledge of the proposed event• Event type• Solus position• The possibility for adverse publicity• Possible organization behind the event

Source: Authors' own construction

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The Ability to Fulfil Objectives. A very important and overall criterion when selecting an event is the event's ability to fulfil stated objectives. Events are recognised to have a capacity to fulfil more than just one objective. In the case of multiple objectives, these should be ranked in hierarchical order. It is however important not to ignore the complex interplay between the different objectives. (Meenaghan, 1983)

Image Association Potential of the Particular Event. Each individual event has its own personality and perception in the public mind. Therefore, events differ in the relationships that they developed with the audience. When selecting a specific event, the multi-dimensional aspects of the event personality must be considered. Given that each event is capable of delivering image rub-off, the potential for negative association also exists. It is necessary to realise that an event that is appropriate for one company, may be inappropriate for another. The ability of a particular event to deliver a required image by association therefore becomes a critically important criterion in the sponsorship selection process. (ibid)

Meenaghan (1983) refers to the Association for Business Sponsorship of the Arts, which also recognises the importance of considering the event's potential for image association as a selection criterion: "Possibly the most important element in setting up a sponsorship arrangement is achieving the proper match between sponsor and recipient. Sponsorship is a way of associating your company with an event or organisation of artistic excellence in such a way as to convey your message to the chosen audience; the artistic activity must be chosen with this in mind." (p. 31).

Event Choice and Company/Product Compatibility. Meenaghan (1983) states that the degree of compatibility between the event and the company/product is an important criterion in the event selection, which also is supported by Kumlin and Petersson (1998), Head (1988) and Quinn (1982). According to Meenaghan, there should be some kind of linkage between the event and the corporate/product image. If not, it may attract negative attention or may confuse the potential consumer. Meenaghan further refers to a study by Waite (1979) and categorizes three types of compatibility links. He inclines that the event should have at least one of these links, which are described in the table below.

Table 3: *Sponsor/Sponsored Link Groups*

Sponsor/Sponsored Link Groups	
1.	Product link The sponsored event uses or is closely associated with the company's products or services. One example is when an oil company sponsors motor racing.
2.	Product image linked The image for the sponsored event is similar to the image of the sponsor's products. For example a youth oriented company that sponsors a pop concert.
3.	Corporate image linked The sponsored event has an image similar to that of the sponsor's corporate image. An example is a banking group that sponsors a school business project.

Source: Adapted from Nigel Waite (1979), as referred to by Meenaghan (1983), p. 87

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Media Coverage Potential. Meenaghan (1983) implies that the importance of media coverage potential as a criterion for event selection varies, although most companies appreciate media coverage and the resulting enhancement of their public profile. Companies must consider the event's established media audience profile and how it matches that of the company's target market. (ibid) Kumlin and Petersson (1998) support media coverage as an important consideration when selecting an event, as they in their study found this to be of considerable importance to companies using event marketing. Head (1988) also supports the importance of this criterion.

The Funding Requirement. Meenaghan (1983) continues that if the company has a limited budget, then the selection of an event will be dependent on the event expenditure not exceeding the company's budget. It is necessary that the budget is sufficient, so that the event can be undertaken properly. Otherwise, there is a risk that the company image may be impaired and that the public establishes an unfavourable perception. The cost of the event must also be considered in terms of physical resources, staff time and staff talent. Finally, the company must determine when the investment is required and the period of time over which it will be sustained. (ibid)

Target Audience Coverage. Meenaghan (1983) implies that target audience coverage is a valuable event selection criterion, which is supported by Head (1998). A precise definition of the target audience will facilitate the event selection and increase the effectiveness of the event investment. Meenaghan defines the audience in terms of (a) the immediate audience at the event and (b) the extended media audience or (c) both the immediate and the extended audience. An up-market target group will be best reached by up-market events. Rolex, for example chose to sponsor a polo event, which is an activity that to a great extent attracts possible purchasers in the higher socio-economic bracket. If, however, the product has a mass appeal then the company should select an event with broad appeal, such as for example a popular music festival. (ibid) Kumlin and Petersson (1998) support Meenaghan regarding target audience coverage and conclude that it is important, when selecting a specific event, to consider the events ability to reach the target audience.

The Opportunities for Guest Hospitality. Guest hospitality refers to how well the event can offer the company face-to-face contact with selected publics. In situations where several objectives are being pursued, guest hospitality is often given priority in the criterion hierarchy. (Meenaghan, 1983) Guest hospitality is also supported by Kumlin and Petersson (1998) as an important criterion when selecting an event.

Executive Preference. Regarding executive preferences, Meenaghan (1983) refers to Waite (1979) who concludes that senior management leisure interests are often a consideration when selecting events. Executive preference is also a supported criterion by Head (1998). Meenaghan further refers to Fletcher (1980), who claims that by considering executive preferences when selecting an event, the company is less likely to get lead into a bad deal at the same time as it ensures commitment from the top

Geographical Coverage of the Defined Target Audience. When selecting an event, Meenaghan (1983) claims that those events whose potential geographical coverage is either excessive or insufficient in terms of the defined target audience should be precluded. The definition of geographical coverage requirements will assist the company in selecting the most appropriate sponsorship. The company must also decide if the defined market is best

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reached by a series of events or by the use of a single event to cover the total market. (ibid) Meenaghan is supported by Head (1998), who emphasises the importance of considering the event's geographical link with the company's business, in the selection of a specific event.

Staff Knowledge of the Proposed Event. Meenaghan (1983) further suggests that if a company selects an event that someone within the company holds in-depth knowledge about, it can contribute to a more successful exploitation of the event. It is of many companies' opinion that at least some member of their organization should be involved in the event. The staff member can that way act as an expert link between the company and the event, as well as to alert the company to potential pitfalls. (ibid)

Event Type. The classification of events is, according to Meenaghan (1983), generally done after generic type such as for example sports, arts and environment. However, the company must also consider other possible classifications in order to select the most appropriate event. First of all, should it be an already established or a new event? (ibid) To create a new event or to sponsor an existing one is also a selection criterion that Behrer and Larsson (1998) consider of great importance.

An established event will provide an immediate audience but the company may at the same time lose out if it sponsors an event better known than the company itself. In addition, if an event has already been successfully sponsored by another company, there is a risk that the public will continue to associate the event with that company at the expense of the new sponsor. A new event, on the other hand, takes longer time to establish than an already established activity. (Meenaghan, 1983) Schreiber (1994) and Ernst&Young (1992), as referred to by Behrer and Larsson (1998), note that sponsoring an existing event is better than creating a new one. The authors base this statement on the time it takes to establish an event, as discussed by Meenaghan above. Furthermore, it is more expensive to create a new event than to sponsor an already existing event, according to the authors. Behrer and Larsson establish that along with increased control, a new event also brings increased risk, as shown in the figure below.

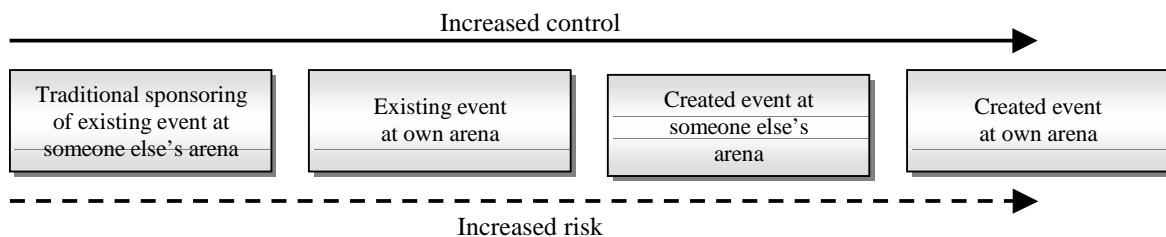


Figure 3. *Control and Risk Dependent on the Activity's Character*
Source: Translated from Behrer and Larsson (1998), p. 195

The figure shows how control and risk increase, depending on the event's character. The risk of creating a new event involves the direct broadcasting of the event. There is neither an opportunity for rehearsal of the event nor any way to break it off if anything goes wrong, once the event has started. (ibid) A new event can however over time become more

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effective than an established event, since the event will be associated only to that specific company (Meenaghan, 1983).

A second consideration Meenaghan (1983) mentions regarding the type of event is if the event should be a one-time activity or a long-term commitment. A main benefit associated with one-time events is the publicity it creates for the company. Especially if the event is newly created, extra publicity can be gained because of the novelty value. One-time events have a great ability to provide for company and brand awareness. Also to be seen as a benefit of one-time events is the avoidance of the financial commitment that long-term events involve. The drawbacks of one-time events are the doubts as to their effectiveness and the suggestions that one-time event involvement is rarely cost-effective. Most of the literature dealing with sponsorship argues for long-term commitments and three years is often seen as the minimum time for effective sponsorship exploitation. The long-term sponsorship can lead to repeated publicity, more durable recognition and the possibility of nurturing “big things from small beginnings” (p. 40). On the other hand, market interest in long-term sponsorship is more likely to decline than for one-time sponsorships and as a result the long-term sponsorship may suffer a reduction in impact. (ibid)

The third classification of event types that Meenaghan (1983) mentions to consider, is the seasonality of the event. Some activities may have a seasonal nature in terms of its public profile. It can then be necessary for the sponsoring company to undertake an additional event in order to meet its coverage requirements. If a company requires continuous exposure throughout the year, it needs to select either a single activity with year-round exposure or a series of individual events, which together provide all-year-round exposure. A company looking only for short-term exposure, has a facilitated selection process and should determine the extent and timing of the coverage requirement. (ibid)

Solus Position. Solus position concerns whether the company should select an event that will be exclusive to the company or if the company should be involved in co-sponsorship together with other companies. Meenaghan (1983) refers to an inquiry in the Sports Council (1971) which found that co-sponsored events are not very attractive. Meenaghan further refers to Way (1980) who suggested that shared sponsorships or events at national levels rarely work out. However, Behrer and Larsson (1998) discuss that an event created by several sponsors together can be effective if the companies can complement and take advantage of each other, for example regarding image and credibility.

The Possibility for Adverse Publicity. Meenaghan (1983) emphasises the importance of examining all dimensions of the proposed event, so the company is not affected by unexpected reverse publicity. One example is the behaviour of individuals associated with the event that may cause adverse publicity. In addition, the nature of certain associations that the company wants to create with the event also makes the selection very sensitive. For example, a motor car that continues to finish among the last, hardly reflects a winning image. (ibid)

Possible Organization Behind the Event. In the case of the event being handled by another organisation, the sponsoring company must also consider that organisation and its ability to carry out the proper management of the event. If the event fails to meet its objectives, can the sponsor then withdraw? Does the organisation have a clear

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understanding of the sponsor's interest (or is it just seeking an additional source of revenue)? (ibid)

Other Possible Criteria. Meenaghan (1983) also lists several other questions that a company may need to consider when selecting a specific event.

- a) Can the company justify its event expenditure to its shareholders?
- b) Is it legal for the company to sponsor such an activity?
- c) Is the event favoured by the public, which will be reflected in audience figures. However, it is important to note that the popularity of some events may vary over time.
- d) Can the event be integrated with other promotional activities, i.e. advertising, display, conferences, etc.? This selection criterion is also supported by Kumlin and Petersson (1998), who in their study concluded the importance of being able to use the event as a theme in an advertising campaign.
- e) What are the tax benefits (if any) associated with the event?

As the company has decided on a specific event, it must also consider how to evaluate the event effectiveness. Previous research regarding evaluation of the event effectiveness will be brought up in the following section.

2.3 Evaluation of the Event Effectiveness

Event marketing, like any other promotional tool, needs to be evaluated so that the effect of the tool becomes properly measured. However, the lack of relevant and standardized evaluation measures has in fact somewhat stunted the growth of event marketing (Behrer & Larsson, 1998; Lundell, 1999). Behrer and Larsson emphasize that the perception that event marketing is not possible to evaluate is wrong. The effects of event marketing can be measured, often in the same way as for other promotional tools. The main issue is to set clear objectives, since this is the base for any evaluation. (ibid)

2.3.1 Factors Complicating the Evaluation of Events

Although it is not directly related to our research question, we will begin this section with previous research explaining why event marketing is difficult to evaluate. This explanation is included in order to provide a better understanding about the debated issue of difficulties with evaluating event marketing. Meenaghan (1983) gives a list of factors that complicate the measurement of event effectiveness. These factors are presented in table 4 on the following page.

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Table 4: *Factors Complicating the Evaluation of Event Effectiveness*

Factors Complicating the Evaluation of Sponsorship Effects	
1.	The simultaneous usage of other marketing mix/Communication mix variables
2.	The carry-over effect of previous marketing communications effort
3.	The synergistic effect of marketing communications variable
4.	Uncontrollable environmental factors
5.	The effects of qualitative inputs in marketing communications
6.	The pursuit of multiple objectives
7.	The discretionary nature of media coverage

Source: Authors' own construction

As shown in the table above, there are several factors that according to Meenaghan must be considered when evaluating the event. Normally, event marketing is entered into in combination with other marketing communication mix elements. It is therefore difficult to isolate the effects of event involvement. Since most communication in marketing is on-going, it is almost impossible to exclusively distinguish particular results achieved to any specific marketing communication effort. Also, any attempt to isolate the contribution of a particular variable fails to appreciate that there is a synergistic effect arising from the interaction between the various methods of communication. The evaluation of event marketing, as any communication effort, is also likely to be affected by changes in the environment within which the company operates. Changes in sales levels may for example cause a decreased intensity of competitive effort. Event effectiveness is also dependent on qualitative inputs, such as creative content and inspiration, which adds to market response. These qualitative inputs are difficult to measure and therefore complicate the comparison of effectiveness of different communication methods. In addition, multiple objectives in an event may require a variety of measurement methods which of course further complicates the evaluation process. Finally, when dealing with event marketing the media exposure may be dependent on editors and programmers, which lies beyond the control of the sponsoring company. Even though such a situation will not directly affect the evaluation process, it certainly has an effect on the sponsoring company's ability to plan, and thereby maximise the return on his investment. (ibid)

Behrer and Larsson (1998) further points at the difficulty of measuring how the event affects relations. This is however not only specific for event marketing. There is an overall lack of operative methods of how to measure relationships. (ibid)

2.3.2 How to Measure the Effects of Event Marketing

One issue in regards to the evaluation of event effectiveness, is what methods that could be appropriate to use. Behrer and Larsson (1998) claim that the objectives are the base for any evaluation. Communicative and sales objectives should be clear and quantified. Above that, the company using event marketing can also set specific objectives for its participation in an event, so called event specific objectives. Communicative objectives can, according to Behrer and Larsson, be measured through different forms of attitude investigations and interviews. These can be conducted by an interviewer in place or after the event by telephone or surveys. Sales objectives are often measured through statistics on the sales development during a limited time period. Event specific objectives are measured through

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statistics over the events' development as well as through interviews with questions concentrated to the actual event. (ibid)

Regarding how to measure the event's affect on relations, Behrer and Larsson (1998) suggest interviews, as long as the questions are formulated in a way that give concrete answers. Another way, according to the authors, is simply to walk around at the event and talk to people, in order to "feel" the atmosphere. Finally suggested is also an attitude investigation among the event participants that will be compared to an attitude investigation among non-participants. (ibid)

Behrer and Larsson (1998) refer to Paul Stanley (1995), Vice President of an event marketing agency in the US, who gives three examples of measures that can be used for event marketing.

- *Through retailers:* sales, increased exposure, price campaigns and follow-up customer surveys that retailers initiate.
- *Through media:* how much publicity the event generated respective how the event has been used for other purposes in media, for example contests, etc.
- *Through consumers:* market statistics on sales and specific surveys

According to Meenaghan (1983), there are five main methods of measuring event effectiveness. These methods involve sales effectiveness, communications effectiveness, level of media coverage/exposure gained, guest feedback and cost-benefit. (ibid)

- *Measuring the Sales Effectiveness of the Event Involvement*

In the area of event marketing, it is according to Meenaghan (1983) generally difficult to establish a direct relationship between event involvement and sales results for the company. When an event is the only method of introducing a new product, the possibility of establishing a direct sales relationship is improved. Because of the complexity of establishing a direct relationship between sales results and event expenditure, measures of sales effectiveness are rarely appropriate and consequently seldom employed. Meenaghan quotes Whitley (1982), who makes the following comment: "Although helping to increase sales in the long term can be a legitimate objective of sponsorship (read event marketing) in the industrial sector, it could be dangerous and misleading to evaluate a sponsorship (read event) on extra sales achieved. Sponsorship (read event marketing) can create a climate conducive to the development of extra sales; only very rarely is it the direct means of achieving them." (p. 51). (ibid)

- *Measuring the Communications Effectiveness of Event Involvement*

Meenaghan (1983) states that when evaluating event marketing in terms of communication, it is important that the objectives also are stated in communicative terms, for example levels of awareness or perceptions to be created. Meenaghan refers to Baker (1980), and suggests five types of communicative measures, namely the measurement of awareness, recall, attitude surveys, psychological measurement, and sort and count. (ibid)

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Awareness measures function as a rough and ready guide to effectiveness. With a new product it may be possible to isolate the source of consumer knowledge but this is almost impossible with an established brand. Recall tests can vary from a basic description of the advertising theme to the association of the correct theme with the product. These tests can also be used to measure comprehension, credibility and conviction. The measurement of attitude can be a general estimation of attitudes towards a brand. It can also be used in a more defined level of examining the various stages of brand familiarity – acceptance, preference or insistence. The psychological measures are designed to investigate deeper into the subconscious. The purpose is to discover basic motives that direct questioning may not find and the resulting information will be qualitative rather than quantitative. Finally, concerning sort and count, many types of marketing communications invite the audience to ask for extra information, free samples, etc. By sorting and counting the resulting requests, the company is able to gain some information as to the usefulness of its effort. (Meenaghan, 1983)

- *Measuring the Media Coverage Resulting from Event Involvement*

The measurement of media coverage gained can be done either in-house or by media monitoring service. Generally, certain basic measures are used, such as the duration of television coverage; the extent of press coverage as measured in single column inches and monitored radio coverage. There are a couple of issues that must be considered when using media coverage as an index of event effectiveness. One is the relative attractiveness of the various types of media coverage. The other one is the quality of the media coverage obtained, which can vary from favorable to somewhat less favorable. (Meenaghan, 1983)

Meenaghan (1983) states that the level of media coverage indicates the extent of publicity achieved, which can be compared to the level of advertising time or space bought. However, Meenaghan also points out that this kind of measure can not be used on its own to evaluate the effectiveness of the exposure gained.

- *Monitoring Feedback*

A useful indication of event effectiveness is to monitor and evaluate feedback from the event audience. Many times, the monitoring of feedback is done in a casual and informal way. However, a more formalized method of data collection will ensure more accurate assessment of event marketing effects. (Meenaghan, 1983)

- *Cost-Benefit Analysis*

Meenaghan (1983) refers to cost-benefit analysis as “a situation wherein the company is pursuing less than purely commercial objectives or as the total reasoning for its sponsorship (read event) investment.” (p. 61). Certain types of event marketing objectives require an evaluation which goes beyond pure cost effectiveness. Cost-benefit evaluation involves for example the goodwill and prestige gained with the event. These benefits are often difficult to measure in cost effective terms and Meenaghan suggests the collective opinion of senior management personnel as the basis of evaluation in such cases.

2.3.3 When to Evaluate Event Marketing

Behrer and Larsson (1998) state that there is no general answer to when the evaluation should be performed. However, they emphasize that since events usually take place during

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a limited period of time, the direct effects should be measured within a near future. Long-term effects should, according to the authors, be measured continuously and be looked upon as a result of the company's integrated communication.

Meenaghan (1983) states that the evaluation process of events is facilitated if measurement is undertaken at several key stages. He suggests three stages at which a company should evaluate its position in any event marketing programme.

1. *Before the event*: to determine the company's present position in terms of awareness and image with the target audience.
2. *During the event*: to detect movement on the chosen dimensions of awareness, image and market attitude.
3. *After the event*: when the event is completed to determine performance levels against the stated criteria

We have now covered literature regarding event marketing objectives, the selection of a specific event, and the evaluation of the event effectiveness. The last and following section will end this chapter by discussing the advantages and disadvantages of using event marketing.

2.4 Advantages and Disadvantages of Using Event Marketing

Most of the theories we have covered discuss event marketing from a very positive perspective, while disadvantages rarely are brought up. This section will present the advantages most frequently being brought up by researchers, as well as the few mentioned disadvantages

2.4.1 Advantages of Using Event Marketing

Table 5 below summarises the advantages of using event marketing and is followed by a more extensive discussion about the different advantages.

Table 5: *Advantages of Event Marketing*

Advantages of Event Marketing
<ul style="list-style-type: none">• Penetrates and eliminates media noise• More credible than advertising• Generates awareness better than advertising• Influence image better than advertising• Possibility for prestige at lower cost than advertising• Contribute with internal motivation and moral - in contrast to advertising• Offers interaction

Source: Authors' own construction

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Penetrates and eliminates the media noise. One of the most commonly recognized advantages of event marketing is its ability to penetrate and eliminate media noise by offering exclusive access to the target audience (Taranto, 1998; Beertema, 1999; Markos, 1997; Kempe, 1999). Taranto states that when creating an event, an every day occurrence is taken, such as a meeting, a conference, a product launch concert or a sports event, and added with a level of memorability. According to Taranto, the memorability in event marketing differentiates the event from a normal message and thereby makes it advantageous in reaching the target audience. The execution of high quality live entertainment is a way to set a company apart from the competitors and the large amount of media clutter by touching the consumers in a very direct and entertaining way. Taranto means that taking the ordinary and elevating it to the unexpected is what event marketing has the potential to do and when done well, the audience will learn more, buy more, give more and remember more of the communicated message.

Behrer and Larsson (1998) compare event marketing with advertising and state that event marketing, in general, better establishes qualitative attributes such as to form the consumers' perceptions about the brand image, to increase favouritism against competitors and to generate attention and awareness about the company and its brand. Their reasoning is supported by an investigation made by an Indian tire manufacturer. In three out of four investigated areas, event marketing was more successful than ordinary advertising. The advantageous areas were to create image, to increase awareness and to affect the inclination for the actual purchase. Regarding the fourth investigated area, communication of specific product attributes, complementary advertisement was necessary in order to achieve sufficient penetration. (ibid) According to Behrer and Larsson, event marketing is more advantageous than advertising concerning the following factors:

Credibility. Attributes that are illustrated through a real event can be perceived as more credible than the oral promises in an advertising message. (ibid)

Attention and awareness. Behrer and Larsson (1998) state that as public interest in an event increases, (which can be influenced by the company through for example press releases and press conferences), so will media's interest in reporting from the event. Consequently, this will lead to a "snow-ball effect", that broadens and increases company or brand awareness (ibid). Esposito (1998) supports Behrer and Larsson by also emphasising event marketing as an advantageous tool in influencing awareness. She states that a satisfied event audience will contribute with positive publicity through word-of-mouth and thereby further increase company and brand awareness.

Image. Behrer and Larsson (1998) mention event marketing to be more advantageous than advertising in terms of creating, developing, refining or sustaining the image of a company or its brand, which is supported by Walker (1999). Behrer and Larsson state that the meeting, the experience and the message that forms the event allude to all of the audience's senses. The factors that the company image comprises can therefore in event marketing be expressed and dramatised, all at the same time. (ibid)

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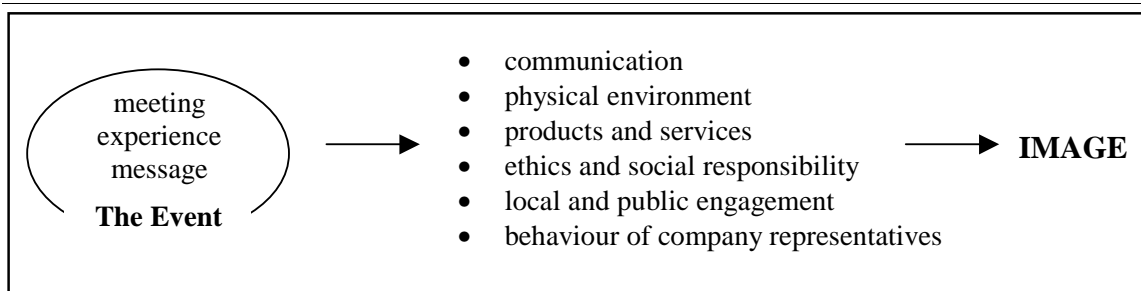


Figure 4. *The Event and Image*

Source: Translated from Behrer and Larsson (1998), p. 156

Behrer and Larsson (1998) claim that there are certain key factors of the company's identity and image that under normal circumstances are spread in time and space, but that in the event appear in a concentrated and focused form. These factors are the company's communication, physical environment, products and services, ethics, social responsibility, local and public engagement, and the behaviour of company representatives overall. (ibid)

Prestige. Behrer and Larsson (1998) further state that not all companies can afford to advertise at the most prestigious occasions and in national covering campaigns. However, by co-sponsoring an event or creating a sensational event that receives national publicity, companies with smaller budgets can make themselves heard to a large audience (ibid).

Internal motivation and morale. The authors also state that event marketing, in contrast to advertising, can contribute with internal motivation and morale since the company's personnel can be actively involved in the event. The involvement can be in terms of representatives or as participants of the event. (ibid) Employee morale is also supported by Walker (1999), as an advantage of event marketing.

Offers Interaction. Behrer and Larsson (1998) claim that event marketing has the advantage over advertising in its ability to offer opportunities for giving out samples, market research, direct feedback from participants of the event, etc. The effects of interaction are, according to the authors, a direct consequent of the meeting with a live audience, something that event marketing - but not advertising - can offer. The interaction that event marketing offers is commonly viewed as an advantage over other communication tools, as it gives an excellent opportunity to develop and strengthen relationships with the company's audience and various publics (Olkkonen, 1999; Kempe, 1999; Taranto, 1998; Behrer & Larsson). It is the personal meeting at an informal occasion that gives the company the opportunity to create a unique bond with its audience (Garber, 1994). Behrer and Larsson also add that it can increase favouritism against competitors.

2.4.2 Disadvantages of Using Event Marketing

With event marketing as everything else, there is a backside to the advantageous coin. Although event marketing in most research and articles is brought up from a positive perspective, there are certain disadvantages discussed by Behrer and Larsson (1998). These disadvantages will be presented in table 6 on the following page, followed by a more thorough discussion.

Literature Review

Table 6: *Disadvantages of Using Event Marketing*

Disadvantages of Using Event Marketing
<ul style="list-style-type: none">• No standardised solutions• Difficult to evaluate• No established infrastructure• Inflexible

Source: Authors' own construction

No standardised solutions. Behrer and Larsson (1998) mention that there are no standardised solutions for event marketing, which they state can at times be seen as a disadvantage. Even though the media is given (that is the event), the shape and the communication become what the company makes out of it. Events can therefore be seen to require more in planning, execution and evaluation. (ibid)

Difficult to evaluate. The authors further emphasise evaluation of the event as difficult to perform. The values that events contribute with, such as customer perceptions and relationship developments, are complicated to measure. It is also hard to look at “cost per thousand”, which involves the marketing cost divided with a thousand target group individuals. (ibid)

No established infrastructure. Behrer and Larsson (1998) further state that while advertisers have an established infrastructure with advertising- and media agencies to lean on, event marketers need completely different competence and solutions. Besides traditional activities integrated in the event, event marketing can also involve actors, artists, scriptwriters and sound producers, just to mention a few examples. Since event marketing is not yet as established as other marketing communication tools, the experience of handling these issues is not as widely spread. (ibid)

Inflexible. Finally, Behrer and Larsson (1998) bring up the inflexibility in events as a disadvantage, in relation to advertising. In advertising, it is relatively easy to add media vehicles or media frequency if necessary, provided that the budget allows it. The event, on the other hand, gather a group of people at one specific time and the event can be hard to reproduce only because the number of participants turned out insufficient or not representing the target audience correctly. The authors also state that it is significantly more difficult to estimate the number of participants that are needed for an event and how many that actually show up, in relation to traditional media vehicles. (ibid)

2.5 Summary

This chapter has provided a literature review of previous research related to each research question. The areas covered are objectives with event marketing, the selection of a specific event, the evaluation of event effectiveness and advantages and disadvantages with the use of event marketing. Next chapter will present a frame of reference and a conceptualisation, in order to show how our research questions fit together and how the previous research presented in this chapter will be used in order to collect data.

3 Conceptualisation and Emerged Frame of Reference

We will in this chapter show how we have conceptualised our research questions based on the literature review presented in the previous chapter. Thereafter, an emerged frame of reference is presented in order to show how the research questions fit together.

3.1 Conceptualisation

According to Miles and Huberman (1994), “a conceptual framework explains, either graphically or in a narrative form, the main things to be studied” (p. 18). The authors add that this is most easily done after a list of research questions has been made, which we have done in chapter one of this study. Following the order of our research questions we will in this section try to clarify and motivate how we have conceptualised each research question.

The conceptualisation will serve as a base for the interview guide, which we will use to collect data. The interview guide follows the same order and includes the same parts as this section, and can be found as Appendix A at the end of the study.

3.1.1 The Objectives with Event Marketing

Regarding the objectives with event marketing, we will look at major objectives as suggested by various authors brought up in the literature review in the previous chapter. The specific objectives we will investigate are all stated by Meenaghan (1983). These objectives are also supported by other researchers. These researchers are Andersson and Mossberg (1999), Behrer and Larsson (1998), Esposito (1998), Holland and Rich (1999) and Taranto (1998). At times, these researchers add or complement to Meenaghan’s reasoning. The objectives we will investigate are presented in an eclectic list below. In an eclectic list, the investigated factors are combined by several researchers.

As Meenaghan has stated all the objectives below, he will not be referred to. Instead, we will only refer to the supporting researchers and show how they complement Meenaghan.

Corporate-related objectives

- Affect company image
 - To create or strengthen company image. (Behrer & Larsson, 1998).
 - To alter company image (Taranto, 1998).
- Create awareness (Behrer & Larsson; Esposito, 1998)
- Strengthen the internal relations
 - Motivate employees by making them actively involved in the event (Behrer and Larsson)
- Company identification with target group
 - Establishment of relationships (Andersson & Mossberg, 1999; Behrer & Larsson; Holland & Rich, 1999; Taranto).

Product-related objectives

- Affect the brand or product image. (Behrer & Larsson, 1998)
 - To strengthen brand or product image.
 - To alter brand or product image
- Create brand or product awareness (Behrer & Larsson).
- Product and brand identification with target group. (Behrer & Larsson, 1998)

Sales objectives

- To increase sales.
 - Short-term (Behrer & Larsson, 1998)
 - Long-term
 - Create shopping impulses (Behrer & Larsson, 1998)
 -

Media coverage

- To achieve media coverage (Behrer & Larsson, 1998)
 - Importance of this objective

3.1.2 How a Specific Event is Selected

Regarding the selection of a specific event, we will use the 14 criteria that according to Meenaghan (1983) generally are being considered in the event selection. Out of our literature review, Meenaghan gives the most extensive list of considerations in the event selection, which is why we have chosen to base our conceptualisation on his criteria. These criteria are shown in the list below.

- The ability to fulfil objectives
- Image association potential of the particular event
 - The rub-off effect to the company/brand through association with a particular event.
- Event choice and company/product compatibility
 - The event and product usage; the product image; corporate image.
- Media coverage potential
 - Match between the event's established media audience profile and the company's target market.
- The funding requirement
 - Sufficiency of the budget so to undertake the event properly.
 - Consideration of costs in terms of physical resources, staff time and staff talent.
- Target audience coverage
 - The events capacity to reach a specific target audience.
 - The immediate audience at the event, the extended media audience, or both.
- The opportunities for guest hospitality
 - Possibility to make face-to-face contact with the audience.
- Executive preference
- Geographical coverage of the defined target audience
 - Events with excessive or insufficient geographical coverage should be precluded.
- Staff knowledge of the proposed event
 - At least one company member should be involved in the event
- Event type
 - A new or an established event.
 - One time activity or a long-term commitment.
 - The seasonality of the event.
- Solus position
 - An event exclusively for the company or co-sponsored.
- The possibility for adverse publicity
- Possible organization behind the event
 - The sponsored event's ability to carry out proper management. Clear understanding of the sponsor's interests. If the event fails to meet objectives, can the sponsor withdraw?

3.1.3 Evaluation of the Event Effectiveness

Regarding the evaluation of event effectiveness, we will look at methods of measuring the effectiveness of events and when to evaluate the event. We will not investigate factors that complicate the evaluation of events, since this is not directly related to the research question.

In methods of measuring the event effectiveness, we will rely on the three methods by Stanley (1995), as referred to by Behrer and Larsson (1998). We chose to rely on this author since it is the most recent suggestion for evaluation methods in our survey of literature.

- Through retailers
- Through media
- Through consumers

Regarding when to evaluate event marketing, we will look at three stages as suggested by Meenaghan (1983). Meenaghan is the only author in our literature survey who gives an actual suggestion of when the evaluation should take place.

- Before the event
 - The company's present position in terms of awareness and image with the target market.
- During the event
 - To detect movement on the chosen dimensions of awareness, image and market attitude.
- After the event
 - When the event is completed to determine performance level against the stated criteria.

3.1.4 Advantages and Disadvantages of Using Event Marketing

Most research related to event marketing discuss the topic from a very favorable perspective and usually, no disadvantages are even brought up. Regarding research question four, we will therefore rely on Behrer and Larsson (1998). Behrer and Larsson are the only authors in our literature survey actually listing advantages and disadvantages of event marketing, which they do in comparison with advertising. We will however also include the advantage of event marketing penetrating and eliminating media noise, since this is an advantage of great support from various authors (Taranto, 1998; Beertema, 1999; Markos, 1997; Kempe, 1999).

Advantages

- Penetrates and eliminates media noise
 - The memorability, the live entertainment and the unexpected contribute to better reaching the target market.
- More credible than advertising
 - Attributes illustrated through a real event are more credible than oral promises in an advertising message.
- Generates awareness better than advertising
 - Public interest in the event generates media's interest, the "snow-ball" effect.
- Influence image better than advertising
 - Key factors that company/brand image comprises are under normal circumstances spread in time and space, but appear in the event in a concentrated and focused form.
- Possibility for prestige at lower cost than advertising

Conceptualisation and Emerged Frame of Reference

- Contribute with internal motivation and morale – in contrast to advertising
 - The company's personnel can be actively involved in the event.
- Offers interaction
 - Opportunities for market research, direct feedback and opportunity to give out free samples
 - Personal meeting

Disadvantages

- No standardized solutions
 - Requires therefore relatively more in planning, execution and evaluation than other communication tools.
- Difficult to evaluate
- No established infrastructure
 - Can not lean on established advertising/media agencies, needs different competence and solutions.
- Inflexible
 - Hard to reproduce if the participants turned out insufficient or not representing the target audience correctly.
 - Difficult to estimate number of needed participants and how many that actually will show up.

3.2 Emerged Frame of Reference

In order to show how our research questions fit together, a frame of reference will be presented. The following model aims to give an overview of how our research questions relate to each other and all serve as a base to reach our research purpose.

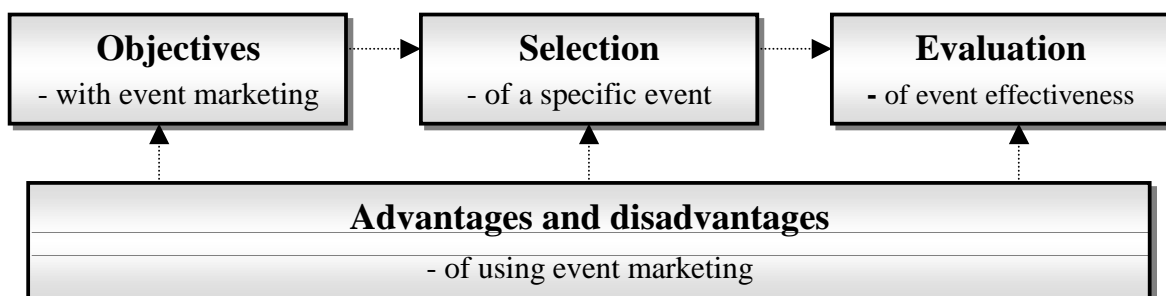


Figure 5. *Frame of Reference*

Source: Authors' own construction

In accordance with the figure above, objectives show what companies actually want to achieve with the use of event marketing. As the objectives are set, the selection of a specific event to fulfil these objectives will take place. Furthermore, an evaluation of the selected event will show the effectiveness of it. Finally, all along the use of event marketing, the user perceives different advantages as well as disadvantages. To look at these research questions will help us to gain a better understanding of how event marketing is used as a promotional tool, which is the purpose of this study.

3.3 Summary

This chapter has presented the conceptualisation of the research questions and an emerged frame of reference. In the following chapter, Methodology, we will explain how we have gone about when conducting this research.

4 Methodology

This chapter will explain how we have gone about when conducting our research. We will try to motivate and clarify the methodological approach we have adopted in order to answer the research questions posed. Figure 6 below shows the headings brought up in this chapter and gives an overview of how these fit together.

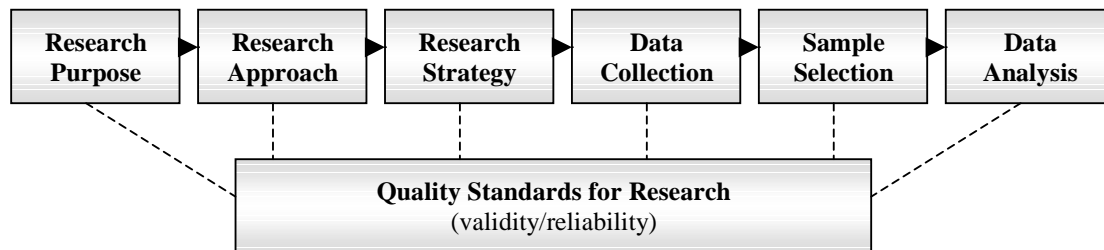


Figure 6. *Methodology Overview*

Source: Adapted by the authors from Foster (1999), p. 3

4.1 Research Purpose

The purpose of academic research can be exploratory, descriptive, or explanatory (Yin, 1994). Which category a study belongs to depends on ambitions and knowledge within the research area (Wallén, 1996).

Exploratory studies aim for basic knowledge within the problem area (Wallén, 1996). These studies are suitable when a problem is hard to demarcate and when relevant theory is unclear. They are also appropriate when important characteristics and relations are hard to determine. (Eriksson & Wiedersheim-Paul, 1997)

Descriptive research is appropriate when a problem is clearly structured but the intention is not to conduct research about connections between causes and symptoms. The researcher knows what he or she wants to investigate but not the answers. (Eriksson & Wiedersheim-Paul, 1997)

Explanatory research is useful for studying relations between causes and symptoms (Eriksson & Wiedersheim-Paul, 1997). The researcher tries to identify the factors, which together cause a certain phenomena (Lundahl & Skärvad, 1992).

The research purpose of this thesis is partly exploratory, as we explore our purpose in order to gain a deeper understanding of how event marketing is used as a promotional tool. The deeper understanding will help us describe our research area. The study is also descriptive in the sense of describing the empirical data we have collected. Our research purpose is clearly structured, which also justifies the descriptive purpose. Finally, our research purpose is partly explanatory as well. We do not try to explain connections between causes and symptoms within the research area, but we summarise and try to explain the findings of our study by answering our research questions and drawing conclusions. As the

exploratory, descriptive, and partly explanatory purpose of this study now is motivated, the research approach will be presented in the following section.

4.2 Research Approach: Quantitative versus Qualitative

There are two different ways of approaching a problem in social science, namely the quantitative and the qualitative methodological approach. The most important difference between these two approaches is the use of numbers and statistics in the quantitative approach while the qualitative approach focuses on words. The choice of approach depends on the problem definition as well as on what kind of information that is needed. However, these two approaches can also be combined. (Holme & Solvang, 1991)

Quantitative research is formalised and structured. It treats the research problem in a broad perspective and aims to make generalizations. The results from quantitative research are assumed to be measurable and presentable in figures. Quantitative research is very much controlled by the researcher and statistical methods have a central role in the analysis of quantitative information. In a quantitative approach, few variables are studied but on a large number of entities. (ibid)

Qualitative research is less formalised than quantitative research. Central in qualitative research is to reach a deeper and more complete understanding of the data collected and the problem studied. Several variables are investigated from a few numbers of entities. (ibid) Conclusions are based on data which is not quantified, like attitudes and values (Lundahl & Skärvad, 1992). Since the primary purpose is to reach a deeper understanding of the research problem, there is no need to draw any general conclusions. Typical for this approach is also closeness to the source of information. (Holme & Solvang, 1991)

We have used a qualitative approach in this research. This approach was chosen since we wanted to gain a deeper understanding and knowledge of how events are used as promotional tools. We did not aim to make generalizations. Instead, by studying a relatively small sample, we could investigate several variables in depth and thus, better reach the understanding we desired. As we now are focused on a qualitative research approach, the research strategy will be presented in the next section.

4.3 Research Strategy

According to Eriksson and Wiedersheim-Paul (1997) there are three major research strategies: experiments, surveys, and case studies. This is agreed upon by Yin (1994), but who also complements these strategies with archival analysis and histories. Which strategy to use in the research can according to Yin be determined by looking at three different conditions. The three conditions are (1) the type of research question posed, (2) the extent of control an investigator has over actual behavioural events, and (3) the degree of focus on contemporary as opposed to historical events. The following table shows how Yin relates each condition to the five alternative research strategies.

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Table 7: Relevant Situations for Different Research Strategies

Strategy	Form of Research Questions	Requires Control over Behavioural Events	Focuses on Contemporary Events
Experiment	how, why	yes	yes
Survey	who, what, where, how many, how much	no	yes
Archival Analysis	who, what, where, how many, how much	no	yes/no
History	how, why	no	no
Case Study	how, why	no	yes

Source: Yin (1994), p. 6.

When applying Yin’s reasoning to our research, it appeared that a survey, an archival analysis or a case study could be appropriate strategies for our research. Our research questions are based on “How?” and “What?”. Furthermore, control over behavioural events was not required and we focused on contemporary events. In order to determine which of these strategies that would be most suitable, we will below explain the characteristics of the three strategies in more detail.

Survey research is the systematic gathering of information from respondents in order to understand and/or predict some aspect of the behaviour of the population of interest, generally in the form of a questionnaire (Tull & Hawkins, 1990). A survey is appropriate when investigating many entities and few variables, and it gives exact but shallow data (Eriksson & Wiedersheim-Paul, 1997).

Archival analyses involve collecting secondary data, that is data which has already been collected by someone else for another purpose. This kind of research strategy is relatively simple and cheap, but the fact that the data actually was gathered for a different purpose than one’s own, may also be a problem. (Eriksson & Wiedersheim-Paul, 1997)

In case studies a few objects are studied in detail and in many dimensions. One can choose to study for example one industry, company or district. (Eriksson & Wiedersheim-Paul, 1997) A case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident. A case study research can include both single- and multiple-case studies. (Yin, 1994) By choosing a multiple-case study the possibilities of comparison between the cases are added, but at the same time, each case may be less in-depth investigated. Case studies also aim at increasing the understanding of a subject and not at generalising. (Eriksson & Wiedersheim-Paul, 1997)

Our research questions provided us with relatively many variables to investigate and we wanted a deep and detailed understanding about these variables. A survey was therefore not a suitable strategy for our research. We furthermore wanted to collect primary data, in order

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to conduct an as accurate research as possible. Therefore, we conducted a multiple-case study in this research. We found this to be the most appropriate strategy, since we wanted deep and detailed information, but at the same time wanted the possibility of comparison between different cases. This way, we could discover possible similarities and differences between the cases. As we now are focused on conducting a multiple case-study, our method of collecting data will be presented in the following section.

4.4 Data Collection Method

According to Yin (1994), there are several sources of evidence to rely on when collecting data for case studies. He mentions documentation, archival records, interviews, direct observations, participant observation and physical artifacts as six important sources. Yin further proposes that no single source of evidence has a complete advantage over the others. Instead, the sources complement each other with its individual strengths and weaknesses, as shown in the table below.

Table 8. *Six Sources of Evidence: Strengths and Weaknesses*

Source of Evidence	Strengths	Weaknesses
Documentation	<ul style="list-style-type: none"> • Stable: can be reviewed repeatedly • Unobtrusive: not created as a result of the case • Exact: contains exact names, references, and details of the event • Broad coverage: long span of time, many events, and many settings 	<ul style="list-style-type: none"> • Retrievability: can be low • Biased selectivity: if collection is incomplete • Reporting bias: reflects (unknown) bias of author • Access: may be deliberately blocked
Archival Records	<ul style="list-style-type: none"> • (Same as above for documentation) • Precise and quantitative 	<ul style="list-style-type: none"> • (Same as above for documentation) • Accessibility due to privacy reasons
Interviews	<ul style="list-style-type: none"> • Targeted: focuses directly on case study topic • Insightful: provides perceived causal inferences 	<ul style="list-style-type: none"> • Bias due to poorly constructed questionnaires • Response bias • Inaccuracies due to poor recall • Reflexivity: interviewee gives what interviewer wants to hear
Direct Observations	<ul style="list-style-type: none"> • Reality: covers events in real time • Contextual: covers context of event 	<ul style="list-style-type: none"> • Time consuming • Selectivity: unless broad coverage • Reflexivity: event may proceed differently because it is being observed • Cost: hours needed by human observers
Participant Observation	<ul style="list-style-type: none"> • (Same as for direct observation) • Insightful into interpersonal behaviour and motives 	<ul style="list-style-type: none"> • (Same as for direct observations) • Bias due to investigator's manipulation of events
Physical Artifacts	<ul style="list-style-type: none"> • Insightful into cultural features • Insightful into technical operations 	<ul style="list-style-type: none"> • Selectivity • Availability

Source: Yin (1994), p. 80

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Yin (1994) states that “ a major strength of case study data collection is the opportunity to use many different sources of evidence” (p. 91). The use of multiple sources, “triangulation”, allows the researcher to obtain multiple measures of the same phenomenon, which according to Yin adds to the validity of the scientific study. Data can further be divided into primary and secondary data. Primary data consists of data collected by the researcher and is collected especially to address the specific research objective (Lundahl & Skärvad, 1992). Secondary data is already available since it was collected for another purpose than the present problem (Aaker & Day, 1990) by someone else (Holme & Solvang, 1991). In this research, we have collected primary data through interviews and secondary data in terms of documentation.

According to Yin (1994), interviews focus directly on the case study topic. Holme and Solvang (1991) state that interviews allow flexibility and closeness to the respondent, which is important in qualitative studies. An interview also allows for in-depth information (ibid) and for the interviewer to follow up the questions (Eriksson & Wiederheim-Paul, 1997). As our research required in-depth data and we wanted the flexibility of posing follow-up questions, we used interviews as our main source of evidence. This choice further gave us the possibility to focus directly on the case study topic, that is, the use of event marketing as a promotional tool.

Case study interviews can, according to Yin (1994), take the form of being open-ended, focused, or structured. In an open-ended interview, the key respondents can be asked for the fact of a matter as well as for their opinions. In a focused interview, the respondent is interviewed for a short period of time. The focused interview may still remain open-ended, but you are more likely to follow a certain set of questions derived from the case study protocol. Probing is also used. Finally, the author maintains that the third type of interview is more structured, along the lines of a formal survey. We have conducted focused interviews since we had a certain set of questions that needed to be answered in order to obtain data related to our research questions. The interviews also had to be open-ended to some extent, since we wanted to preserve the interview flexibility and have the opportunity of probing.

Interviews can further be conducted either in person or by telephone (Eriksson and Wiederheim-Paul, 1997). In this research we conducted all the interviews by telephone. Due to the geographical distance between us and the respondents, our limited time did not allow us to meet with the respondents in person.

We constructed an interview guide in order to obtain answers on our set of questions, as suggested by Holme & Solvang (1991). The same interview guide was used during all the interviews. An overview of the interview guide was also e-mailed to the respondents before the interviews, so that they could prepare for the areas in which we intended to ask questions. Each interview lasted for a little more than an hour and all interviews were conducted in Swedish. According to recommendations by Yin (1994), a tape recorder was used throughout the interviews in order to register the empirical data accurately. Registering the data gave us the possibility to go back and double check the data actually received. The respondents were aware of the use of a tape recorder and had no objections. In addition to the tape recorder, one of us took notes during the interviews while the other one made sure that no questions accordingly the interview guide were forgotten. We

followed our interview guide, but we also followed up some of the questions, and were open to information that added to, or deepened, the issues covered in the interview guide.

As a complement to the interviews, we also used documentation. The documentation consisted of information from the companies' Internet homepages. This complementary information was mainly used for the purpose of describing the companies' backgrounds. As we now have described the data collection method used in this study, the following section will present the sample selection.

4.5 Sample Selection

According to Miles and Huberman (1994), looking at contrasting cases can help understand a single-case finding, by specifying *how* and *where* and, if possible, *why* it carries on as it does. Miles and Huberman further states that "If a finding holds in one setting and, given its profile, also holds in a comparable setting but does not in a contrasting case, the finding is more robust." (p. 29). In order to follow Miles and Huberman's suggestion, we chose to include different industries in our sample selection, and investigate both companies with durable as well as companies with non-durable goods.

Miles and Huberman (1994) further say that although contrasting cases are used, a sampling frame is needed, guided by the research questions and the conceptual framework. When selecting our sample, we therefore set the sampling frame to companies that use event marketing in their promotion towards consumers, since this is the form of event marketing increasing most in popularity (Lundell, 1999). Furthermore, we framed our sample selection to companies having used event marketing for some time in order for them to be able to answer our questions based on their experience.

Regarding how many cases a multiple-case study should consist of, Miles and Huberman (1994) state that it depends on how rich and complex the within-case sampling is. Our research questions and conceptualization provided us with rather high complexity for each case. In order to focus effectively and to fulfil the exploratory, descriptive and, to some extent, explanatory purpose of the research, we decided to include four companies in our sample. After having read a lot of articles about companies working with event marketing, we found four specific companies that fitted our sample frame. These companies were frequently brought up in the articles, and because of their experienced use of event marketing, they were selected. Thereafter, the companies were contacted in order to ensure that they wanted to participate in our study. The companies chosen as sample in our research were Nestlé, Volvo, Fjällräven, and Pripps.

According to Holme and Solvang (1991), selecting respondents with the right knowledge about the research area is crucial for qualitative research. At each company in our sample selection, we contacted the head responsible for the company's event marketing and in all cases, these were the persons who became our respondents. As we now have clarified how the sample of this study was selected, we will in the next section discuss the data analysis.

4.6 Data Analysis

When analysing the data collected from the interviews the intentions are to find answers on the earlier stated research questions. This research presents a multiple-case study, and

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therefore, the comparisons will be conducted within the different cases as well as between the cases. Miles and Huberman (1994) state that a qualitative data analysis focuses on data in the form of words. They further explain the analysis to consist of “three concurrent flows of activity” (p. 10):

1. *Data reduction*: The process of selecting, focusing, simplifying, abstracting, and transforming the data. The purpose is to organise the data so that final conclusions can be drawn and verified.
2. *Data display*: Taking the reduced data and displaying it in an organised, compressed way so that conclusions can be more easily drawn.
3. *Conclusion drawing/verification*: Deciding what things mean – noting regularities, patterns, explanations, possible configurations, causal flows, and propositions.

When analysing the data in this research, we followed the proposition of Miles and Huberman (1994). For each research question, we reduced the data via a within-case analysis. The within-case analysis was conducted by comparing our empirical findings to existent theories according to our conceptualization. Thereafter, we displayed the reduced data in a cross-case analysis, also according to each research question. The cross-case analysis compares the companies in our sample to each other in an organized and compressed way, as well as discusses existing differences and similarities. Finally, after having completed the within-case and cross-case analysis, the conclusions of the research were drawn. Each research questions was re-stated and answered, based on the findings of our study. As we now have described how the data was analysed, the following section will present the quality standards of this study.

4.7 Quality Standards: Validity and Reliability

When establishing the quality standards of a case study research, Yin (1994) suggests four commonly used tests. These tests are construct validity, internal validity, external validity and reliability.

Construct validity: establishing correct operational measures for the concepts being studied.

Internal validity (for explanatory or causal studies only, and not for descriptive or exploratory studies): establishing a causal relationship, whereby certain conditions are shown to lead to other conditions, as distinguished from spurious relationships.

External validity: establishing the domain to which a study’s findings can be generalized.

Reliability: demonstrating that the operations of a study – such as the data collection procedures can be repeated, with the same results.

The following table shows the recommended case study tactics for each test as well as a cross-reference to the phase of research when the tactic is to be used.

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Table 9: Case Study Tactics for Four Design Tests

Tests	Case Study Tactic	Phase of Research in which Tactic Occurs
Construct validity	<ul style="list-style-type: none"> - use multiple sources of evidence - establish chain of evidence - have key informants review draft case study report 	data collection data collection composition
Internal validity	<ul style="list-style-type: none"> - do pattern-matching - do explanation-building - do time-series analysis 	data analysis data analysis data analysis
External validity	<ul style="list-style-type: none"> - use replication logic in multiple-case studies 	research design
Reliability	<ul style="list-style-type: none"> - use case study protocol - develop case study data base 	data collection data collection

Source: COSMOS Corporation as referred to by Yin (1994), p. 33

As internal validity only applies for explanatory or causal studies, this test is not relevant in our research since our purpose is mainly descriptive and exploratory. We will therefore below only give our considerations regarding the other three tests.

4.7.1 Construct validity

According to Yin (1994) there are three tactics to increase construct validity. One can use multiple sources of evidence, establish a chain of evidence, or have key informants review the draft case study report. In our research, we have used documents and interviews as sources of evidence. However, the documentation is only complementary to the interviews and the data collected through documentation is not included in the analysis. To establish a chain of evidence, is according to Yin “to allow an external observer – the reader of the case study, for example – to follow the derivation of any evidence from initial research questions to ultimate case study conclusions” (p. 98). We have throughout this research made citations to all the sources from where evidence have been collected as well as, where relevant, indicated the circumstances under which the evidence was collected. Our draft report has also been reviewed by our supervisor as well as by fellow academic students. Furthermore, after having designed the interview guide, we had it approved by our supervisor before conducting the interviews on our sample.

Efforts were made to find the most suitable and knowledgeable respondents for answering the questions connected to the study. By using a tape recorder during the interviews, we could double-check the answers after the interviews and the risk of wrongly interpreting the answers was reduced. Probing was also used during the interviews, to make sure that the respondents really understood what we were asking about. The interviews were conducted in Swedish and thereafter translated to English, which includes the risk of translating errors. However, if we had conducted the interviews in English, the respondents could more easily have misunderstood our questions, and would perhaps not have been able to talk freely. In an attempt to correct possible misunderstandings, the result of the interviews, that is, the

data presentation, was sent to the respondents at each company for approval before analysing it. After receiving the companies' comments, some minor corrections were made.

4.7.2 External validity

To increase external validity, Yin (1994) emphasises the importance of using replication logic in multiple-case studies. He states that a theory must be tested through replication of the findings in similar surroundings, where the theory has specified that the same results should occur. Once such replication has been made, the findings can be generalised to a greater number of surroundings. In this research, we have reached our findings by testing the relevant theory in four different cases.

4.7.3 Reliability

Yin's (1994) suggested tactics for increasing the research reliability are to use case study protocols or to develop case study data bases. The purpose of this is so that a following researcher can repeat the exact same procedure and research, and thereby arrive at the same findings and conclusions over again. We have in this thesis carefully explained the procedures of our research, in this, as well as in every other chapter. We have also designed an interview guide, which shows how we have conceptualised the research questions. The same interview guide was used in all four interviews. Furthermore, we have organized the data collected for each of the cases and structured our thesis so that following researchers or readers can retrieve any desired material. However, when conducting interviews, personal biases may to some extent be present. Therefore, the influence of the respondents' as well as our own attitudes and values can always be questioned.

4.8 Summary

This chapter has presented a description of the methodology used in this study, as shown in figure 7 on the following page. It has covered our choices and motivations regarding research purpose, research approach, research strategy, data collection method, sample selection, data analysis and quality standards. As the figure has been presented, we then turn to the next chapter which will present the empirical data that has been collected for this research.

Methodology

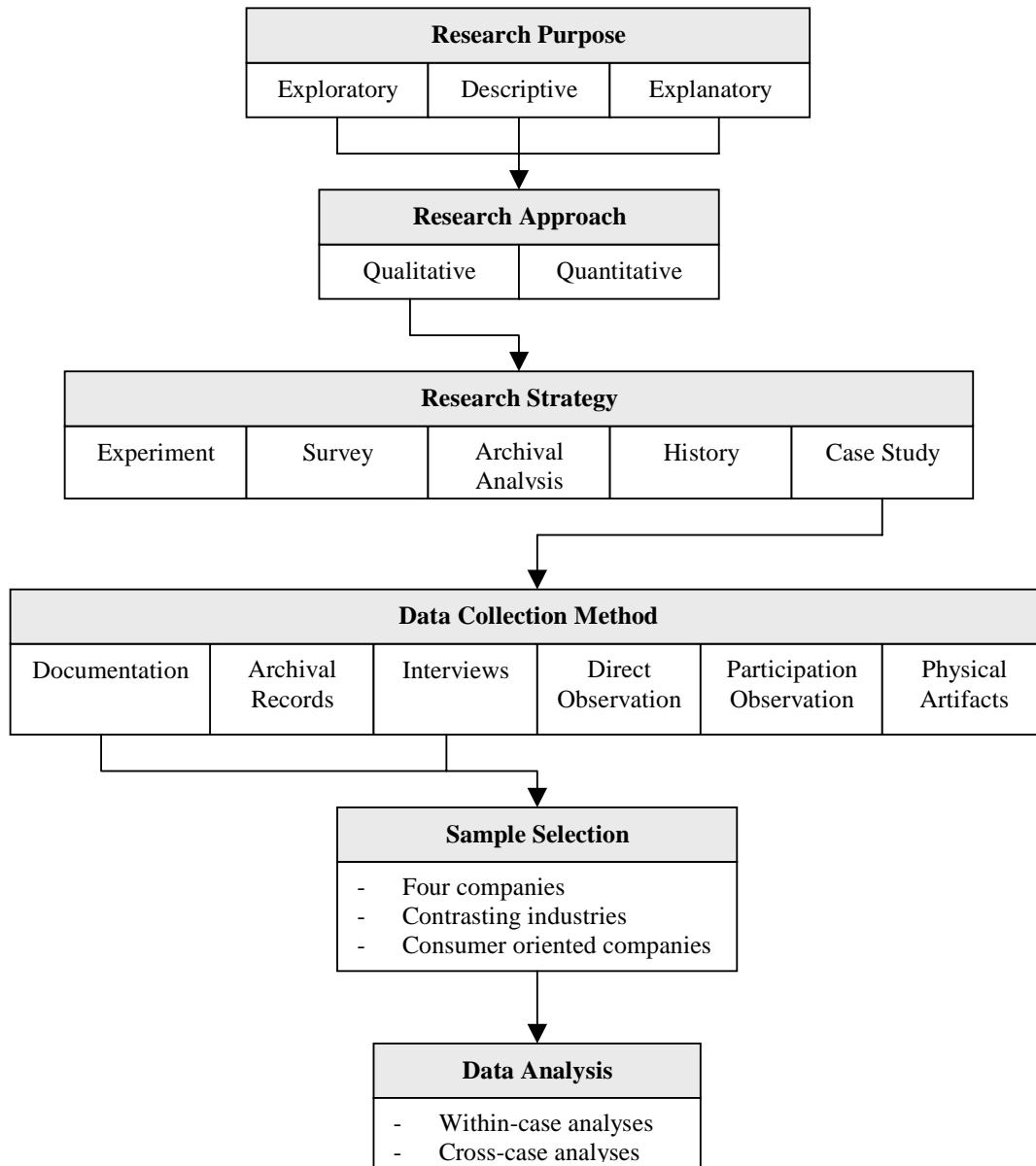


Figure 7. Summary of Research Methodology.
Source: Authors' own construction

5 Data Presentation

In this chapter, the empirical data collected from the four companies will be presented. The companies will be presented one by one. To begin with, every section will give an introduction to the company, and thereafter the data will be presented in the same order as our research questions are posed and conceptualised, and as the literature is reviewed. Hence, the objectives, which the company has with event marketing are presented, followed by how it selects the specific events it uses in its promotion and how the effectiveness of these is evaluated. Finally, the advantages and disadvantages of using event marketing, as perceived by the company, are presented in each section.

5.1 Nestlé

The food manufacturing corporation Nestlé has since 1997 an operative unit called Nestlé Norden, consisting of the Nordic countries. Nestlé Norden has 3800 employees and the sales in 1997 amounted to 6.7 billion SEK. Nestlé Norden started using event marketing in the business area of beverages, specifically for the brand Nescafé, in the beginning of 1998. At that time, a specific event manager was employed, our respondent Jan-Erik Hasselström, who is also the brand manager for beverages. Other brands within Nestlé are and have throughout the years participated in events, but without any further strategic planning.

Nestlé addresses its event marketing directly to the consumers and Hasselström mentions some of the events that the company has been involved in. In 1998, Nestlé sponsored “Morgonshowen” (the morning show) at Radio Power, which is broadcasted in Stockholm and Gothenburg. Nestlé had coffee-samplings taking place once a week, which the radio station advertised. In addition, contests with different prizes were advertised on the radio in co-operation with Nestlé. Another event Nestlé participated in was the Hultsfreds festival, the summer of 1999. Nestlé gave during the festival out both wet and dry samples of Nescafé, that is samples of ready-to-drink coffee as well as 50 gram cans of instant coffee. Nestlé also has arranged an Internet contest during the fall of 1999. The contest was linked to samplings in cities with large universities: Lund, Stockholm, Gothenburg and Uppsala. The purpose of the contest was for the participants to mix the best coffee recipe. The contests were completed with a party, where the winners were announced and each winner received a prize of 5000 SEK. Finally, Hasselström also mentions that Nestlé participates with coffee samplings in the ski-resort Sälen. Nestlé has tents around the ski-slopes in Sälen where it offers people coffee samplings and arrange different activities such as contests. Similar events have also been executed in Norway and Denmark.

5.1.1 Objectives with Event Marketing

Nestlé only works with event marketing for its brand Nescafé and does therefore not have any corporate related objectives with its event marketing. Hasselström thinks however that it is important for the personnel at the events to have knowledge about the company and behave well, since the people who meet with the target audience reflect the company. The personnel must give a positive overall picture of the company and be able to answer questions that may arise.

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Nestlé's main objectives with event marketing are to penetrate the market and to change the brand and product image. Nestlé wants to give the target audience a cup of coffee in the hand and give them a good experience of the coffee. Hasselström states that the attitudes towards Nescafé are somewhat negative and that people to an extent do not consider Nescafé, or instant coffee in general, to be real coffee. He emphasises the importance for Nestlé to therefore go out and let people experience the coffee, so they feel the good quality that Nescafé actually stands for. This is what Hasselström refers to as penetration. Regarding changing Nescafé's brand and product image, Hasselström says that the objective is to make Nescafé stand out as a youthful product, since Nescafé today is concentrated to reach a younger target group. Hasselström further states that Nescafé is a very strong and well-known brand, and it is therefore not an objective to create awareness about the brand or the product. He brings instead up to identify the product with the target market as another objective.

Hasselström further says that Nestlé does neither have any sales related objectives with its event marketing nor any objectives to create shopping impulses. He explains that he can not see any connection between events and sales, unless the event takes place directly in a store or at a mall, with an offer of special prices. Hasselström does however give an example of how event marketing can be used as an argument when selling to retailers. Nestlé co-operated the winter of 1999 with the largest radio station in Norway, P4. The radio station P4 has a well-known winter tour where it visits different Norwegian winter resorts and markets the station with different activities. Together with P4, Nestlé arranged a snowboard contest where the winner could win a trip to the Alps. In addition, Nestlé had samplings at the resorts, exhibitions in Norwegian stores with contests, radio contests, posters and advertising – all connected to the radio station's winter tour. By telling the retailers about Nestlé's participation in the winter tour and the visibility Nescafé gained by the co-operation with P4, it was easier to sell larger volumes of Nescafé to the retailers. Hasselström says however that this does not necessarily mean that the retailers sell more of Nescafé out of the store, it mainly facilitates for Nescafé to sell to the retailers.

Nestlé does not have any media coverage objectives with its events. Hasselström states that media coverage, if received, is considered a bonus but not of essential importance. He further says that media coverage can be of importance and events can be used to achieve it, but that it is not an objective for Nestlé.

Regarding the objectives of event marketing, Nestlé tries to have quantifiable objectives. He states however that this is very difficult, since it is hard to estimate how many people the company meets at the events, how many samples that are given out, etc., especially where a large number of people participate. Hasselström also points at the difference between long-term and short-term objectives. Short-term objectives mainly concern sales improvement. For Nescafé, the objectives that the company wants to achieve with event marketing are considered in the long-term. The objectives concern soft values, such as image, attitudes and penetration.

5.1.2 The Selection of a Specific Event

In the selection of a specific event, Hasselström says that he starts by looking at Nestlé's overall marketing campaign and to the overall marketing strategy. He tries to find angles and events that he knows will attract many people, such as for example the Hultsfreds

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festival. Nestlé partly searches contact with those kind of existing events that Hasselström finds suitable for the company, and partly looks at the alternative to create such events that no one else has done before. Hasselström uses contacts and word-of-mouth to find out about interesting events. He also briefs people about what Nestlé wants to achieve and communicate, in order to get hints and ideas about appropriate events.

When selecting an event, it is important that the event is within the frames of the overall communication strategy and that it allows Nestlé to reach the right kind of people in the right way. Hasselström has three further main criteria he looks at in the selection of an event. The first one is cost versus target group reach. Hasselström primarily looks at how much Nestlé will have to pay in order to reach the estimated number of people attending the event, that is, how much value Nestlé will receive in return for its money. The second criterion Hasselström mentions is the potential exposure. When selecting an event, it is of importance to Hasselström that the event offers Nestlé to come in direct contact with as many as possible out of the target audience. The third criterion is the level of interaction at the event.

According to Hasselström, it is of underlying importance that the event has an ability to fulfil the stated objectives, and offer a balanced interplay between these. Hasselström also says that what the event stands for can be rubbed-off to the brand image and is therefore taken under consideration when selecting an event. Hasselström further says that it is good if there is compatibility between the event and the product image, as well as between the event and the product usage, but it is not of essential importance. He explains that there must be some kind of relevance between the event and the product, and gives the example that Nestlé would not offer coffee samplings at a night-club unless the coffee contained alcohol.

Hasselström states that in order for journalists to find interest in writing about an event, the event must be fairly unique. It is therefore, according to Hasselström, not always that events receive media coverage. He continues that it might be in one out of ten cases that an event has such an angle that it will be brought up in media. In addition, in the case of an event receiving media attention, the attention is mostly put on the event itself and very rarely is the sender of the activity mentioned. Media coverage is therefore nothing Hasselström considers in the selection of an event.

The funding requirement is important to Hasselström when selecting an event in terms of getting good value out of the money spent. Hasselström points however at the importance of traditional media, which is a necessary foundation in marketing. Event marketing is an untraditional media which can be afforded when the company does well. However, as the company faces less favourable terms, event marketing is the area where cutbacks will be done. Hasselström further says that event marketing can be very expensive and it is important to draw a line so the expenses do not become overwhelming. When entering an event, Nestlé does a rough estimation of how large of a budget the event requires. Physical resources, such as hours of work and competence, are handled as it is needed. Hasselström explains that Nestlé uses a system where it can take help from each different country and also use event agencies. Costs for event agencies or for personnel are calculated within the overall marketing budget.

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It is important that the event can reach the target audience, which in the case of Nescafé is a younger group of people. Mainly, it is the target group at the actual event the company emphasises in its event selection and it wants to reach a target audience as broad as possible. Hasselström also emphasises the importance of an event being able to offer direct contact with the target audience. It is the most important criterion on which the company selects an event.

The preferences and interests of executives are of no consideration when an event is selected, according to Hasselström. However, Hasselström's own interests are according to himself likely to affect the selection of events. He uses his intuition and different analyses to understand what the target audience values and believes. In the case of two events being equivalent, Hasselström means that the selection is likely to fall on the event of greater personal interest to him.

When selecting an event, Hasselström also looks at the event's geographical coverage of the target audience. Nestlé has a defined target audience for the brand Nescafé and wants to increase it. It is in general of most interest to Nestlé to have events in larger cities, since this is where the largest target groups can be reached claims the respondent.

Hasselström further believes that it is very important that the company has a person within the company that is knowledgeable about the event, so the company is not completely in the hands of, for example, an event agency. This person should be part in the selection of an event and have experience so to know what is important to consider. The person should further be able to make sure that a potential event agency can execute the event properly and deliver what the company wants to achieve. Otherwise, there is a risk that the agency talks more than it actually performs, according to the respondent.

Hasselström explains that Nestlé either sponsors existing events, creates own events that are related to the overall communication, or participate ad hoc where teams of six to eight people give out samples at places where something is going on. Usually, however, Nestlé enters already existing events. Hasselström says that whether the event is a one-time activity or an on-going event makes no difference in Nestlé's selection of an event. Possible seasonality of an event is considered in terms of an evaluation of the overall picture, and not as an individual criterion.

Nestlé enters events as the only sponsor as well as together with other companies. To enter an event together with a media sponsor, for example a radio channel, can according to Hasselström provide greater media attention. It can also be positive to share an event with other companies if the companies are equivalently strong. Hasselström further says that it is important that companies sharing an event have the same values and also that the companies are not too close to each other so that there is no confusion of who the sender is. He explains that the companies should have similar target audiences but be relatively far from each other in terms of the product. Preferably, the companies should also be able to take advantage of image rub-off from each other.

In the selection of an event, Nestlé considers the possibility for adverse publicity that an event might receive. If there is an organisation behind the event, Nestlé looks to the organisation's ability to execute the event and how well the organisation understands the company's interests. It is also of importance, according to Hasselström, that Nestlé can

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withdraw if the event does not fulfil the objectives. Hasselström means however that this is partly dependent on how the contract between the organisation behind the event and Nestlé is written.

5.1.3 Evaluation of the Event Effectiveness

Regarding evaluation of the event effectiveness, Hasselström explains that once a year, Nestlé conducts a large marketing research for the entire marketing programme. The market research is conducted on consumers. One of the questions the consumers receive is how they have acknowledged Nescafé and an alternative answer is through events/samplings. No specific evaluation solely for events is however performed. Nestlé does not measure the event effectiveness through retailers. Hasselström states though that media is checked every week and a personal estimation is done of how much media attention Nescafé has received.

Nestlé measures the overall marketing communication. According to Hasselström, it is very difficult to establish from which specific media channel the marketing effect arises. Nestlé has a marketing research department and Hasselström has together with this department discussed various ways of how to measure the effectiveness of events, without coming up with any suitable solution. Hasselström has also thought about measuring attitudes and sales before and after the event, to see if there is a noticeable difference. Hasselström's opinion is however that the cost of the event specific evaluation would exceed the possible results and is therefore, at this point, not worth it.

Hasselström feels that the lack of any suitable evaluation measure is an internal problem. He states that it is difficult for him to show, in terms of hard facts, how effective event marketing is. Hasselström continues that what he can do is to show pictures and videotapes of how people react as a cup of Nescafé is placed in their hands during the events. He can not, as in television or radio campaigns, give numbers of exactly how many people the event has reached.

5.1.4 Advantages and Disadvantages of Using Event Marketing

One advantage that Hasselström sees with event marketing is the event's ability to reach through the media noise. Hasselström further says that event marketing is neither more nor less credible than any other media. He states that the credibility is instead dependent on the quality of the communication. In regards to create awareness, Hasselström thinks that traditional media are just as important as event marketing. He further explains that if an event is covered by the media, it is usually only written about in terms of the event and without any mentioning about the company or brand behind the event. He does therefore not consider the use of events to be advantageous in creating awareness. Hasselström states that one should not over-estimate event marketing and that a badly performed event is no better than traditional media. However, he also adds that *if* correctly performed, events are advantageous in affecting image. He agrees with the statement that event marketing better focuses and expresses all the factors related to the image at the same time.

Regarding prestige, Hasselström states that events that offer prestige also cost a lot of money. He says that it is primarily the participants of the event that will pay attention to the event and it is therefore not more advantageous than advertising in giving the company or

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product prestige. Hasselström also states that event marketing increases the internal motivation by actively engage the personnel in the event, but he does not consider it advantageous over advertising. The main advantage of event marketing is according to Hasselström the interaction it offers in terms of the personal meeting. The meeting gives an experience to the message receiver that is stronger than for example with television advertising.

Hasselström claims that the lack of standardised solutions can be seen as a disadvantage with event marketing. The lack of evaluation measures, which makes it hard to internally motivate the use of event marketing, as well as the fact that there are numerous unprofessional event agencies, are also disadvantages according to the respondent. Hasselström says that many event agencies execute events only for the sake of attention and without considering the overall company strategy. A final disadvantage according to Hasselström is the inflexibility of event marketing in relation to advertising. Hasselström says that once the event is executed, redoing it means the same cost over again. In advertising, extra ads or exposure can always be added if needed. The company pays for a certain amount of exposure in advertising and it is up to the transmitter of the message to achieve this exposure without additional costs for the advertiser. A final disadvantage with event marketing is, according to Hasselström, that it is costly to use.

5.2 Volvo

Volvo is one of the world's largest producers of trucks, buses and construction equipment. The company also holds a leading position in the fields of marine and industrial engines and aircraft engine components. Volvo was founded in 1927, and today has 52000 employees, production in 27 countries and a world-wide marketing organisation. The company has been working with sponsorship for 40 years, and has, since 1988, a specific department working with event marketing and sponsorship. The department is called Volvo Event Management and our respondent, Mattias Östlund, works as leader of projects for this department, which represents the company and its five business areas in event marketing world-wide. The five business areas are trucks, buses, construction equipment, marine & industrial engines, and aero. Volvo Event Management also represents automobiles, although this business area recently was bought up by Ford. The department offers all the business areas a "smörgåsbord" of event marketing activities and each business area can choose the events it wants to become involved in. Volvo Event Management has offices in South Hampton, Brussels, and Gothenburg. The office in South Hampton works only with the Volvo Ocean Race, a large world-wide sail race which the company has bought from Whitbread. The office in Brussels works mainly with golf events that the company is engaged in. Furthermore, the office in Gothenburg works with all the events that Volvo is engaged in, and with the commercial usage of Volvo Ocean Race.

5.2.1 Objectives with Event Marketing

Östlund states that with the use of event marketing, Volvo mainly wants to create positive associations to the company and the brand. To create an image around the brand is also a main objective. The events are intended to strengthen the existing image of the company but also to alter it to some extent. Volvo wants to be viewed as more dynamic and exciting in order to attract a younger target audience than earlier. The products that have been launched during recent years, as well as the coming product line of year 2000, are intended

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to appeal to younger people than the traditional Volvo products. According to Östlund, the altering of the image by event marketing can be seen in Volvo's withdrawal from horse jumping, which the company has been involved in for 20 years. Instead, the company is now engaged in a sail contest, Volvo Ocean Race, earlier known as Whitbread Round the World. The sailing race more stands for dynamic, high-tech and excitement, attracting a younger group of people. The objective of creating and altering the image is both at a corporate and a brand level, as discussed above. Östlund states however that it can also be at a product level, as each business area can adapt the event participation for specific products.

To create awareness about Volvo and its products is also an objective with event marketing states Östlund. This is however not a very important objective within Sweden since the company is already well known here. In other countries, on the other hand, the awareness is not as high, and this is one of the reasons to why Volvo works with events covering large parts of the world. The sailing race, for example, starts in Europe and then continues to South Africa, Australia, Asia, South and North America, and thereafter goes back to Europe.

Östlund further states that to strengthen the internal relations and motivate employees is an objective Volvo has with event marketing. The employees naturally become interested in events that are carried out in the name of the company. Furthermore, all business areas can participate and use each event to the extent it wishes to in the promotion, making them actively involved in event marketing.

By using event marketing, Volvo tries to identify its brand with the target group, involving both existing and potential customers. This is a way of establishing relationships with target customers, which is one of the main objectives for Volvo's event marketing, according to the respondent. The company wants to create shopping impulses and opportunities for test drivings with event marketing. However, claims the respondent, there are no stated objectives regarding specific sales amounts. Increased sales are more a long-term effect, as a result of the improved image believes Östlund.

Furthermore, Östlund states that to achieve media coverage is an objective with event marketing. This is a crucial objective, especially for sports event, and the company would not be engaged in these events if this objective could not be achieved. Volvo works to create media attention world-wide for its events. However, regarding the cultural events that the company is committed to, this objective is of less importance.

5.2.2 The Selection of a Specific Event

When selecting a specific event to use in its promotion, Volvo has three main considerations which the event must match. First of all, the event must have an audience that fits the company's target customers. Secondly, the event must reflect the core values of Volvo, namely safety, quality and concern for the environment. Thirdly, the company also considers the "wanted brand position" when selecting an event.

It is very important for Volvo that the events can stand for the above mentioned factors. These three factors are part of the international marketing and communication plan, and are followed by the whole company. Furthermore, Östlund says that Volvo sees to the event's

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overall ability to fulfil stated objectives. The company also considers the possible rub-off effect of the event to the corporate image when selecting an event, and that the image can be associated with the event.

Östlund states that there must be a link between the event and the brand and corporate image. This is why the company is involved in life style sports, such as sailing and golf, where the participants are active. The sail race, for example, stands according to Östlund for many things that the company wants its image to reflect, such as the core values and excitement and high-tech, as described above. Volvo would for example not be involved in boxing or karate since this is not in accordance with the image it wants to reflect, notes the respondent. Although not as important as the image link, there should also be a link between the event and the product usage. Östlund states that Volvo wants to associate the event activity with the need of a car for transportation to the activity.

A major issue that Volvo sees to in the selection of a specific event is the potential for comprehensive media coverage. Östlund asserts that the company also sees to the media profile of the event. If Volvo for example arranges a mountain bike race, the media coverage will mainly be in such media targeting a young audience, which also is Volvo's intended target audience with such an event. Östlund concludes that events, where a mix of different kinds of media coverage is achieved, are to prefer.

The company makes sure that it has a sufficient budget in order to carry out an event properly before becoming involved in it. The respondent asserts that Volvo ensures a budget so that it can fully use the event commercially. It is important to have in mind that events are relatively expensive and that the company wants return on its investments. Furthermore, Volvo considers the physical resources and the competence of the employees in order to carry out the event properly.

It is important that the event can reach the target audience, both at the actual event and around it. Volvo selects events that attract the audience it wants to reach. Östlund also states that Volvo sees to the possibility of creating relationships with the attendants during an event. This, he means, is a very important criterion in the selection of events. If Volvo for example takes customers to Volvo Scandinavian Masters, Volvo can control the message given to the audience and give the audience a positive experience in an environment controlled by Volvo. Consequently, Volvo has control over what will be in the memories of the audiences as they leave the event. Therefore, Östlund notes, it is important to consider that the event provides opportunities to establish the right kind of relationships between the company and customers.

Regarding senior management's preferences and personal interests, Östlund states that this is of no consideration in the event selection. The geographical coverage of the target audience is however important in the selection. As earlier described, Volvo is mainly involved in events covering large parts of the world. If a proposed event should cover a larger or smaller target audience than what was planned, Volvo has with its physical and economical strength a good possibility to influence the event so it becomes suitable for the company. In other words, Volvo would pursue the event and make the necessary efforts in order to reach the desired geographical coverage with the event. If the event would not work as planned the first time it takes place, the company can plan better for the next time. This is possible since Volvo has substantial financial resources when entering an event.

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The knowledge of the employees is of great importance when selecting an event states the respondent, since most issues concerning the event are handled by the company itself. He continues that it is very valuable to have an internal link between the company and the event. External help, such as from specific event agencies, is not often used by Volvo.

Regarding own created or already existing events, Östlund claims that it makes no big difference for Volvo. Some events, such as world cups in horse jumping and dressage, the company has created by its own. Other events, such as the sail race, were already established when bought up by Volvo. The company is mainly involved in activities for long term commitment. Östlund states that the commitment in an event should be on an at least three to five years basis. However, one-time activities can be carried out locally. The seasonality of an event is furthermore of no consideration according to Östlund. Volvo prefers to stand as the only sender to its events in order to have a leading position and full control, giving the company a greater possibility to direct the event in the way it wishes.

When selecting a specific event, Volvo considers the possibility for adverse publicity. For this reason, Volvo does not work with individual persons or artists, where the risk for adverse publicity becoming associated to the company according to Östlund is greater. The organisation behind an event is considered very important to Volvo, notes Östlund. The company works very close to the organisation and tries to influence it to make it understand the interest of Volvo as much as possible. If problems would arise, Volvo does not withdraw from the event but instead helps the organisation with resources, making it possible for them to carry out the event properly. Hence, Volvo tries to be an integrated part of the organisations behind the events that it is committed to.

5.2.3 Evaluation of the Event Effectiveness

The effectiveness of Volvo's events is often evaluated through retailers, according to Östlund. On, for example, Volvo Scandinavian Masters there was a large exhibition where all business areas were represented and retail dealers talked about the products. After such an event, Volvo contacts the retail dealers in order to receive feedback about how many customers they have talked to, how many test drivers the event attracted etc. The effectiveness is however not measured through sales. This is up to the retail dealers, and is not measured by Volvo as an effect of event marketing.

The company also evaluates the effectiveness through media. Volvo purchases media investigations in order to determine how much coverage the events achieve in different media, such as television, radio, newspapers and magazines.

Furthermore, the effectiveness is sometimes evaluated through consumers. The people attending the event are then asked about how they perceive the actual event. Sometimes people are also asked if they find the events Volvo is committed to match the image of the company. This evaluation is also sometimes carried out after the event has taken place.

The different kinds of evaluation described above are carried out during the event, and afterwards, according to Östlund. Media coverage for example, is often measured after the event has taken place.

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To sum up the evaluation discussion, Östlund states that events are hard to evaluate. Event marketing is much about soft values, such as image, and these are always hard to measure. It is hard to show exactly what the return is on money invested in event marketing. In an attempt to do something about this, Volvo now has two students from Örebro writing their thesis for the company, with the aim of coming up with a good evaluation method for event marketing.

5.2.4 Advantages and Disadvantages of Using Event Marketing

Östlund states that one advantage of using event marketing is its ability to penetrate the media noise. The respondent explains that considering all the advertising we are exposed to every day, the real experience an event provides often leads to that an event is much better remembered. This, Östlund claims further, does however only concern the target group that is reached at the specific event. Östlund considers the credibility of event marketing an advantage over advertising. He states that an event is something “real” that people can be active in, while advertising can be perceived somewhat negatively by many people. A further advantage is that event marketing can give of lot of exposure to the company using it, which in turn can lead to increased awareness among the target audience that is reached through the event.

Östlund finds event marketing to better reflect all the factors comprised in the image in a concentrated and focused form in comparison to advertising. However, he does not claim event marketing to be advantageous over advertising with regards to affect image. Östlund states that the two should not be looked upon as isolated tools, but instead be used in combination, complementing each other.

Furthermore, Östlund does not consider event marketing to achieve prestige better than advertising. He does, however, consider event marketing to be very advantageous over advertising in regards to contributing with internal motivation and employee moral. He explains that events engage the employees in a good way, which creates motivation and morale. In Vasaloppet for example, which is sponsored by Volvo, the company has a number of free starts for the employees. This makes them train all year for the contest and gives them something to talk about as well as to practice for together. Regular workout also makes the employees feel better, psychologically as well as physically, and healthy employees are valueable to the company. Another example Östlund gives is when there have been contests on the television, where Volvo has participated, and people come to work the day after happy and exhilarated, especially if Volvo has done well.

Östlund considers the personal meeting, which takes place during an event, a great advantage. The company has the opportunity to fully control the message and the associations that the customer receives. Advertising creates ways to communicate to customers while event marketing provides the company with the opportunity to shake hands with them, states the respondent. Östlund concludes the discussion of advantages by emphasizing that event marketing should be viewed as a complement to the other communication tools, and not as an isolated phenomenon.

The only great disadvantage that Östlund can see with event marketing is that there are no good evaluation methods. It is, as earlier described, hard to have any numbers on the return of the investment in events. Östlund does not consider the fact that there are no

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standardised solutions within the industry of event marketing as a disadvantage. Furthermore, the respondent has not experienced any lack of established infrastructure within the industry. Instead, he points out the increased number of event agencies that have been established recently. Finally, Östlund states that event marketing is a little inflexible, since everything has to be completely right at the actual event. There is no chance to repeat the event if something would go wrong. However, Östlund says, in Volvo's case most events are long term engagements and if something would go wrong the first time the event takes place, this can be repaired so that it works perfectly the next time.

5.3 Fjällräven

Fjällräven was established in 1969 and sells various products and clothes world-wide for outdoor use. The company has been involved in event marketing since 1992. Fjällräven has entered two major events, Fjällräven Extreme Marathon and Fjällräven Polar. Fjällräven Extreme Marathon is a mountain marathon, which Fjällräven arranges together with Björkliden's tourist station in August every year. The company entered the event in order to create a context around its brand and products. The marathon goes around Björkliden and the Arctic Circle in the north of Sweden, where the participants have to go from one place to another in 24 hours. Fjällräven Polar is a dog team race, that runs from Tromsø in Norge to Jukkasjärvi in Sweden, where participants from eight different countries take part. The race is directed towards consumers, and Fjällräven wants to prove through the contest that every person can make his or her own adventure. A will is all it takes claims the respondent Per Nordin, who is sales and market manager for Fjällräven Sverige. In Fjällräven Polar, each country has one team consisting of one man and one woman who have never met before. They receive one hour of training in how to run a dog team, and thereafter they must, in five days, run the distance of 350 kilometres. The participants wear equipment and clothes from Fjällräven. In January this year the Fjällräven Polar race takes place for the fourth time.

Fjällräven no longer believes in standardised advertising, claims Nordin, and therefore wants to create something in order for the brand to obtain a meaning. This requires an activity around the brand, and therefore the company started to use event marketing.

5.3.1 Objectives with Event Marketing

Fjällräven's main objectives with event marketing are to refine and strengthen the corporate, the brand and the product image. Nordin believes that this can be achieved if Fjällräven and its events are made into a well-known concept. The objective is also to increase awareness about the company and the brand Fjällräven. To strengthen internal relations and motivate employees is not an essential objective for Fjällräven's use of event marketing, but Nordin says that this is a positive outcome of the employees being involved in the events. The employees at Fjällräven can never participate in the actual events but everyone is involved to some extent at their department. A further objective Fjällräven has with its events is to identify the company, the brand and the products with the target market, and this should preferably lead to the establishment of relationships claims the respondent.

Sales objectives are not stated specifically for Fjällräven's event marketing. Nordin notes however that to increase sales is a long-term objective but with event marketing as an

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integrated tool in the overall marketing programme. An essential objective is however to achieve media coverage and Fjällräven would not continue with its events without the media coverage. Nordin adds however that without media coverage, Fjällräven could continue with event marketing to a smaller extent, since it is an excellent way to test and develop the products.

5.3.2 The Selection of a Specific Event

When selecting an event, it is very important that the event has the ability to fulfil the marketing objectives, states the respondent. The event must offer interplay between all the stated objectives. The image association between the event and the company/brand is a major consideration in the event selection. The event must be able to deliver the desired rub-off effect to the brand and the company. It is also very important that there is a link between the event and the product usage as well as between the event and the product and corporate image.

Furthermore, when Fjällräven selects a specific event, it is of essential importance that the event can achieve media coverage. Nordin states that it is not a specific media profile the event should achieve but as broad coverage as possible, since Fjällräven's target audience is not limited to certain magazines or television shows. The company does not have a target audience tied to for example age or demographics. Instead, Nordin explains, everyone is a potential buyer of Fjällräven's products, and it is more a question of lifestyles.

The budget is a consideration in the event selection in terms of receiving good value for the money invested. The budget is considered in time and money before entering an event. Nordin emphasises especially time as a crucial criterion, since the company has significant financial resources in order to carry out the events properly, but limited time. Competence requirement of the personnel in order to carry through the event properly is of essential importance, according to Nordin. He explains however that it is not until the event is executed that one knows if the competence was sufficient or not.

It is of major importance that the event can cover as many people as possible and be interesting to a wide variety of people. Especially important is the event's ability to reach people that are not participating in the event and the event must therefore be entertaining to read about. Nordin also notes that the event must offer the possibility to create good, personal contact with the participants. This, he claims, is of major importance for Fjällräven in order to create good relationships with potential customers.

The preferences and personal interests of senior management are of no consideration in the event selection. The geographical coverage is something Fjällräven considers in the selection of an event. Nordin claims that the events Fjällräven are involved in must not become too large due to the exclusivity of the events. The company wants the events to be of world-wide interest but at the same time it wants to keep the actual events relatively small and exclusive. Fjällräven has a person within the company working with the events that is handling all external contacts and functions as a link between the company and the event. This is regarded as very important for Fjällräven in order to strengthen the understanding of the "culture" of the events within the company, states Nordin.

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Nordin further considers the type of event as an important selection criterion for Fjällräven. According to the respondent, a new created event is preferable. Nordin gives the example of a cheeseburger. Everybody knows what a cheeseburger is and when you eat a cheeseburger every day, the deliverer becomes irrelevant. If one day, however, someone comes with a “shakkalakaburger”, then it becomes something special. The new is always more interesting, claims the respondent. Furthermore, Nordin also believes that the event should take place during a limited period of time to keep its exclusiveness, but be repetitively performed.

Nordin states that to enter an event together with other sponsors gives a possibility for the companies to take advantage of each other’s contacts and PR efforts. He continues however that the strength in event marketing is to be the main sender of the event so there is no confusion for the target audience. Fjällräven also requires that the event is named after the company in order to stand as the only sender. Fjällräven has co-sponsors in one of its events, but since the name of that event is Fjällräven Extreme Marathon, no one can be confused about which company that actually stands behind the event.

According to Nordin, there is always a risk that an event can obtain reverse publicity. By being cautious in the selection of people that participate in and become associated with the event, the company can, however, prevent this risk. Finally, Fjällräven is not involved in any events where there is another organisation behind the event. Therefore, the company has never had to consider evaluating a potential organisation behind an event before an event selection.

5.3.3 Evaluation of the Event Effectiveness

Fjällräven mainly evaluates the event effectiveness through PR. The company uses a PR-agency from which it receives the number of times the events have been given attention in media. Fjällräven has also conducted market research on consumers to evaluate the events, while no specific evaluation is done through retailers.

Nordin says that the evaluation of Fjällräven’s events takes place before, during and after the events. However, it is usually done continuously after the event has taken place. This is because many articles and television shows that give attention to the events are not published or broadcasted until months after the event. As an example Nordin mentions last year’s Fjällräven Polar, which took place in April. The evaluation of this specific event has been conducted continuously until January this year. At times, Fjällräven has also measured the level of awareness before the event to make comparisons of the awareness level with after the event has taken place. However, Nordin says, this has not been done as often as it maybe should have.

Regarding event evaluation, Nordin adds that after each event, people that have been involved in the event gather and evaluate the execution of the event in order to see what was especially successful and what needs to be improved with coming events. He further states that evaluation of event marketing is relatively difficult.

5.3.4 Advantages and Disadvantages of Using Event Marketing

Nordin states that an advantage of using event marketing is that it creates an activity for the brand so that people can understand and experience the meaning of the brand. Event marketing also has the advantage of reaching through the media noise. According to Nordin, an article that mentions the company is worth ten times as much as an advertisement, since people in general are much more willing and inclined to read articles than advertisements.

The credibility of event marketing versus advertising depends, according to Nordin, on the brand and the occasion. Nordin says that there are many people capable of creating credible advertising, as well as there are advertisements not so credible. The same goes for event marketing. It is the quality of the event or the advertising that makes it credible or not, and Nordin can therefore not state event marketing as more credible than advertising.

Regarding events' ability to generate awareness or affect image in relation to advertising, Nordin states that it is dependent on the event. He does not consider event marketing as advantageous over advertising in generating awareness or affecting the image. However, Nordin does agree that event marketing better focuses and expresses all the factors that are related to image, at the same time. He means that this is one of the strengths of event marketing. Nordin further says that if event marketing is executed correctly, it does definitively have an advantage over advertising in achieving prestige.

Nordin also considers it an advantage over advertising that event marketing contributes with internal motivation and morale. Event marketing involves the personnel in the activity and creates an experience. The personal meeting is also an advantage, according to the respondent, that gives the opportunity for feedback about the products.

One disadvantage of event marketing in Nordin's opinion is that if it does not work out as planned, if for example the attention the company planned to receive is not achieved, then the money will be spent without any return on it. Nordin does not consider it a disadvantage that event marketing lacks standardised solutions. He states that there should be no standardised solutions to follow in event marketing. Each event should be new and different, and furthermore represent something crazy. He further claims that the lack of standardised solutions not is to consider as a disadvantage even though event marketing requires more planning and work than advertising normally does. The respondent further says that even if it is difficult to evaluate event effectiveness, he does not consider it as a disadvantage. Furthermore, Nordin has not experienced any lack of knowledge and competence within event marketing. Finally, Nordin claims in regards to the flexibility with event marketing, that because events involve a great number of people, it can be considered as more inflexible than advertising. On the other hand, it is flexible because it allows the arrangers to do practically whatever they want.

5.4 Pripps

Pripps was founded in Gothenburg in 1828, and has ever since then brewed beer of various kinds. In 1995, Pripps merged with the Norwegian brewery Ringnes. Today, Pripps has 2000 employees and produces besides beer various sodas and mineral water. The company is active in eight different countries. Pripps has a specific sponsorship and event manager,

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our respondent Kenneth Arnström. According to Arnström, Pripps has worked with event marketing in different forms ever since the start in 1928, even though the name is relatively new. The company ceased to work with promotion for Pripps as a company two years ago. Instead, Pripps works with a specific promotional strategy for each of its different brands. For each brand, the company has decided if event marketing should be used or not in the promotion. Some brands do not have the budget for using event marketing, while some brands have both the potential and the budget for it. Pripps works with event marketing as a strategical tool in the promotion for eight of its 25-30 different brands.

Pripps Blå, which is one of Pripps' brands, is one of the official sponsors of Stockholm Water Festival. Pripps Blå is also a supplier to this event. Ramlösa, which is another of Pripps' brands, is the sender of a golf cup called Ramlösa water cup. According to Arnström, this is the largest golf cup in the world, where consumers can participate no matter where they live or play. People participate by collecting a form in a store, filling their results and sending it in to Pripps. All participants then have the chance to come to the final where they can win nice prizes.

5.4.1 Objectives with Event Marketing

The objectives Pripps has with event marketing is dependent on the promotional objectives the company has set for the specific brands, and is very different from event to event. Due to the fact that Pripps works with event marketing for its individual brands, there are no specific company related objectives with the events, except for strengthening the internal relations and motivate employees. Arnström claims this to be an objective of great importance since the employees are the ambassadors of the company and it is important that management can communicate to them in a good way what Pripps stands for.

It is, as mentioned above, always a brand that stands as the sender of an event within Pripps. Sometimes the objective is to strengthen the image, and sometimes it is to alter the already existing image of the brand. One example of altering the image is Festis, which earlier was a beverage targeting children, but now is promoted as a cool beverage targeting youths between 14-19 years old. Earlier, Festis arranged parties for children, but this would be very inappropriate today. Instead, to alter the earlier image, Festis arranges a disco for young people during the Stockholm Water Festival, called Daygallery by Festis. This example also shows another essential objective Pripps often has with its events, namely to identify the brand and products with the target market. To identify the brand with the target customers is included in the promotional strategy for each brand, and therefore also a basis on which the events are created. A further objective is to create awareness about the brand and products, according to the respondent. The company sometimes has a PR campaign connected to the event in order to reach the objective of awareness.

Pripps often have stated sales objectives with its events. At the same time as the products are marketed, they are also intended to be sold. The type of products Pripps sells are needed and useful in many circumstances, and therefore sales objectives related to events are appropriate, claims Arnström. The sales objectives are both long term and short term objectives. During the actual events there are short-term sales objectives, while event marketing at the same time is a strategic initiation involving also long-term sales objectives. If the event takes place in a store, the objective is to create shopping impulses. Pripps then try to flirt with the consumers in order to make them choose its products.

Pripps sometimes states media coverage as one of the objectives with an event, claims Arnström. This is however not regarded as a crucial objective, and is hardly ever stated as the main and single objective.

5.4.2 The Selection of a Specific Event

When selecting events, Pripps starts by looking at the overall strategy for the specific brand and sees to with whom it should communicate and how, states Arnström. The company then considers if an event possibly could be the basis for the whole communication. This was earlier the case with Pripps blå, which had a boat called Blå Marité as the basis for its whole communication. On and around the boat different events took place, and the boat could be seen all around Sweden for a period of ten years.

The events that Pripps are committed to should reflect the values of the company and support the other communication. The events are therefore carefully selected, claims the respondent. The event must naturally have the ability to fulfil the promotional objectives Pripps has for the specific brand.

The image association between the event and the brand is a major consideration in the event selection. The event must be able to deliver the desired rub-off effect to the brand and the products. It is also of great importance that the same message is communicated in the entire communication of a brand. One specific event must not communicate something that differs from the other promotional communication. Pripps finds it important that there is a link between the event and product usage, and this, claims Arnström, can be seen in the fact that Pripps is often committed to events where sales of its beverages can take place. There should also be a link between the event and the product and brand image.

The ability of the event to create media coverage is a further consideration in the selection notes Arnström, even though this is never the main reason for becoming engaged in an event. Media coverage is however a positive outcome that is considered and evaluated before entering an event. Also the type of media coverage that could be achieved is a consideration. Furthermore, the budget must be taken into consideration. One year in advance it is decided how much to spend on event marketing and thereafter the company tries to find events at the right cost level. Physical resources and the time needed are also considered, according to Arnström. The event must furthermore offer a well-balanced return on the investments made.

When Pripps selects an event, it is of major importance that it can cover and reach the target audience. The company always wants to communicate with a specific target group. The youth beverage Festis for example, as earlier mentioned, should primarily communicate with young people between 14 and 19 years old. Arnström states that the company sees to both the actual audience attending the event, as well as other target customers that can be reached through word of mouth effects. Furthermore, the event must have the ability to offer guest hospitality in order for the company to establish relationships with its target customers. The opportunity to establish and strengthen relationships with customers is a major consideration in the selection of a specific event. Pripps also sees to the event's ability to offer opportunities for strengthening the internal relations and to motivate the personnel.

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The preferences and interests of management are of no consideration to Pripps in the event selection according to Arnström. As a matter of fact, it is stated in the company policy that this should not play any part in the event selection. Regarding the geographical coverage of events, Arnström states that Pripps wants as large coverage as possible. If the geographical coverage is larger than planned this is only positive. Arnström, as sponsorship and event manager, is the link between the company and the events that Pripps are involved in. To have a person within the company that is knowledgeable of the events is considered important. However, event marketing is resource demanding states Arnström, and sometimes event agencies are therefore used. In those cases Arnström still acts as the link between the event and the company.

Pripps works with both own created events as well as already established events. According to Arnström it is more costly to create new events but these are also more effective if they turn out successful. The focus of Pripps' all engagements in events is long-term claims the respondent, and should preferably run over several years. However, he admits that one-time activities are now and then undertaken as well. The seasonality of events is also considered notes Arnström. Since the company has its peak of sales during the summer, most events are also taking place during the summer season.

Pripps prefers to be the only sender of the events it is committed to but, according to Arnström, there sometimes has to be co-sponsors to an event. If Pripps sponsors an event together with other companies, the company always prefers to be the main and dominant sponsor. Furthermore, Pripps strives to undertake innovative and unique events and always requires branch exclusivity for its products in the events. The respondent believes that events undertaken with Pripps as the only sponsor are more successful due to the fact that there will be no confusion for the audience of who the sender is, but also due to that the flexibility is higher. Arnström explains that if arranging an event alone, Pripps can adapt the event to suit the company to a larger extent.

Furthermore, Pripps works with risk analysis when selecting events and considers the possibility for adverse publicity. Pripps would, according to Arnström, for example not be involved in motor sports since it is an alcoholic producing company. If another organisation stands behind an event, Pripps always considers the organization's ability to carry out the event properly. Arnström states that it is of great importance that the interests and objectives of Pripps and the other organisation are in harmony. Pripps always try to state in the contract that it can withdraw if the event should not fulfil the objectives, or perhaps even harm the company.

5.4.3 Evaluation of the Event Effectiveness

Pripps evaluates the event effectiveness through retailers in the sense of the sales achieved during the events, since the company also is a supplier of beverages to most of its events. At the Stockholm Water Festival, for example, Arnström states that it is easy to measure how much sales that has been achieved. On this basis the evaluation can be conducted to see if the participation was worth the investments. In the evaluation, the establishments of relationships with restaurant customers etc must also be included. Furthermore, the number of contacts made and how many people the company representatives have met are evaluated after each event. Pripps evaluates if, for example, it met the 50 thousand people as it intended to.

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The media coverage is measured in total for the overall marketing communication claims Arnström. Hence, the visibility of Pripps in different media is evaluated as an effect of all of the brand's marketing efforts and not as a specific event effect.

Pripps evaluates the effect of the total communication for each brand every year. Marketing research is conducted among consumers regarding image and awareness once a year and at that time, event specific issues are also being investigated. Hence, most evaluation is done after the events have taken place and measured in terms of the overall communication.

Arnström claims that it would be possible to measure the awareness and perceptions of the image after each event but it would be too expensive, and therefore not worth it. He asserts that the evaluation must be conducted in total for all the communication to see if it has been successful in achieving the desired image and position. Arnström concludes that people's total experience and contact with the brand is what can be measured and what is important.

5.4.4 Advantages and Disadvantages of Using Event Marketing

Arnström states that one advantage with event marketing is that it is more influential and feels more vital than traditional promotion. The focus of the attendants at an event is total and therefore event marketing is very advantageous in penetrating the media noise. The respondent explains that during the event the company "owns" the customers for a while and the impact is stronger than in traditional promotion.

According to Arnström, the credibility of a company's promotion is very important. Consumers are more observant today than earlier. He does however not consider that event marketing is more credible than advertising. Event marketing must be combined with other promotional tools and it is the total communication that has to be credible in order to be successful. However, if an event achieves media coverage it is more credible than advertising since all PR has that effect, according to the respondent.

If event marketing is carried out properly, Arnström considers it better at generating awareness than what advertising is, due to the "snow-ball" effect achieved through consumers' and media's interest. The image can be affected to a large extent with event marketing claims Arnström, and this is an advantage over advertising. He agrees that event marketing better focuses and expresses all the factors related to the image at the same time. Furthermore, Arnström considers event marketing's ability to offer prestige to a company at a lower cost as an advantage over advertising.

The ability of event marketing to contribute with internal motivation and moral is also, according to Arnström, a great advantage over advertising if the employees are involved in the events and allowed to influence them. The personal meeting, which takes place during an event between the company and the customers, is also an advantage states Arnström. The focus from the customers is total and this gives the company the opportunity for direct feedback.

The disadvantages with event marketing are according to Arnström that it is costly and unpredictable. The preparations before an event can never be too extensive, he claims. There are no standardised solutions with event marketing, as with advertising, but there is no need for this in event marketing means the respondent, and it is therefore not to consider

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a disadvantage. However, Arnström admits that event marketing requires more planning than advertising normally does.

The difficulty of evaluating event marketing's effectiveness is a problem but also a challenge, notes Arnström, and should not be seen as a disadvantage. It is hard to measure all promotion in the short run, and the long-term aim is always to increase sales according to the respondent. Arnström notes that there is not enough competence within the industry of event marketing, but he does not consider this a disadvantage. Event marketing is very trendy at the present and there is a lot to learn. The opportunities for better competence and infrastructure in the future are great, according to the respondent. Furthermore, Arnström considers event marketing to be relatively flexible. If, for example, a company would carry out 40 events during six months, things can be changed and improved during time, while a TV commercial produced for 2 MSEK is hard to change once it is already produced.

5.5 Summary

This chapter has presented the empirical data collected from the four companies for this research. The following chapter contains within-case analyses and cross-case analyses of this data, and these are presented in the same order as the research questions.

6 Analysis

In the following chapter, we will analyse the data received from the different cases. For each of our research questions, within-case analyses will first be conducted and thereafter a cross-case analysis. For the within-case analyses, the data findings from each company will be compared to the previous research as brought up in our conceptual framework. In the cross-case analyses, the findings from the four cases will be compared to each other.

6.1 Objectives with Event Marketing

In this section, the analysis regarding the first research question will be conducted. First, a within-case analysis for each case will be done. Thereafter a cross-case analysis will be conducted, where the four cases are compared to each other.

6.1.1 Within-Case Analysis of Nestlé

Meenaghan (1983) brings up several corporate related objectives with event marketing. These objectives are not relevant for Nestlé since the company only works with event marketing for one of its specific brands, namely Nescafé.

The main objectives Nestlé has with event marketing are to penetrate the market and to change the brand and product image of Nescafé, in order to stand out as a youthful product. Penetration is not brought up by Meenaghan (1983). The objective of altering the existing image is in line with what Meenaghan and Behrer and Larsson (1998) suggest as a common objective. Contradictory to with what the authors suggest, the objective is not to create awareness about the brand or the product, since Nescafé already is a well-known brand. In line with what Meenaghan and Behrer and Larsson further suggest, Nestlé wants to identify Nescafé with the target market, which today is a younger group of people.

Meenaghan (1983) claims that few companies have stated short-term sales objectives, which is supported by Nestlé as the company does not have any sales objectives. According to Behrer and Larsson (1998) sales objectives are often related to events in retail stores. Since Nestlé very rarely have events that take place in stores, this could be one explanation to why the company has no sales objectives. According to Meenaghan, all promotion activities should be viewed in terms of its ability to contribute to long term sales. However, Nestlé mainly wants to penetrate the market and change consumer perceptions about the brand. Therefore, sales as an objective may come as a second step, once the penetration and the change of perceptions is achieved. The company's non-durable products are also useful and easily sold in many circumstances, which further makes sales objectives appropriate. Buckley (1980), as referred to by Meenaghan, claims that even though event marketing does not lead to direct sales it creates a background on which to sell. In conflict with this statement, Nestlé states that it can see no connection between events and sales, unless the event takes place directly in a store with an offer of special prices. Nestlé claims however that event marketing can be used as an argument when selling to retailers, which is nothing specifically brought up by these authors.

In conflict with what Meenaghan (1983) and Behrer and Larsson (1998) suggest, Nestlé has no objectives regarding media coverage with event marketing. Media coverage is

considered a bonus if received, but not of essential importance, which is somewhat in line with what Waite (1979), as referred to by Meenaghan, suggests, when he discusses media coverage as a usual objective that however not is of crucial importance.

6.1.2 Within-Case Analysis of Volvo

One of the main objectives with Volvo's use of event marketing is to create and strengthen the company and the brand image. According to Meenaghan (1983), Behrer and Larsson (1998) and Walker (1999) this is a common and primary event marketing objective. Volvo further has the objective to alter its company and brand image. In line with what Meenaghan and Taranto (1998) says, Volvo alters the image by entering events with a certain set of personality attributes. Volvo also has the objective to create awareness about the company and its products, which is supported by Meenaghan, Behrer and Larsson and Esposito (1998).

In line with Meenaghan (1983) and Behrer and Larson (1998), Volvo has the objective to motivate employees and strengthen internal relations by actively involving the employees in the event. A further objective considered as important by Meenaghan and Behrer and Larsson is to identify the company, the brand or the products with the target group. In line with these authors, one of Volvo's main objectives with its event marketing is to identify the brand with the target audience. The brand identification with target groups is a way for Volvo to establish relationships with various groups of people, which is also supported by the above mentioned authors and Andersson and Mossberg (1998), Holland and Rich (1999) and Taranto (1998).

Volvo does not have any stated sales objectives for its use of event marketing. This is in line with Meenaghan (1983), who claims that few companies view event marketing in terms of immediate or short-term sales result. Volvo further considers increased sales as a long-term effect of the improved image, which is indirectly supported by Buckley (1980) as referred to by Meenaghan, who states that event marketing only helps to create a background on which to sell and does not actually lead to direct sales. However, Volvo does not have any events that take place directly in retail stores, which with support from Behrer and Larsson (1998) may be a reason to why no sales objectives are stated. Behrer and Larsson further state that event marketing with sales objectives intends to create shopping impulses. Somewhat contradicting itself, Volvo has the intentions to create shopping impulses and test drivings, although the company does not have any stated sales objectives.

For Volvo, media coverage is a crucial objective for several of its events and the company would not be engaged in these events if this objective could not be effectively reached. Meenaghan (1983) and Behrer and Larsson (1998) point out media coverage as a common objective. However, Waite (1979), as referred to by Meenaghan, states that to achieve media coverage is a common but not crucial objective with event marketing, which contradicts Volvo's statement.

6.1.3 Within-Case Analysis of Fjällräven

Fjällräven's main objectives with event marketing are to refine and strengthen the image of the company and the brand, as well as of the products. This is in line with what Meenaghan

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(1983), Behrer and Larsson (1998), and Walker (1998) bring up as very important objectives. The objective is however not to create an image or to alter the existing one, as also suggested by Meenaghan and Taranto (1998). This is probably due to the fact that the existing image is considered satisfactory. A further main objective Fjällräven has with event marketing is to increase the awareness about the company and brand. This is also completely in accordance with what Meenaghan, Behrer and Larsson (1998) and Esposito (1998) suggest as important objectives.

To strengthen the internal relations or to motivate employees are further objectives suggested by Meenaghan (1983) and Behrer and Larsson (1998). These are not stated objectives with Fjällräven's event marketing. The respondent does however say that increased motivation among the personnel is a positive outcome of the involvement in events. This implies that to strengthen the internal relations may be an underlying intention, even though this is not stated as an objective. The company also wants to identify the company, the brand, and the products with the target market by using event marketing, in line with the authors suggestion. This should preferably lead to the establishment of relationships claims Fjällräven, which is supported by Andersson and Mossberg (1999), Behrer and Larsson, Holland and Rich (1999) and Taranto (1998).

Fjällräven does not have any specific sales objectives with event marketing, which is in line with Meenaghan (1983) who claims that few companies view event marketing in terms of short-term sales results. The events do not take place in retail stores and could therefore be seen in accordance with Behrer and Larsson's (1998) suggestion. The type of events Fjällräven is committed to are larger contests where direct sales objectives also seem irrelevant. Sales is however a long-term objective for the promotion programme in total with event marketing as an integrated tool, which is in accordance with Meenaghan's suggestion. It could also be seen as in line with Buckely's (1980), as referred to by Meenaghan, suggestion of that event marketing creates a background on which to sell, but does not actually lead to direct sales.

Furthermore, Fjällräven claims that to achieve extensive media coverage is one of its major and crucial objectives with event marketing. This is also by Meenaghan (1983) and Behrer and Larsson (1998) suggested as an objective. However according to Waite (1979), as referred to by Meenaghan, achieving media coverage is not of crucial importance, which contradicts Fjällräven's statement. Fjällräven claims however that it could possibly continue to use event marketing, even though media coverage could not be achieved, but then to a smaller extent and not with promotional objectives.

6.1.4 Within-Case Analysis of Pripps

As Pripps works with event marketing for individual brands, the company does not have any corporate related objectives, with the exception for strengthening internal relations and motivating employees. This is an objective with support by Meenaghan (1983) and Behrer and Larsson (1998).

Regarding product related objectives, Pripps has the objectives to strengthen and alter the brand image, create product and brand awareness, and to identify the brand and products with the target market. All these objectives are supported by Meenaghan (1983) and Behrer and Larsson (1998), as being of importance.

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Meenaghan (1983) states that few companies view event marketing in terms of immediate or short-term sales result, but that it is important to view event marketing, as all promotion activities, in terms of its ability to contribute to long-term sales. Pripps, however, somewhat contradicts this statement and has short-term as well as long-term sales objectives. Buckley (1980), as referred to by Meenaghan, states that event marketing only helps to create a background on which to sell and does not actually lead to direct sales. Also in this case, Pripps disagrees with Meenaghan. Pripps participates in several events where its products are directly sold. If event marketing can lead to direct sales or not, may be dependent on the kind of products the company has as well as the type of event. Pripps has non-durable products (beverages) that can be sold directly at nearly any type of event. Furthermore, in line with Behrer and Larsson (1998), Pripps' events that take place in retail stores have short-term objectives. With these events, Pripps also wants to create shopping impulses, which is in line with Behrer and Larsson.

Finally, with support from Meenaghan (1983) and Behrer and Larsson (1998), Pripps claims that the company has media coverage objectives, but that these, in line with Waite (1979), as referred to by Meenaghan, are not of crucial importance. Pripps hardly ever states media coverage as the main and single objective.

6.1.5 Cross-Case Analysis

In the cross-case analysis, we will compare the objectives with event marketing between the cases. The table below lists each of the companies that were part in our sample and their stated objectives with event marketing.

Table 10: *Objectives with Event Marketing*

Objectives	Nestlé	Volvo	Fjällräven	Pripps
<i>Affect company image:</i>				
- create		♦		
- strengthen		♦	♦	
- alter		♦		
Create awareness about the company		♦	♦	
Strengthen internal relations & motivate employees		♦		♦
Company identification with target group			♦	
<i>Affect brand or product image:</i>				
- strengthen		♦	♦	♦
- alter	♦	♦		♦
Generate brand or product awareness		♦	♦	♦
Product or brand identification with target group	♦	♦	♦	♦
<i>Increase sales:</i>				
- short-term				♦
- long-term				♦
- create shopping impulses		♦		♦
Achieve media coverage		♦	♦	♦
Penetrate the market	♦			

Source: Authors' own construction

Analysis

Two of the four companies, namely Volvo and Fjällräven, state that to affect the company image is an objective with their event marketing. For both these companies, the company name represents the brand and the products, which may be the reason to why the company image is important. Another reason may be that as both these companies have durable products, the company image might be of special importance in order to represent something long lasting. Nestlé and Pripps do not have any company related objectives, as they only use event marketing for specific brands. Furthermore, their company names are not synonymous with their different brands, which strengthens the above reasoning. While Volvo states that its objective is to create, strengthen and alter the company image, Fjällräven only mentions to strengthen it. Furthermore, the objective to create awareness about the company is also stated by Volvo and Fjällräven, but not by Nestlé and Pripps. This may also be related to the fact that Nestlé and Pripps do not have any company related objectives with their event marketing.

To strengthen internal relations and motivate employees is an objective stated by Volvo and Pripps, but not by Nestlé and Fjällräven. However, even though Fjällräven has no stated objective of strengthening the internal relations, this is seen as a positive outcome of event marketing, which implies that the use of events is appropriate in order to strengthen internal relations and motivate employees. Furthermore, Fjällräven is the only company with the objective to identify the company with the target group. For Nestlé and Pripps, this is not an objective, and once again, this is probably due to the fact that they only work with event marketing for specific brands. In the case of Volvo, however, with several other stated corporate related objectives, the reason to why the company does not have the objective to identify the company with the target group may be that Volvo concentrates more on the brand, which also is synonymous with the company name Volvo. This reasoning can be further strengthened by the discussion about product/brand related objectives which follows below.

While only Volvo and Fjällräven have the objective to affect company image, all four of the companies have the objective to affect brand or product image. As discussed above, for Volvo and Fjällräven the company name represents the company, the brand, and the products. It is therefore likely that these companies treat the company image, the brand image, and the image of the products synonymously. Regarding in what way Volvo and Fjällräven want to affect the brand or product image, it is also identical with the company image objective. Volvo wants to strengthen and alter the image, and Fjällräven only wants to strengthen it. Nestlé wants to alter its brand/product image of Nescafé and Pripps wants to strengthen as well as alter its brand image, depending on which brand that stands as the sender of the event. Hence, although it may differ between the companies how they want to affect the image, our sample implies that to affect the image is an important and common objective with event marketing.

Three of the companies, namely Volvo, Fjällräven and Pripps, furthermore have the objective to generate brand or product awareness. One pattern that can be seen is that these three companies also have the objective to strengthen the image. Nestlé, on the other hand, does neither have the objective to strengthen the image, nor to generate awareness. Its objective is instead to alter the image. It seems that companies that want to strengthen the image also want to generate awareness. These two objectives are somewhat related to each other. They do not aim to change the existent, but only to improve it. Nestlé mainly has the objective to achieve a change in how Nescafé is perceived by its audience.

Analysis

All the four companies have the objective to identify the product or brand with the target audience, which implies that this is a commonly stated objective with event marketing. Regarding to increase sales, only one company has this as an objective with its event marketing. This company is Pripps, and the objective is considered in short-term and long-term, as well as to create shopping impulses. Volvo somewhat contradicts itself, as the company states not to have any sales objectives but at the same time aims to create shopping impulses with its events. However, the company claims that it is not Volvo that performs the actual sale, but instead the retailers. This may be the reason to why Volvo wants to lay a base for the retailers, although it is not an actual objective with Volvo's events to increase the sales. In the case of Nestlé, it may seem somewhat odd that the company does not have any stated sales objectives. Nestlé, just like Pripps, has non-durable products that are relatively easy to sell directly at the event. However, since Nestlé's main objectives are to alter the existing image of Nescafé and to penetrate the market, sales objectives may be the next stage in the event marketing for Nescafé, once the altered image is achieved.

Three companies, namely Volvo, Fjällräven and Pripps, state that to achieve media coverage is an objective with their event marketing. These companies are the ones that also have the objectives to strengthen the image and to create awareness with their event marketing. This may be seen to add to the pattern discussed in the text above. Nestlé mainly wants to penetrate the market and influence a change in how Nescafé is perceived by the target audience, by offering the audience a cup of coffee so they can feel the actual taste. If received, media coverage is considered a positive bonus by Nestlé, but it is not a stated objective.

Nestlé is the only company that has the objective to penetrate the market with its event marketing. This may be the reason to why Nestlé does not follow the same pattern as the other companies with its objectives. Volvo, Fjällräven and Pripps all want to strengthen the image, generate awareness, and achieve media coverage. These three objectives seem to go hand-in-hand.

6.2 The Selection of a Specific Event

In this section, we will conduct the analyses regarding the selection of a specific event. First, the within-case analyses for each of the companies are presented and thereafter the cross-case analysis.

6.2.1 Within-Case Analysis of Nestlé

When selecting a specific event, Nestlé has four main criteria. These are that the event is in level with the overall communication, cost versus target group reach, potential exposure, and the level of interaction. The first criteria, that the event is in level with the overall communication, adds to the criteria noted by Meenaghan (1983) as common in the event selection. Except for these main criteria, the company also considers various other factors. As pointed out by Meenaghan, Nestlé considers that the event has the ability to fulfil the stated objectives, and offers a balanced interplay between these. Furthermore, in line with what Meenaghan suggests, Nestlé considers the potential rub-off effect that the association with the event's image can have to the brand.

Analysis

Nestlé also prefers if there is compatibility between the event and the product image, as well as between the event and the product usage, as suggested by Meenaghan (1983). This is however not of crucial importance to Nestlé, but the company finds that there has to be some kind of relevance between the event and the product, and bring up as an example that Nescafé would not offer coffee samplings at a night club, unless the coffee contained alcohol.

Divergently from what Meenaghan (1983) suggests, Nestlé does not consider the media coverage potential of an event. The company claims that it is seldom that an event has such an interesting angle that it receives media coverage, and in the case of an event actually being covered by media, the sender of the activity is very rarely mentioned.

The funding requirement is considered in terms of getting return on the investment, and not as thoroughly in the sense of having a budget in order to carry out the event properly, as discussed by Meenaghan (1983). Nestlé emphasises that event marketing is an untraditional promotion tool, and something the company can undertake only when doing well. This reasoning implies that event marketing is something that Nestlé only works with when doing well, having substantial resources and as an extra addition to other promotion activities. Physical resources, such as hours of work and competence are handled as it is needed, and not always before the event selection, which Meenaghan suggests. Nestlé uses a system where it can take help from different countries, and must perhaps not, due to this, consider if working time and competence is enough before selecting a specific event.

Meenaghan (1983) asserts that the event's ability to cover the target audience is an important selection criterion, and a specified target group will facilitate the event selection. Nescafé's target audience is a younger group of people, and a broad coverage of this, at the actual event, is important to the company in the event selection. The extended media audience is however not specifically considered, in conflict with Meenaghan's suggestion. However, since Nestlé has no media coverage objectives with its events, a specific media audience does not need to be specifically considered.

Furthermore, completely in accordance with Meenaghan's (1983) discussion of guest hospitality, the event must offer direct contact with the target customers. This is actually the most essential criterion when Nestlé selects an event, which supports Meenaghan, who says it is often a prioritised criterion. Meenaghan also suggests that the preferences and interests of the executives are likely to be a consideration in the event selection. Divergently from this statement, Nestlé claims that this is of no consideration when selecting events. However, the respondent admits that his own preferences sometimes affect the selection, which somewhat supports Meenaghan's suggestion after all, that management's preferences are considered.

In accordance with what Meenaghan (1983) suggests, the geographical coverage of an event is considered by Nestlé. The coverage should be as large as possible and events with larger coverage than planned are not precluded, which contradicts Meenaghan's suggestion. Meenaghan further discusses staff knowledge and states that it is important to have at least one person within the company that is knowledgeable about the events, in order to succeed. This is also by Nestlé regarded as important so that the company is not completely in the hands of, for example, an event agency.

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Meenaghan (1983) further suggests considering the type of event in the selection. Firstly, he brings up the consideration of a new or an established event. Nestlé either sponsors existing events or creates its own events that fit with the overall communication, and does not specifically consider this. However, the company usually enters already existing events, which is considered risky by Meenaghan if the event is already associated with another company. On the other hand, a new event takes longer time to establish according to the author, which perhaps makes an established event more appropriate for Nescafé, if it desires a fast effect. Meenaghan also suggests that companies should consider if it should undertake one-time activities or long-term commitments, as well as the seasonality of the events. These issues are however not particularly considered by Nestlé, that claims that the duration of the event commitment makes no difference to the company. This must however be regarded as somewhat odd, since it, according to Meenaghan, is an important consideration when selecting events, involving totally different benefits and drawbacks. Nestlé has only worked with event marketing strategically for two years, and this short experience might be a reason to why the company has not considered these issues yet.

The solus position should be a consideration in the event selection according to Meenaghan (1983). Nestlé enters events as the only sponsors as well as with other co-sponsors, and does not specifically consider this criterion, which contradicts Meenaghan suggestion. Furthermore, in conflict with Meenaghan, Nestlé finds it advantageous to enter events together with other sponsors. The sponsoring companies must however have similar target audiences but be relatively far from each other in terms of the product, in order to arrange a successful event. It is ideal if the companies also can take advantage of a rub-off effect from each other's images.

In line with what Meenaghan (1983) points out, Nestlé evaluates the possibility for adverse publicity before selecting a specific event. Finally, if there is an organisation behind the event, Nestlé sees to its ability to execute the event properly in line with the company's interests. Nestlé also considers it important that it can withdraw if the event does not fulfil the objectives, which is in accordance with what Meenaghan proposes.

6.2.2 Within-Case Analysis of Volvo

In the case of Volvo, there are three underlying factors that the event must fulfil. Firstly, the audience that the event attracts must fit the company's target customers. Secondly, the event must reflect Volvo's core values, namely safety, quality and concern for the environment. Thirdly, the event must match the company's wanted brand position.

In addition to the three main considerations Volvo has in the event selection, there are also several other criteria the company takes under consideration. Volvo looks at the event's overall ability to fulfil objectives, which according to Meenaghan (1983) is what the event selection should be dependent upon. The company further considers the image association potential of the event and the possible rub-off effect to the company, also in accordance with Meenaghan.

Volvo finds it important that there is compatibility between the event and the product/corporate image, which is supported by Meenaghan (1983). Also in line with Meenaghan, Volvo states that a link between the event and the product usage is important, although not as important as the image link. Volvo tries to link product usage to the event

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activity by associating for example the need for a car for transport to the actual activity. Consistently with Meenaghan (1983), Volvo looks at the media coverage potential when selecting an event. The company looks at the match between the event's media profile and the company's target audience, as suggested by Meenaghan. Furthermore, also with support from Meenaghan, Volvo makes sure that the budget and the physical resources are sufficient, so that the event can be undertaken properly and be fully used commercially. Volvo also adds to the theory by stating that it is important to receive sufficient return on the money invested in the event. Volvo also sees to that it can have a decent return on the investment made in the event, which adds to the selection criteria suggested by Meenaghan.

Meenaghan (1983) points at target audience coverage as an event selection criterion, which is supported by Volvo. For Volvo, it is important that the event can reach the specific target audience, which is noted as one of the company's main considerations in the event selection, both in terms of audience at the event and around it. Another criterion Meenaghan states to be of importance, is the opportunity for guest hospitality. In agreement with Meenaghan, this is a very important selection criterion for Volvo, especially the opportunity to strengthen and personalize relationships with target customers. Since this is a consideration of great importance to Volvo, it can be said to be a prioritized criterion, in line with what Meenaghan suggests.

While Meenaghan (1983) claims that executive preferences often are a consideration in the event selection, Volvo contradicts this statement. A reason for this may be that Volvo is a relatively large company with a separate event department. Consequently, the executives are not directly engaged in the event selection and their personal preferences are therefore not obvious to the people involved in the event selection.

Regarding geographical coverage of the defined target audience, Volvo is in agreement with Meenaghan (1983) and states this as important in the event selection. However, Volvo does not preclude an event with either larger or smaller geographical coverage than intended. Instead, the company tries to influence the event so that it covers the geographical area desired, which is possible due to Volvo's physical and economical strength. Volvo further agrees with Meenaghan when stating that staff knowledge is of importance in the event selection and that an internal link between the event and the company is valuable.

The type of event is, in accordance with Meenaghan (1983), of consideration in Volvo's event selection. However, if it is a new or an already established event is of no greater concern to the company. Volvo has successfully entered new as well as established events. A reason to this may be that Volvo is a relatively strong company in terms of economical and physical resources, and therefore can influence the event to the extent it desires to fit its interest and objectives. Volvo further primarily enters events on a long-term basis. Preferably, Volvo engages in events on an at least three to five years basis, which is also argued by Meenaghan to be the minimum time for effective event exploitation. Seasonality is not stated as a consideration in Volvo's event selection, in conflict with Meenaghan's suggestion. However, the fact that Volvo's events cover all seasons of the year implies that seasonality perhaps is an underlying criterion. By covering all seasons, Volvo does not limit itself to certain seasons, but instead associate its products to an all year-round usage

Meenaghan (1983) claims that solus position is an event selection criterion and that co-sponsored events rarely work out, which is supported by Volvo. The company prefers

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events where there are no co-sponsors, so that Volvo has the leading position and can control the event to the extent desired. Furthermore, Volvo considers the risk for adverse publicity when selecting an event, as proposed by Meenaghan.

In the case of an organization behind the event, Volvo takes this under consideration as well, which is in accordance with Meenaghan's (1983) list of criteria. Volvo works close to the organization so to make sure that the company's interests are understood and that the event is managed properly. Volvo does however not withdraw from an event if the event does not fulfil the objectives, as Meenaghan suggests. Instead, Volvo contributes with necessary resources in order for the event to be undertaken properly. In comparison, smaller companies may not have this possibility as they may not have the same resources and economical strength that Volvo holds. This may be a reason to why it is not of greater importance to Volvo to consider the possibility for withdrawal from an event.

6.2.3 Within-Case Analysis of Fjällräven

Fjällräven sees to several different criteria when selecting events, as suggested by Meenaghan (1983) Fjällräven considers the ability of the event to fulfil the stated objectives, which is in accordance with what Meenaghan suggests. The interplay between the objectives is important, and no objective is regarded as more important than the others. Fjällräven's objectives are probably all considered very important, since the events it uses are few and relatively large, and must achieve all of the stated objectives.

The image association between the event and the company/brand is considered in Fjällräven's event selection, in order for the event to deliver the desired rub-off effect to the brand and the company. It is also considered important that there is compatibility between the event and the image, as well as between the event and the product usage. This is all in line with what Meenaghan (1983) suggests. Furthermore, in accordance with the author, it is of essential consideration that the event can achieve media coverage. Fjällräven does however not consider a specific media profile, as suggested by Meenaghan, but desires as broad coverage as possible, since it claims that everyone is a potential buyer of Fjällräven's products.

The funding requirement is considered in terms of return on the money invested in the event, which is nothing brought up by Meenaghan (1983). The company claims to have substantial financial resources in order to carry out the kind of events it is engaged to properly, which also should be considered according to Meenaghan. On the other hand, Fjällräven has limited time to spend on an event and therefore this has to be specifically considered before selecting a specific event to be committed to, in accordance with what Meenaghan suggests. The competence of the personnel is considered by Fjällräven before entering an event, in accordance with Meenaghan suggestions, but the respondent maintains that it is not until the event has been executed that one knows if the competence was sufficient or not. This implies however that the competence of the personnel is considered to be of minor importance to Fjällräven in the event selection.

In line with Meenaghan (1983) Fjällräven considers the target audience coverage in the event selection. Fjällräven considers it important that the event can reach a wide variety of people, since the company does not have a specific target audience. Meenaghan also suggests to consider the events' ability to cover both the immediate audience at the event

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and the extended media audience. In the case of Fjällräven, the event's ability to reach people that are not participating in the event is especially important and this is presumably due to the fact that only a few people actively can take part in the events used by Fjällräven. The event must therefore be interesting to read about. The event's ability to offer opportunities for guest hospitality and personal contacts between the company and the participants is an important consideration in the event selection for Fjällräven. This is also a suggested consideration by Meenaghan. However, Fjällräven does not prioritise this criterion over the others in the selection, which contradicts Meenaghan suggestion. As noted above, only a few people can actively take part in the events used by Fjällräven, and to prioritize the criterion of personal contacts in the event selection would therefore also seem somewhat odd.

The personal interests and preferences of executives are of no consideration when Fjällräven selects a specific event, which contradicts Meenaghan's (1983) suggestion. Fjällräven probably only considers what is best for the company when selecting an event for its promotion, and no consideration is therefore taken to personal preferences. The geographical coverage of a potential event is however considered. At the same time as Fjällräven wants its events to be of world wide interest, the actual events should be kept relatively small in order to keep the exclusivity, which is indirectly in line with Meenaghan's suggestion. In line with what Meenaghan further notes, Fjällräven considers it important to have a person within the company that is knowledgeable about the event, who functions as a link between the company and the event.

Meenaghan (1983) notes the type of events as an important consideration in the event selection. Firstly, he suggests to consider if it should be a new or an established event. This is also an important selection criterion for Fjällräven. The company prefers to create its own events, since something new is considered more interesting. The event should also take place during a limited period of time, but be repetitively performed, and hence be a long-term commitment, which is a consideration in accordance with Meenaghan's suggestions. The seasonality of an event, as suggested by the author, is not mentioned as a specific consideration in the selection for Fjällräven. This can however be seen as an underlying consideration, since the company has created two major events, one that takes place during the summer season and one during the winter season, to show the different usage areas of the products.

According to Meenaghan (1983) the solus position should be considered in the event selection. In line with this, Fjällräven considers the choice between entering an event alone or together with other companies. The company prefers to stand as the only sender to its events so that there is no confusion for the target audience. This is also noted by Meenaghan to be more successful. The risk of reverse publicity in connection with an event is considered in the sense of being cautious in the selection of participants. Finally, Meenaghan's suggests that if there is another organisation behind the event, this organization should be evaluated before the event selection. However, these kinds of events have never been in question for Fjällräven, so the company has not had to consider this as an event selection criteria. It may possibly be a criterion in the future if the company will consider entering these kinds of events.

6.2.4 Within-Case Analysis of Pripps

In the selection of an event, Pripps starts by looking at the overall brand strategy and considers if the event can be the basis for the entire brand communication. The event must also reflect the values of the company and support the overall communication of the brand. This is the overall base in Pripps event selection. Furthermore, there are several criteria that the company takes under consideration.

In conformity with Meenaghan (1983), Pripps states that the event must have the ability to fulfil the promotional objectives for the brand. Furthermore, also in accordance with Meenaghan, Pripps considers the image association potential of the event and finds it important that the event can deliver the desired rub-off effect to the brand.

Pripps is in line with Meenaghan (1983) as it supports the importance of compatibility between the event and product usage, and the event and product image. Pripps often engages in events where the products can be sold directly, which is appropriate since Pripps' type of products are used in many different circumstances. Also in line with Meenaghan, Pripps states that media coverage is a consideration in the event selection and the company looks at the event's media profile. However, this is not considered to be a crucial criterion, which may be related to the fact that Pripps' media coverage objectives neither are of crucial importance.

Meenaghan (1983) proposes funding requirements as an event selection criterion, which is supported by Pripps. Pripps take both the economical budget and physical resources into consideration, in order to undertake the event properly. Furthermore, this is also a consideration in terms of having a balanced return on the investment made, which is nothing mentioned by Meenaghan.

Target audience coverage is also considered in Pripps' event selection, as suggested by Meenaghan (1983). In line with Meenaghan, Pripps looks at the event's capacity to reach a specific target group in terms of the immediate audience at the event. Furthermore, Pripps also considers the event's capacity to reach an extended audience through word-of-mouth, which somewhat adds to Meenaghan's theory. Meenaghan's suggestion is to consider the reach of an extended audience through media, and not through word-of-mouth.

Furthermore, also in line with Meenaghan (1983), it is very important to Pripps that the event can offer guest hospitality, which implies that this is a prioritized criterion in the event selection. The possibility to establish relationships with its customers is also a major consideration in Pripps' event selection. The company adds that this includes to strengthen internal relations as well, which is not specifically mentioned by Meenaghan.

Inconsistently with what Meenaghan (1983) says, executive preferences are of no consideration in Pripps' event selection. It is even stated in the company policy that executive preferences should not play any part in the selection of an event. Regarding geographical coverage, Pripps agrees with the author that it is a consideration, but contradicts Meenaghan by saying that events with a larger geographical coverage than first intended are not precluded. Instead, the company finds geographical coverage that is larger than intended a positive contribution.

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Pripps, in accordance with Meenaghan (1983), considers staff knowledge of the event to be important. Although the company at times works with event agencies, it always has an internal link to the event, as suggested by Meenaghan.

The type of event is another of Pripps' considerations, which is supported by Meenaghan (1983). Regarding the choice between a new or an already existing event, Pripps considers own created events to be more costly but also more effective. Pripps further prefers to engage in long-term events that run for several years. The seasonality of the events is also considered, in conformity with the author, and as the company has its peak of sales during the summer, this is when most of Pripps' events take place.

Also consistently with Meenaghan (1983), Pripps takes under consideration the solus position, that is if it should enter an event exclusively, or with other co-sponsors. Preferably, Pripps wants to be the only sender behind an event. Meenaghan, who claims that shared sponsoring rarely works out is indirectly supported by Pripps as the company states that events with one single sponsor are more successful. The reason for this, according to Pripps, is that there is no confusion for the audience about who the sender is, as well as that the flexibility of the event becomes higher.

With support from Meenaghan (1983), Pripps always considers the risk for adverse publicity when selecting an event. Furthermore, also consistently with Meenaghan, Pripps considers a possible organization behind an event and its ability to carry out the event properly. It is also, as suggested by Meenaghan, important to Pripps that the organization understands Pripps interest and that Pripps has the possibility to withdraw from the event if it does not fulfil the stated objectives.

6.2.5 Cross-Case Analysis

Table 11 on the following page shows the considerations of each of the four companies when they select a specific event. It is followed by a more through discussion about the event selection criteria and the considerations that the companies have.

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Table 11: Event Selection Criteria

Selection Criteria	Nestlé	Volvo	Fjällräven	Pripps
Ability to fulfil objectives	♦	♦	♦	♦
Compatibility with the overall communication	♦			♦
Reflection of the company's core values		♦		♦
Image association potential	♦	♦	♦	♦
<i>Event choice and company/ product compatibility:</i>				
- event & product usage	♦	♦	♦	♦
- event & product image	♦	♦	♦	♦
- event & corporate image		♦	♦	
<i>Media coverage potential:</i>				
- match between the event's media profile and the company's target market		♦	♦	♦
<i>Funding requirement:</i>				
- budget to undertake the event properly		♦	♦	♦
- physical resources, staff time, staff talent		♦	♦	♦
- investment versus rate of return	♦	♦	♦	♦
<i>Target audience coverage:</i>				
- immediate audience	♦	♦	♦	♦
- extended media audience		♦	♦	
- extended audience through word-of-mouth				♦
Opportunity for guest hospitality	♦	♦	♦	♦
Geographical coverage	♦	♦	♦	♦
Staff knowledge	♦	♦	♦	♦
<i>Event type:</i>				
- a new or an established event			♦	♦
- one-time activity or long-term commitment		♦	♦	♦
- seasonality				♦
Solus position		♦	♦	♦
Possibility for adverse publicity	♦	♦	♦	♦
Possible organization behind the event	♦	♦		♦

Source: Authors' own construction

When looking at the table above, it is obvious that there are a lot of considerations in the selection of a specific event. First of all, all four companies consider the events ability to fulfil the objectives. This may be looked upon as an underlying factor in the event selection, as it seems unlikely that any company would enter an event that could not fulfil the stated objectives. Nestlé and Pripps also consider how well in level the event is with the overall communication. Volvo and Pripps look at if the event reflects the company's core values. Furthermore, our sample shows that it is of great importance to consider the image association potential and the compatibility between the event and the company or product. All four companies find it important that there is some kind of link between the event and the product usage, as well as between the event and the product image. Two companies also finds it important to consider the compatibility between the event and the corporate image. These two companies are Volvo and Fjällräven, and as neither Nestlé nor Pripps have any company related objectives, it is logical that compatibility between the event and the corporate image are of no consideration to these two companies.

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Three of the companies, namely Volvo, Fjällräven and Pripps, consider the media coverage potential when selecting an event. Nestlé does not consider the media coverage potential of the event, but does neither have any media coverage objectives. Volvo and Pripps look at the match between the event's media profile and the companies' target markets, while Fjällräven mainly sees to that the event will achieve as broad media coverage as possible. How companies consider the media coverage potential is likely to depend on the company's individual definition of its target audiences, but is, according to our sample, an important consideration.

Also an event selection criteria that all four companies take under consideration, is the funding requirement. Volvo, Fjällräven and Pripps make sure that they have a sufficient budget so to undertake the event properly, as well as they consider necessary physical resources, staff time and staff talent. Nestlé only seems to undertake event marketing when it has substantial resources and is doing well, which may be the reason to why this is not a specific selection criterion for the company. Furthermore, all four of the companies consider the funding requirement in terms of the value received for the money invested in the event.

Target audience coverage, in terms of the immediate audience participating in the event, is also a criterion that all four companies consider when selecting an event. The extended media audience is however only considered by Volvo and Fjällräven. It may seem odd that Pripps does not consider the extended media audience since it considers the media coverage potential. However, Pripps does actually consider the extended audience but not in terms of media, but instead through word-of-mouth. Nestlé does not consider the extended media audience but has on the other hand no stated media coverage objectives. Furthermore, Nestlé mainly uses the event in order to personally meet the audience so to make people try the coffee, which may be another reason to why an extended audience is not a consideration.

Other criteria that all four companies take under consideration when selecting an event are the guest hospitality the event offers, the geographical coverage and staff knowledge. These criteria can therefore, when looking at our sample, be considered as important when selecting an event.

Three of the companies, namely Volvo, Fjällräven and Pripps, consider what type of event to select and this can therefore be considered as an important event selection criterion. They look at if the event is a one-time activity or a long-term commitment, and all three prefer to engage in events long-term. Furthermore, Fjällräven and Pripps look at if it is a new or an already established event, and both prefer new created events. To Volvo, this is of no consideration and the company enters events of both types. The seasonality of the event is only considered by Pripps, which implies that it is not a criterion of great concern in the event selection. However, since both Volvo and Fjällräven have events that cover different seasons of the year, seasonality can be seen as an underlying factor affecting the event selection. To Nestlé, the type of event is of no consideration when selecting an event. The reason for this may be that Nestlé only has worked strategically with event marketing for two years, which is significantly shorter than the rest of the companies. The type of event may become a consideration also to Nestlé, as the company becomes more experienced in event marketing.

Solus position, that is if the event should be entered solely by the company or if other co-sponsors should be involved, is a consideration to Volvo, Fjällräven and Pripps, but not to Nestlé. Volvo prefers to enter events where there are no other co-sponsors involved. Fjällräven and Pripps do participate in events with other co-sponsors, but prefer to be the only sender of the event. The reason to why Nestlé does not consider the solus position when selecting an event may again be the short time the company has worked strategically with event marketing. It seems that in regards to solus position, companies may agree to enter events together with other co-sponsors, but it is of great importance that the company stands out as the main sender of the event, in order not to confuse the audience.

A criterion that all four companies take under consideration is the event's possibility for adverse publicity. Finally, unless the event is created by the company itself, three of the companies, with an exception for Fjällräven, consider the organization behind the event before making the selection. However, Fjällräven has not been engaged in any events where another organization stands behind and arranges the event, which is the reason to why the company has yet not considered this as an event selection criterion.

6.3 Evaluation of the Event Effectiveness

In the following section, the analyses of how the event effectiveness is evaluated will be conducted. As in the previous analyses sections, within-case analyses for each company will first be conducted, followed by a cross-case analysis.

6.3.1 Within-Case Analysis of Nestlé

Stanley (1995), as referred to by Behrer and Larsson (1998) suggest three methods of how to measure the event effectiveness, namely through retailers, through media and through consumers. Once a year, Nestlé conducts marketing research for the entire marketing communication for Nescafé, where consumers' acknowledgement of the brand is investigated. In this research, the company finds out if consumers' awareness and perceptions are affected as a result of the events, or by other promotion activities. Even though this evaluation method is conducted for the overall communication, specific event related issues are investigated and can therefore be considered as consistent with Stanley's suggestion. Also, each week the media attention that Nescafé receives is evaluated through a personal estimation in total for the overall marketing communication, and not for each specific event. Hence, the company measures the overall media attention, and conducts no specific event evaluation through media, as suggested by Stanley. However, since Nestlé has no stated media objectives with its events, a media evaluation specifically for the events seems unnecessary. Furthermore, in conflict with what Stanley suggests, Nestlé does not evaluate the event effectiveness through retailers.

As described above, Nestlé conducts no specific event evaluation, and the marketing research for the overall communication is only conducted once a year, and hence, after the event. This does not follow the three stage evaluation, which is suggested by Meenaghan (1983). Nestlé has considered measuring the attitudes and sales before and after an event in order to see the difference, as suggested by Meenaghan. The company has however come to the conclusion that this would be too expensive, and therefore not worth it. The fact that the company has considered measuring sales as an effect of event marketing seems somewhat odd, since the company does not have any stated sales objectives with its events. Nestlé

states that the lack of an appropriate evaluation method is an internal problem, making it hard to show the effectiveness of event marketing.

6.3.2 Within-Case Analysis of Volvo

When evaluating the event effectiveness, Volvo measures through retailers, media and consumers, as proposed by Stanley (1995), as referred to by Behrer and Larsson (1998). Volvo often evaluates the event effectiveness through retailers. This is however not done by measuring sales, increased exposure or price campaigns, as suggested by Stanley. Neither is it done by follow-up surveys initiated by the retailers. The reason why Volvo does not measure through sales is because the actual sale is the job of the retailers, and therefore not measured by Volvo as an effect of the event. Instead, Volvo contacts the retailers that have participated at the event and asks for feedback, how many customers the retailers talked to, how many test drivings the event generated, etc. When evaluating through media, Volvo looks at the publicity the event generated, which is in accordance with how Stanley suggested. This is conducted by purchasing media investigations that shows how much coverage the event received in various media. Finally, Volvo also at times evaluates through consumers by conducting market research at the event or after, which is supported by Stanley.

In regards to when the event is evaluated, Volvo does not follow the three stages of evaluation as suggested by Meenaghan (1983). Meenaghan suggests to first measure the company's current position in terms of awareness and image. Then, to detect movement on the chosen dimensions of awareness, image and market attitude during the event. Finally, as the event is completed, to determine performance level against stated criteria. Volvo makes evaluations during and after the event. Volvo's evaluation can be compared to Meenaghan's stage two and three. The difference is however that Volvo does not follow a three stage procedure, but instead makes the evaluations separately and independently from each other. A reason for this may be that Volvo finds events marketing and the involving soft values difficult to evaluate, and therefore has no set evaluation procedure. The fact that Volvo has given two thesis writers the assignment to find better and more effective event evaluation methods, points at that the company desires developed evaluation methods.

6.3.3 Within-Case Analysis of Fjällräven

Evaluation of the event effectiveness is mainly conducted through media and partly also through consumers, as suggested by Stanley (1995), as referred to by Behrer and Larsson (1998). The media coverage is measured by a PR agency to see how much publicity each event generates. The evaluation through consumers has been conducted by marketing research. This is all in accordance with Stanley's suggestion. However, Fjällräven does not evaluate the event effectiveness through retailers, which Stanley also suggests. The events are not directly connected to sales and therefore it is perhaps not necessary to measure the effect through retailers.

The evaluation is, at times, carried out before, during and after the events are executed, in line with Meenaghan's three stage suggestion. However, the main evaluation is done after the event has taken place. Sometimes the level of awareness is evaluated both before and after the event to see the actual impact of the event, but this has so far not been done as often as the company would wish. The respondent concludes that the evaluation of event

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effectiveness is considered rather difficult, which implies that Fjällräven considers the evaluation methods to be insufficient.

6.3.4 Within-Case Analysis of Pripps

Stanley (1995), as referred to by Behrer and Larsson (1998), suggests three methods of measuring the event effectiveness. These methods are through retailers, through media and through consumers. Consistently with Stanley, Pripps measures through retailers in terms of sales achieved. On this basis, it is according to the company easy to see if the participation was worth the investment. Since Pripps has the kind of products (beverages) that can be sold directly at the event, this type of evaluation may be more effective for Pripps than for companies with products where sales become an indirect effect of the event participation. Pripps contradicts Stanley and does not measure event effectiveness through media. The company measures media coverage, but for the overall marketing communication and not as an isolated event effect. Furthermore, market research is also conducted on consumers regarding brand awareness and brand image. Although this method of evaluation also is conducted for the overall brand communication, specific event related issues are investigated and can therefore be considered as consistent with Stanley's suggestion.

As for when the evaluation is conducted, Pripps does not follow the three stage suggestion by Meenaghan (1983). Pripps makes an overall communication evaluation once a year, and hence, most event evaluation is conducted after the events have taken place.

Pripps consider it too expensive to measure specific event effects and therefore not worth the effort. Instead, the company evaluates the overall marketing communication. In the case of Pripps, the evaluation procedure shows that events are not considered as an isolated marketing tool, but instead a complement to the other brand communication. It also points at that the company finds the evaluation methods for event marketing to be insufficiently effective.

6.3.5 Cross-Case Analysis

In this section, we will compare how the event effectiveness is evaluated in the different companies. Firstly, we will look at the different methods they use and compare these to each other. Secondly, we will see when the evaluation is conducted and compare this between the companies. The evaluation methods used by the companies are shown in table 12 on the following page.

Table 12: *How Event Marketing is Evaluated*

Evaluation Methods	Nestlé	Volvo	Fjällräven	Pripps
Through retailers		♦		♦
Through media		♦	♦	
Through consumers	♦	♦	♦	♦

Source: Authors' own construction

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As exhibited in table 12 above, Volvo and Pripps are the only companies that evaluate the event effectiveness through retailers. Volvo does this by contacting the retailers that have participated at the event and asks for feedback in the form of how many customers they talked to and how many test drivings the event generated. Pripps measures the event effectiveness through retailers in terms of sales achieved. Since Pripps has the type of products that can be sold directly in many circumstances, and since the company also has sales objectives with its events, this evaluation method seems appropriate. Volvo on the other hand has no stated sales objectives with its events and measuring sales as an event effect would perhaps therefore be unnecessary. Nestlé and Fjällräven do not measure the event effectiveness through retailers at all. These companies have no events with sales objectives and an evaluation through retailers is therefore perhaps not needed.

Volvo and Fjällräven evaluate the event effectiveness through media to see how much publicity the event generated. Volvo and Fjällräven have media coverage as one of their major objectives, which makes it appropriate to evaluate the event effectiveness through media. Nestlé and Pripps conduct no event evaluation through media. However, Nestlé evaluates the media attention the brand Nescafé has received in total but not as a specific event effect, which seems appropriate since the company has no specific media coverage objectives with its events. Pripps on the other hand state media coverage as an objective with its events, and therefore it seems somewhat odd that this is not evaluated. It might be due to that the company does not consider this to be an objective of crucial importance.

As shown in table 12 above, all four companies evaluate the event effectiveness through consumers. Volvo and Fjällräven conduct marketing research specifically for the events, while Nestlé and Pripps conducts research for the communication in total, where event specific issues also are investigated. The main thing is however that the event effectiveness is measured through consumers, which it is by all the companies. This implies that this is regarded as important, and considering that all four companies are targeting consumers with their event marketing, it seems appropriate to also measure the effect through these.

Furthermore, all four companies perceive the evaluation of event marketing as difficult, and do not seem to consider the existing methods as sufficient. Marketing research is however a traditional evaluation method, and this may also be one reason to why all companies in our sample use this for evaluating the event effectiveness. Consequently, marketing research may not be a good evaluation method for event marketing, only a substitute due to lack of more appropriate ones.

After having analysed how the event effectiveness is evaluated by the different companies we will now see when the evaluation is conducted. When the four companies actually evaluate the event effectiveness is exhibited in table 13 below.

Table 13. *When the Evaluation is Conducted*

Time for Evaluation	Nestlé	Volvo	Fjällräven	Pripps
Before			♦	
During		♦	♦	
After	♦	♦	♦	♦

Source: Authors' own construction

As shown in table 13 above, the only company that follows the three stage evaluation is Fjällräven, which at times carries out the evaluation before, during and after the events are executed. The company claims however that this three stage evaluation is not carried out as often as it perhaps should be. In line with Fjällräven, Volvo also conducts the evaluation during the actual events. Finally, all four companies conduct some kind of evaluation after the events have taken place. Except for Nestlé and Pripps, that only evaluate the effectiveness after the events have been executed, also Fjällräven claims that the main evaluation is conducted after the events have taken place. Volvo's evaluation during the events consists of marketing research on the consumers attending the events. Since this is not always conducted, the main evaluation can also in the case of Volvo be regarded as mainly carried out after the event. Hence, the main evaluation is conducted after the event has been executed.

To sum up the event evaluation, all four companies find the evaluation of event effectiveness relatively difficult, as mentioned above. It is likely that if more effective evaluation methods existed, the companies would conduct more specific event evaluation.

6.4 Advantages and Disadvantages of Using Event Marketing

In the last section of this chapter, we will present the analyses for the advantages and disadvantages of using event marketing. First the within-case analyses for each company will be presented, and thereafter the cross-case analysis.

6.4.1 Within-Case Analysis of Nestlé

Nestlé regards event marketing to be advantageous in penetrating and eliminating the media noise, which is also supported by Taranto (1998), Beertema (1999), Markos (1997), and Kempe (1999). Divergently from what Behrer and Larsson (1998) suggest, Nestlé does not apprehend event marketing to be more credible than any other media. The respondent maintains that the credibility is instead dependent on the quality of the communication. Hence, Nestlé does not support Behrer and Larsson's statement that the attributes illustrated through a real event are more credible than the oral promises in advertising. Also, contradictory to what Behrer and Larsson suggest, event marketing is not considered better by Nestlé to generate awareness than advertising. If the event is covered by media it is still very rarely that the company behind it is mentioned, according to Nestlé. Therefore, Nestlé regards traditional promotion tools to be as important as event marketing in generating awareness, meaning event marketing should be used and seen as a complementary tool and not as an isolated phenomenon.

In line with what Behrer and Larsson (1998) suggest, Nestlé apprehends event marketing, if properly performed, advantageous over advertising in affecting the image. The company supports the authors when stating that event marketing better focuses and expresses all the factors related to the image at the same time.

Nestlé does not agree with Behrer and Larsson (1998) that event marketing generates prestige at a lower cost than advertising. The company claims that the events that can generate prestige also cost a lot of money. Nestlé considers that event marketing contribute with internal motivation and morale by actively engage the employees in the event, but the company does not state it as an advantage over advertising, as suggested by Behrer and

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Larsson. Furthermore, Nestlé finds that the main advantage with event marketing is that it offers interaction in the form of a personal meeting, which is an advantage supported by Behrer and Larsson. The personal meeting gives, according to the company, a stronger experience to the customer than what advertising does. It allows the company to give out free samples and receive feedback. The opportunity for marketing research, as noted by Behrer and Larsson, is not mentioned by Nestlé, but perhaps something the company should consider to use the events for.

Nestlé claims that the lack of standardised solutions can be seen as a disadvantage of event marketing, which is also supported by Behrer and Larsson (1998). Nestlé does not mention that event marketing requires more in planning, execution and evaluation than other communication tools, as is suggested by Behrer and Larsson, but this might be what the company means by stating lack of standardisation as a disadvantage. In line with what Behrer and Larsson suggest, Nestlé considers the difficulty of evaluating event marketing, due to the soft values that event marketing contribute with, a disadvantage. Also the fact that many event agencies are unprofessional is a disadvantage with event marketing according to Nestlé, which can be seen as in line with Behrer and Larsson's suggestion that there is no established infrastructure. Furthermore, in accordance with Behrer and Larsson's suggestion, Nestlé finds event marketing as inflexible compared to advertising. The company means that once an event is executed, redoing it means the same cost over again. In advertising, on the other hand, extra ads can always be added to acquire the exposure that is paid for. Nestlé finally considers the cost of event marketing as a disadvantage, which is nothing brought up Behrer and Larsson.

6.4.2 Within-Case Analysis of Volvo

With support from Taranto (1998), Beertema (1999), Markos (1997), and Kempe (1999). Volvo finds an advantage of event marketing to be its ability to penetrate the media noise. Also in line with the authors, Volvo explains this by the real experience that an event provides, which increases the memorability. However, Volvo adds that this is an advantage only in regards to reaching the target group present at the event.

Supporting Behrer and Larsson (1998), Volvo considers the credibility of event marketing to be advantageous over advertising, as it is something "real" that people can actively participate in. Also in line with the authors, Volvo sees event marketing to have the advantage over advertising in terms of giving the company exposure, and thereby increase awareness among the target audience that is reached through the event.

Contradictory to Behrer and Larsson (1998), Volvo does not find event marketing to be advantageous over advertising in terms of better affecting the image. Even though Volvo agrees with the authors that event marketing better reflects the factors comprised in image in a concentrated and focused form, Volvo states that advertising and event marketing should complement each other and not be looked upon as isolated tools. Volvo also contradicts Behrer and Larsson by stating that event marketing does not achieve prestige better than advertising.

Volvo states that event marketing has the advantage over advertising in contributing with internal motivation and morale, which is supported by Behrer and Larsson (1998). Volvo agrees with the authors by saying that events can actively involve the employees, which

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leads to increased motivation. Volvo also adds that the employees become more psychologically involved as the event creates a topic for conversation. Finally, regarding event marketing's advantages, Volvo is in line with Behrer and Larsson when claiming that the opportunity for interaction in the form of the personal meeting that takes place is a great advantage over advertising. It is however the opportunity to personalize and strengthen relationships Volvo mentions, and not the opportunity for market research, direct feedback and to give out samples as suggested by Behrer and Larsson.

The only disadvantage Volvo states with event marketing concerns the lack of good evaluation methods, which is supported by Behrer and Larsson (1998). Also in line with the two authors, Volvo refers this to the soft values that event marketing involves. Furthermore, Behrer and Larsson state the lack of standardized solutions, established infrastructure and the inflexibility of event marketing as disadvantages, which is not agreed upon by Volvo. Instead, Volvo points at the increased number of event agencies that have been established during recent years. Furthermore, Volvo states that even though event marketing is somewhat inflexible, as everything must be perfect at the occasion of the event, this is not considered a disadvantage. Since Volvo's events mostly are long-term engagements, the company can improve the event to the next time, and therefore, inflexibility is not considered a disadvantage.

6.4.3 Within-Case Analysis of Fjällräven

Fjällräven regards that the activity, which is created around the brand with event marketing, makes people understand and experience the meaning of the brand, and this is a great advantage with event marketing. This is not specifically stated by any of the authors in the theory as an advantage. However, Fjällräven also considers event marketing to be very advantageous in penetrating the media noise, which is in accordance with what various authors, such as Taranto (1998) and Markos (1997), suggest. The respondent does however not mention the live entertainment as contributing to better memorability, as suggested by Taranto, but sees the PR effect an event could have as contributing to this advantage.

In contrast to what Behrer and Larsson (1998) suggest, Fjällräven does not consider event marketing as more credible than advertising. Regardless if it is an advertisement or an event, the credibility is dependent on the quality and nothing else, according to Fjällräven. Regarding event marketing's ability to generate awareness or to influence the image better than advertising, Fjällräven believes that this is dependent on the specific event, and can not be stated as advantages over advertising, contradictory to what Behrer and Larsson suggest. The respondent does however find event marketing to be better than advertising focus and express all the factors related to the image, at the same time, in accordance with Behrer and Larsson. Furthermore, Fjällräven regards event marketing to be advantageous in achieving prestige, which is also noted by Behrer and Larsson. As further suggested by the authors, Fjällräven perceives that event marketing contributes with internal motivation and morale, and this is seen as an advantage over advertising. Finally, the company finds that event marketing's ability to offer interaction, in the form of a personal meeting, is an advantage over advertising, which is also in accordance with Behrer and Larsson.

Fjällräven does not consider it a disadvantage that event marketing lacks standardised solutions, which is in conflict with what Behrer and Larsson (1998) suggest. The respondent claims that there is no need for standardised solutions in event marketing, since

each event should reflect something new and different. Fjällräven considers it difficult to evaluate event marketing but does not state this as a disadvantage, which also contradicts Behrer and Larsson's suggestion.

Furthermore, Fjällräven opposes to Behrer and Larsson's (1998) statement of that there is no established infrastructure, since it has not experienced any lack of knowledge and competence within event marketing. Finally, Fjällräven finds in accordance with Behrer and Larsson, that event marketing is more inflexible than advertising. The company means that the inflexibility is due to the great number of people that event marketing involves, and that if an event does not work out as planned, the money invested will be spent without any return on it. On the other hand, Fjällräven also considers event marketing as flexible since it allows the arrangers to do almost whatever they want, and does thereby not agree with the authors that inflexibility is a disadvantage. Fjällräven is very positive to event marketing overall and might not see many disadvantages as it have experienced huge benefits by using it.

6.4.4 Within-Case Analysis of Pripps

In accordance with Taranto (1998), Beertema (1999), Markos, (1997) and Kempe (1999), Pripps considers event marketing's ability to penetrate the media noise to be a great advantage. Also in line with the authors, Pripps states that event marketing is more influential and feels more vital than traditional promotion, and furthermore, lets the company "own" the participants' focused attention during the execution of the event.

Regarding Behrer and Larsson's (1998) statement that event marketing is more credible than advertising, Pripps neither agrees or disagrees, and somewhat contradicts itself. On one hand, the company does not perceive event marketing to be advantageous over advertising in terms of credibility. On the other hand, Pripps states that if an event achieves media coverage, then it is more credible than advertising since all PR has a more credible effect. The respondent concludes that event marketing must be combined with other communication tools, and that the total communication must be credible in order to be successful.

Furthermore, in line with Behrer and Larsson (1998), Pripps states that event marketing has an advantage over advertising when it comes to generate awareness, due to the "snow-ball" effect achieved through consumers' and media's interest. Pripps also agrees with the authors in that event marketing better focuses and expresses all the factors related to image, at the same time, and this is a clear advantage. It is also, according to Pripps and in line with Behrer and Larsson, an advantage that event marketing can offer prestige at a lower cost than advertising.

Pripps states that event marketing's ability to contribute with internal motivation and moral is also an advantage over advertising, which is in consistency with Behrer and Larsson (1998). Finally, Pripps also considers the interaction with the target group that event marketing offers to be an advantage over advertising. It gives the company an opportunity for direct feedback, as suggested by Behrer and Larsson, and also the customers total focus.

The greatest disadvantages Pripps sees with event marketing are that it is costly and unpredictable. These are not disadvantages brought up by Behrer and Larsson (1998) and in

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fact, Pripps contradicts all the disadvantages stated by Behrer and Larsson. Although Pripps agrees with Behrer and Larsson that there are no standardized solutions for event marketing, the company does not consider this to be a disadvantage. Instead, the company proposes that there should be no standardized solutions in event marketing as with advertising, even though this means that more planning is required. Furthermore, Pripps does consider the difficulty of evaluating event marketing to be a problem, but not a disadvantage over advertising. The company claims instead that it is to be seen as a challenge, and that all promotion is hard to measure in the short run. Pripps also contradicts Behrer and Larsson by stating that although there is no established infrastructure in event marketing at the moment, there are great opportunities for better competence and infrastructure in the future. The lack of established infrastructure is therefore not considered by Pripps to be a disadvantage. Finally, inconsistently with Behrer and Larsson, Pripps finds event marketing to be relatively flexible and does not consider inflexibility of event marketing to be a disadvantage over advertising.

6.4.5 Cross-Case Analysis

We will in this section compare what the different companies perceive as advantages and disadvantages of using event marketing. The advantages perceived by the four companies are exhibited in table 14 on the following page.

Table 14: *Advantages of Using Event Marketing*

Advantages	Nestlé	Volvo	Fjällräven	Pripps
The activity makes people understand and experience the meaning of the brand			♦	
Penetrates and eliminates media noise	♦	♦	♦	♦
More credible than advertising		♦		
Generates awareness better than advertising		♦		♦
Influence image better than advertising	♦			♦
Possibility for prestige at lower cost than advertising			♦	♦
Contributes with internal motivation and moral better than advertising		♦	♦	♦
Offers interaction better than advertising	♦	♦	♦	♦

Source: Authors' own construction

As shown in table 14 above, Fjällräven perceives the activity that is created around the brand with event marketing as an advantage, since it makes people understand and experience the meaning of the brand. This is not an advantage mentioned by any of the other companies. The reason to why Fjällräven brings up this as an advantage may be the kind of events that it is committed to, where it uses real activities to show the different usage areas of its products. The events used by the other three companies are not that focused around specific activities related to its brand or the use of its products. All four companies consider event marketing to be very advantageous in penetrating and

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eliminating the media noise, which implies that this is one of the greatest advantages of using event marketing.

Furthermore, when it comes to event marketing's advantages over advertising, event marketing is only regarded to be more credible than advertising by one of the companies, namely Volvo. The company motivates this statement by claiming that an event is perceived as more credible since it is something "real" that people can actively participate in. Nestlé and Fjällräven state that the credibility is instead dependent on the quality of the communication, no matter if it is advertising or event marketing. Pripps finally somewhat contradicts itself as it on one hand does not perceive event marketing to be advantageous over advertising in terms of credibility. On the other hand Pripps states that if an event achieves media coverage, then it is more credible than advertising, since all PR has a more credible effect. Hence, credibility is not perceived as any greater advantage over advertising, and this might be due to statement made by Nestlé and Volvo that the credibility is instead depending on the quality of the communication, no matter if it is an advertisement or an event.

Regarding event marketing's ability to generate awareness, Volvo and Pripps consider this to be an advantage over advertising, while Nestlé and Fjällräven do not. One interesting point to make regarding event marketing's ability to generate awareness is that it seems to depend on how well the event can achieve media coverage. Volvo states that it is the media coverage that is achieved through event marketing that increases the awareness. In agreement with this statement, Pripps claims that if an event achieves media coverage, event marketing is better than advertising at generating awareness. Nestlé and Fjällräven on the other hand, do not find that event marketing is advantageous in generating awareness. Nestlé claims that it is relatively seldom that a company receives media coverage, and in the case it does, then the company behind the event is rarely mentioned. Fjällräven remains somewhat neutral, and asserts that it can not be stated in general, but instead depends on the specific event.

Furthermore, regarding event marketing's ability to influence the image, only two companies, namely Nestlé and Pripps, consider this to be an advantage over advertising. Nestlé and Pripps have used event marketing to alter an existing image to a great extent. Since this has worked well, it may be the reason to why they perceive event marketing to be advantageous in influencing the image. Fjällräven and Volvo do not see this as an advantage. Volvo has, like Nestlé and Pripps, worked with event marketing to alter the existing image to some extent, but in contrast to those, does not state image influence as an advantage of event marketing. Volvo instead emphasises that event marketing and advertising should complement each other and not be looked upon as isolated tools. This means that it is the influence of the communication in total that is important, and no communication tool can generally be regarded as better than the others in influencing the image. Fjällräven finally, has not used event marketing to alter an existing image, and supports Volvo's statement of that event marketing can not generally be regarded as influencing the image better than advertising. Event though the companies disagree regarding if event marketing is advantageous over advertising in affecting the image or not, they all agree that event marketing better expresses and focuses all the factors related to the image at the same time. This may also indicate that even though the companies find event marketing to be very effective in terms of effecting the image, they do not want to consider it as isolated tool but instead as an integrated part of the overall communication.

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Fjällräven and Pripps further find that event marketing gives the possibility for prestige at lower cost than advertising, while Nestlé and Volvo on the other hand do not see this as an advantage. This may relate to the fact that Nestlé and Volvo are considerably larger companies than Fjällräven and Pripps. Nestlé and Volvo have substantial finances to use and may therefore not consider the effort to achieve prestige in terms of costs.

All companies, except for Nestlé, find that event marketing better contributes with internal morale and motivation than advertising, implying that it is one of the greater advantages with event marketing. Nestlé also agrees that event marketing contributes with internal morale and motivation but not better than what advertising does. This implies that event marketing is effective in improving the internal moral and motivation.

Finally, all four companies consider the fact that event marketing offers interaction as an advantage over advertising. This implies that it is one of the greater advantages of using event marketing.

Even though the companies perceive great advantages of using event marketing, there are also some disadvantages. The disadvantages as perceived by the four companies are shown in table 15 on the following page.

Table 15: *Disadvantages of Using Event Marketing*

Disadvantages	Nestlé	Volvo	Fjällräven	Pripps
No standardised solution	♦			
Difficult to evaluate	♦	♦		
No established infrastructure	♦			
Inflexible	♦		♦	
Costly	♦			♦
Unpredictable				♦

Source: Authors' own construction

As exhibited in table 15 above, Nestlé is the only company that considers the lack of standardised solutions as a disadvantage of event marketing. Nestlé has not worked strategically with event marketing for a very long time, only two years, and has perhaps not had the possibility to work out any routines for how to handle planning etc yet. This might be the reason to why it states this as a disadvantage. Volvo, Fjällräven, and Pripps do not consider the lack of standardised solutions to be a disadvantage. In fact, both Fjällräven and Volvo claim that there is no need for standardised solutions in event marketing since each event should reflect something new and different. Nestlé and Volvo consider it a disadvantage that event marketing is difficult to evaluate. Event though Fjällräven and Pripps do not state this as a disadvantage, both companies perceive the evaluation of event marketing as being very difficult.

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Nestlé perceive the lack of established infrastructure in event marketing as a disadvantage. The other three companies oppose to this statement and have not experienced any lack of knowledge and competence within the industry. Again, the fact that Nestlé has only worked with event marketing for two years might be the reason to why the company has not found any infrastructure, in the form of for example a good event agency, to lean on.

Nestlé and Fjällräven state the inflexibility of event marketing as a disadvantage. Volvo and Pripps on the other hand do not perceive inflexibility as a disadvantage of event marketing. Fjällräven somewhat contradicts itself as it also sees event marketing as flexible, since it allows the arrangers to do whatever they want. Hence, only Nestlé finds inflexibility to be a significant disadvantage of event marketing, which again may be explained by the fact that the company has yet not had time to work out any routines for how to handle everything, due to the short time it has been using event marketing.

Nestlé and Pripps consider the cost of event marketing to be a disadvantage. This is not a disadvantage stated by Volvo and Fjällräven. These divergent perceptions may depend on the budget the companies have for event marketing, or what they relate the cost to. Finally, Pripps also claims that event marketing is unpredictable, and that it perceives this as a disadvantage. We can however not see any reason to why this is stated as a disadvantage by Pripps, but not by any of the other companies in our sample.

6.5 Summary

This chapter has presented the analyses of the collected data, in terms of within-case and cross-case analyses. The following chapter will present our findings and conclusions of the research, as well as implications for management, theory and further research.

7 Findings and Conclusions

We will in this chapter conclude the findings from our research. In order to do so, we will re-state each of the research questions posed in chapter one and try to answer them, based on our conducted research. We will also give some overall conclusions before presenting implications for management, theory and further research.

7.1 What Objectives do Companies have with their Use of Event Marketing as a Promotional Tool?

Our research shows that there are several objectives that can be stated with event marketing. However, when looking at it broadly, the primary and most commonly stated objectives with event marketing are to affect the image, to create awareness, to identify the brand or product with the target group and to achieve media coverage.

Regarding company related and brand/product related objectives, there is a difference between companies working with several brands and companies only representing one brand, where the company name and brand are synonymous. Companies with several brands only state specific brand related objectives, while companies that only represent one brand have company as well as brand/product related objectives. One pattern that can be seen is that companies that want to create or strengthen the image, also want to create awareness about the company or the brand, as well as achieve media coverage. These three objectives, that all aim to improve or strengthen the already existing, seem to go hand in hand. One of the four companies in our sample does not want to strengthen the existing image, but instead wants to achieve a change in how it is perceived by the audience. This company wants to alter the brand image and is furthermore the only company that states to penetrate the market as an objective.

Regarding the objective to strengthen internal relations and motivate employees, only half of our sample actually states this as an objective with its use of event marketing. However, even though this is not an objective of primary importance to the companies, it is agreed upon that event marketing is a very suitable tool for achieving strengthened internal relations. Our research further shows that to identify the brand or the products with the target audience is a commonly stated objective among the companies, especially in terms of establishing relationships.

Somewhat surprisingly, we found that sales objectives are rarely stated with the use of event marketing. Only one company has stated sales objectives, and our research indicates that event marketing is more a tool with which companies want to achieve qualitative objectives. Sales are more considered to be an indirect long-term effect of the use of event marketing.

Sum-up. In order to briefly summarize the main objectives with event marketing, we will list the primary and most commonly objectives as stated by the companies in our research.

- Affect the image
- Create awareness
- Identify the brand or product with the target audience

- Achieve media coverage

7.2 How do Companies Select a Specific Event?

As we have seen, the events are very thoroughly selected. Our research shows that there are numerous factors taken into consideration by the companies when selecting a specific event to use in their promotion. However, the study further indicates that companies with long experience of event marketing take more criteria under consideration when they select a specific event than companies with not as many years of experience.

First of all, of primary and underlying importance, is the event's ability to fulfil the earlier stated objectives. Consequently, some of the considerations companies have when selecting an event are specifically related to particular objectives. We find that companies with corporate related objectives consider the compatibility between the event and the corporate image, in their selection of an event. Furthermore, companies that have stated media coverage as an objective with their event marketing, carefully consider the media coverage that can be received as well as the media profile.

Our research further shows that there are several criteria considered to be of importance to the majority of the companies, regardless if they have different stated objectives. The potential image association with an event is a thorough consideration in the event selection. The companies want the event to deliver the desired rub-off effect to the corporate or brand image. Furthermore, it is also considered important that there is some sort of compatibility between the event and the product usage, as well as between the event and the product image.

The funding requirement is also an important criterion, which is especially considered in terms of return on the money invested in the event. It is also considered in terms of having sufficient resources so to undertake the event properly. The event must furthermore have the ability to reach the target audience. The immediate audience attending the event is considered to be of the greatest importance to the companies, but also, the extended audience that can be reached through media or word-of-mouth is a consideration to the majority of the companies.

Another consideration of great importance is the event's ability to offer guest hospitality in order for the company to have the possibility to establish relationships with its customers. We found this to be a criterion of prioritized importance when selecting an event. Further issues that are considered in the event selection are the geographical coverage of the event and staff knowledge of the proposed event. Our findings show that events that cover a larger geographical area than first was intended are not precluded in the event selection. Instead, this is only considered positively by the companies.

Our study also shows that the companies consider the type of event in their selection. In regards to whether the event is a one-time activity or a long-term commitment, the majority of the companies prefer to engage in events on a long-term basis. Two of the companies further consider the choice between new established or existing events, and prefer to establish their own events. The seasonality of the event is only stated by one company to be a consideration in the event selection. However, our research indicates that seasonality in

Findings and Conclusions

fact is an underlying consideration, as the majority of the companies are engaged in events that cover all the seasons when their products can be used.

Our research further shows that the solus position is a considered criterion by a majority of the companies when selecting an event. Most important for the companies is that they can stand out as the main sender of the event, in order to not confuse the audience about who is behind the event. Furthermore, the possibility for adverse publicity in connection to an event is an important consideration to all the companies in the event selection. Finally, if there is another organisation arranging the event, this organisation is evaluated in terms of its ability to carry out the event properly and that it has a clear understanding of the company's interest.

One factor that contradicts previous research and has no influence on how companies select a specific event, are the preferences of executives. By all the companies in our sample, this is considered to be of no influence in the event selection.

Sum-up. To briefly summarize how a specific event is selected, we will list our main conclusions and the most commonly recognized event selection criterions.

- Companies with longer experience of event marketing take more criteria under consideration when they select a specific event.
- The event's ability to fulfil the earlier stated objectives is an underlying criterion and consequently, some of the event selection criterions are specifically related to particular objectives.

Most common event selection criteria:

- Image association potential
- Investment versus rate of return
- Target audience coverage of the immediate audience attending the event
- Opportunity for guest hospitality
- Geographical coverage
- Staff knowledge

7.3 How is the Effectiveness of the Events Evaluated?

Our research shows that the evaluation of event effectiveness is considered by the companies to be very difficult. The existing methods are perceived as insufficient and as an effect, there is not much event specific evaluation conducted. The findings of our research further indicate that the existing methods of evaluating event effectiveness are not sufficiently efficient in relation to what they cost. Furthermore, the lack of effective event evaluation methods sometimes makes it hard to motivate the use of event marketing internally.

Our research indicates that the evaluation is related to the earlier stated objectives. This can be seen by the fact the two companies that have media coverage as one of their major objectives, also evaluate the event effectiveness through media by measuring how much publicity the event generated. Furthermore, the only company that has stated sales

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objectives with event marketing also measures the event effectiveness through retailers in terms of sales achieved.

When looking at it broadly, the main evaluation of event effectiveness is carried out through consumers. This is either conducted through marketing research specifically for the event or for the communication in total where event specific issues are investigated. To measure the effectiveness through consumers is regarded as important by the companies, and also appropriate considering that they are all targeting consumers with the events.

Regarding when the actual evaluation is conducted, it is most often carried out after the events have been executed. At times, the evaluation is also carried out during the events in terms of marketing research or publicity received. Our research indicates however that if more effective event evaluation methods existed, the evaluation would be more consistently as well as more frequently conducted.

Sum-up. To give a brief summary, we will below list our most significant conclusions regarding the evaluation of event effectiveness.

- Difficult to evaluate event effectiveness due to lack of appropriate methods.
- The evaluation is related to the earlier stated objectives.
- The evaluation is mainly conducted through consumers.
- The evaluation is most often carried out after the event is executed.

7.4 What are the Advantages and Disadvantages of Using Event Marketing as a Promotional Tool?

Based on the research we have conducted, we can see that the two most significantly recognized advantages of using event marketing are that it penetrates and eliminates the media noise, and offers interaction. All four companies consider this to be advantages with using event marketing.

Although there are some divergent views of why event marketing penetrates and eliminates the media noise, there are certain common explanations. The most common view is that by using event marketing, the company gets access to the audience's focused attention during the time of the event. Furthermore, it is also explained by the real experience that the event offers, which helps increase the audience's memorability. Our research further shows that event marketing's advantageous ability to penetrate the media noise is only considered in terms of the direct audience attending the actual event, and not to an extended audience outside the event.

Regarding the other main advantage of using event marketing, namely the interaction, a majority of the companies especially emphasized the personal meeting that takes place. Positive consequences of the interaction and the personal meeting are furthermore considered to be the opportunity to strengthen and personalize relationships as well as to receive feedback and hand out free samples.

A further well-recognized advantage of using event marketing is that it contributes with internal motivation and morale. Three of the four companies claimed this to be an

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advantage with event marketing over advertising. The fourth company agreed that event marketing contributes with internal motivation and morale, but could not state that this as an advantage over advertising.

Our research further shows that companies do not want to generalize event marketing as more credible than advertising. Instead, it is the quality of the communication that determines the credibility of the communication tool. Regarding event marketing's ability to generate awareness better than advertising, we found that this is very much dependent on the specific event. An event that achieves media coverage can be considered to better generate awareness than advertising. However, this requires an event that awakes media's interest, and furthermore, that the company or brand behind the event is mentioned.

While all four companies agree that event marketing is a very effective tool in terms of affecting the image, only two state it to be advantageous over advertising. Our research indicates that the companies do not want to look upon event marketing as either more or less advantageous than advertising, but instead as an integrated part of the overall communication where the different communication tools complement each other. Finally, in regards to advantages of using event marketing, event marketing can be an advantageous tool for companies with restricted budgets to achieve prestige at a lower cost than with advertising.

Regarding disadvantages of using event marketing, our research has not shown any indications for commonly recognized disadvantages. Instead, disadvantageous aspects on the use of event marketing seem to depend on the experience, or rather inexperience, the company has within the area. The only difficulty with event marketing that all four companies agree upon is the evaluation of event effectiveness. Even though only two of the companies actually state this as a disadvantage, all four companies perceive the evaluation of event marketing as very difficult.

Sum-up. As a brief summary, we will below list the most commonly recognized advantages and disadvantages with the use of event marketing as a promotional tool.

Advantages:

- Penetrates and eliminates media noise.
- Offers interaction.
- Contributes with internal motivation and morale better than advertising.

Disadvantage:

- Difficult to evaluate

7.5 Overall Conclusions

An overall conclusion that can be made is that companies emphasize the importance of not viewing event marketing as an isolated tool. Instead, it should be looked upon as an integrated part of the overall communication that complements other promotional efforts.

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The findings of our study indicate that event marketing is especially suitable in terms of transmitting qualitative values. The most common and primary objectives stated with event marketing are qualitative, and the companies in general perceive event marketing to very successfully deliver qualitative values to the audience. This, however, makes the evaluation of event effectiveness more difficult than with other promotional tools, as qualitative values are relatively hard to measure. Our research further indicates that clearly stated objectives are an underlying base for successful event marketing. By stating clear objectives, it will be easier to select an appropriate event to engage in as well as to evaluate the event effectiveness.

Finally, our sample for this study was based on contrasting cases in terms of companies with durable products and companies with non-durable products. However, the findings of our research do not point at any significant pattern related to this difference.

7.6 Implications

In this final section we will give our recommendations to the management of companies using event marketing as a promotional tool, based on the findings in this research. We will also give implications for theory, and for further research within the area.

7.6.1 Implications for Management

This study has investigated four companies' use of event marketing as a promotional tool. The implications for management will concern both the specific companies in our sample, as well as other companies using event marketing or planning to do so.

This research has shown that it is important to state clear objectives, since these are the base for both the selection of a specific event, as well as the evaluation of event effectiveness. To define clear objectives facilitates the selection of a specific event as well as the evaluation, and increases the chance to carry through a successful event. The specific events should, after the objectives are defined, be carefully selected based on these. The evaluation of event effectiveness is perceived as relatively difficult by companies, and therefore efforts ought to be made in order to find suitable evaluation methods for each company's event marketing.

Furthermore, it is also of relevance to consider the employees' possible role in event marketing. An event where the employees can be actively involved, either in the arrangement of the event, as representatives for the company, or as guests, should be looked upon as an excellent opportunity in terms of strengthening the internal relations and motivate the employees. In other words, it can be seen as an internal investment for the company.

Finally, it is important to remember that event marketing not should be looked upon as a substitute for other promotion tools, but instead, as a complement. It is important that event marketing is in level with the overall communication, in order to achieve a successful overall result.

Findings and Conclusions

7.6.2 Implications for Theory

The concept of event marketing is, as mentioned earlier, relatively new and a lot of research has yet not been conducted within the area. This study, which looks upon the phenomena from a broad but thorough perspective, is therefore to consider a contribution to theory within the area of event marketing.

The appropriateness of the theory used in this research can be seen in our analysis. The theory is very much in line with our empirical findings. However, some aspects are somewhat divergent.

First of all, one of the companies in our sample has as one of its major objectives to penetrate the market. This is nothing specifically brought up in the theory. Hence, this research contributes to theory by adding one objective that can be stated with event marketing.

Furthermore, in the selection of an event, the financial aspect is considered, not only in terms of having enough resources in order to undertake the event properly, but also in terms of having value for the money invested in an event. This is nothing brought up in the theory, but somewhat adds to it.

Meenaghan (1983) claims that the preferences of executives are often a consideration in the event selection. This is however not a consideration to any of the companies in our sample. Hence, this research contributes to theory in the sense of that the preferences of executives are not being of importance in the event selection.

The discussion above summarises the main parts diverging from the theory and represents our contribution to the theory. To sum up, the theory that exists in this area is very accurate and appropriate in most aspects, with some minor diverging exceptions.

7.6.3 Implications for Further Research

This research has provided a broad but careful insight into companies' use of event marketing as a promotional tool. This area of research would be very interesting to further study by more specifically investigate how event marketing is used as a complement to the other promotional tools. This could be conducted by a single-case study on one company, or by a multiple-case study on two companies, in order to be able to give an accurate description of the total communication, with event marketing as an integrated tool.

Our research has indicated that companies can have other objectives with event marketing, additionally to the objectives suggested in the theory. One example of this is the objective to penetrate the market. Therefore, it would be interesting to see if this is an objective commonly stated. In order to find this out, research should be conducted through a survey, since many companies would have to be investigated if this is to be clarified.

Furthermore, since theory mainly provides advantages and disadvantages with event marketing in comparison with advertising, it could be interesting to investigate these in comparison with the other traditional promotion tools, such as sales promotion and personal selling. This research could be carried out by conducting a case study or a survey, in order

Findings and Conclusions

to find out companies' perceptions of advantages and disadvantages with event marketing and other promotion tools.

The evaluation of event marketing is perceived as a problem, and therefore it could be interesting to more thoroughly investigate this. This could be conducted by a survey where a larger sample could be used, and the evaluation methods from many companies could be compared in order to come up with more sufficient ones.

7.7 Summary

This last chapter has covered the findings and conclusions of our research. The findings and conclusions have been presented for each research question as well as in terms of overall conclusions. Furthermore, implications for management, theory and further research were given at the end of the chapter.

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General Information

Name of the company:

Name of the respondent:

Position of the respondent:

Field of business:

Background to Event Marketing within the Company

1. When did you start using event marketing in your promotion?
2. Which events have you been using? Could you tell a little about the different events?

What Objectives do you have With Event Marketing?

3. What objectives do you have with event marketing? Is it often the same objectives or do they vary?
 4. Which corporate-related objectives do you have with event marketing (if any)?
 - Affect the corporate image
 - Create awareness about the company
 - Strengthen the internal relations
 - Identify the company with the target group
 - If yes, is this a way to establish relationships?
 5. Which product-related objectives do you have with event marketing (if any)?
 - Affect the brand or product image
 - Create awareness about the brand or product
 - Identify the brand or product with the target group
 6. Which sales-related objectives do you have with event marketing?
 - Increase sales in the short run
-

Appendix A

- Increase sales in the long run
 - Create shopping impulses
7. Do you have any objectives regarding media coverage with event marketing?
 - If yes, is this a crucial objective?
 8. Is there anything you would like to add regarding objectives?

How do You Select a Specific Event?

9. How do you select a specific event?
 10. Do you have specific criteria on which you select an event? Which?
 11. Do you consider the event's ability to fulfil the stated objectives?
 12. Do you consider the potential association with the event?
 13. Do you see to that there is compatibility between the event and:
 - product usage?
 - product image?
 - corporate image?
 14. Do you consider the media coverage potential of an event?
 15. How do you consider the budget in the event selection?
 - sufficiency of the budget so to undertake the event properly
 - consideration of costs of terms of physical resources, staff time and staff talent
 16. Do you consider the target audience coverage?
 - the audience at the actual event
 - the extended audience
 17. Do you consider the opportunities for guest hospitality?
 - Possibility to make face-to-face contact with the audience
 18. Are preferences and interests of executives considered in the event selection?
 19. Do you consider the geographical coverage of an event?
 - if yes, how?
 - Events with excessive or insufficient geographical coverage
 20. How do you consider the knowledge of staff when selecting a specific event?
 - important that at least one company member is knowledgeable of the event
-

Appendix A

21. Do you consider the type of event?

- a new or an established event
- one time activity or long term commitment
- the seasonality of the event

22. How do you consider the choice between carrying out an event exclusive for the company or with co-sponsors?

23. Do you consider the possibility for adverse publicity?

24. Do you consider a possible organisation behind the event?

- if yes, how?

25. Is there anything you would like to add regarding how you select an event?

How is the Event Effectiveness Evaluated?

26. How do you evaluate the event effectiveness?

- Do you measure the event effectiveness through retailers?
 - if yes, how?
- Do you measure the event effectiveness through media?
 - if yes, how?
- Do you measure the event effectiveness through consumers?
 - if yes, how?

27. When is the event effectiveness evaluated?

- Before the event?
- During the event?
- After the event?

28. Is there anything you would like to add regarding the evaluation of event effectiveness?

Advantages and Disadvantages of using Event Marketing?

29. What are the advantages of using event marketing?

30. How do you perceive the ability of event marketing to reach through the media noise?

31. How do you perceive the credibility of event marketing in comparison with advertising?

32. How do you perceive event marketing's ability to generate awareness in comparison with advertising?

Appendix A

33. How do you perceive event marketing's ability to affect the image in comparison with advertising?
 - why?
 - Do you agree that the key factors that the image comprises appear in a concentrated and focused form in the event?
 34. How do you perceive event marketing's ability to achieve prestige in comparison with advertising?
 35. How do you perceive event marketing's ability to contribute with internal motivation and moral in comparison with advertising?
 36. Do you perceive the fact that event marketing offers opportunities for interaction as an Advantage?
 - market research, feedback etc
 - personal meeting
 37. What are the disadvantages of using event marketing?
 38. Do you consider that there are standardised solutions with event marketing, as in Advertising?
 39. How do you perceive the possibility to evaluate the event?
 40. Do you consider the knowledge and competence within event marketing to be sufficient?
 41. How do you perceive the flexibility of event marketing in comparison with advertising?
 42. Is there anything you would like to add regarding advantages and disadvantages?
-

Generell information

Företagsnamn:

Respondentens namn:

Formell befattning på företaget:

Verksamhet:

Bakgrund till event marketing inom företaget

1. När började Ni använda events i Er marknadsföring?
2. Vad för event har Ni använt i Er marknadsföring? Kan Ni berätta lite om de olika evenen?

Vilka målsättningar har företaget med event marketing?

3. Vilka målsättningar har Ni med Era event? Är det ofta samma mål eller varierar de?
 4. Vilka övergripande företagsmål har Ni med Era event (om några)?
 - Påverka företagets image
 - Skapa medvetenhet om företaget
 - Förstärka interna relationer
 - motivera anställda genom att låta dem delta aktivt
 - Identifiera företaget med målmarknaden?
 - Om ja, är detta ett sätt att etablera relationer?
 5. Vilka produktrelaterade målsättningar har Ni med event marketing (om några)?
 - Påverka produktens eller varumärkets image
 - Skapa medvetenhet om produkten eller varumärket
 - Identifiera produkten eller varumärket med målmarknaden
 6. Vilka försäljningsmål har Ni med Era event (om några)?
 - Öka kortsiktig försäljning
 - Öka långsiktig försäljning
 - Skapa köpimpulser
-

Appendix B

7. Har Ni några målsättningar angående mediatäckning med Era event?
 - Om ja, är detta en avgörande målsättning?
8. Finns det något Ni skulle vilja tillägga angående målsättningar?

Hur väljer företaget ut ett specifikt event?

9. Hur väljer Ni ett specifikt event?
 10. Har Ni satt upp speciella kriterier som Ni använder när Ni väljer ett event? Vilka?
 11. Ser Ni till eventets förmåga att uppnå de målsättningar som Ni har med event marketing?
 12. Ser Ni till möjligheten att företagets eller varumärkets image kan associeras till eventet?
 13. Ser Ni till att det finns en länk mellan eventet och:
 - produktens användningsområde?
 - produktimage?
 - företagsimage?
 14. Ser Ni till eventets möjlighet att skapa mediatäckning?
 - Om ja, hur?
 - Överensstämmelse mellan företagets målgrupp och eventets mediaprofil
 15. Vilken roll spelar budgeten vid val av event?
 - tillräckligt stor budget för att genomföra eventet ordentligt
 - kostnader i form av fysiska resurser, arbetstid, och anställdas kompetens
 16. Ser Ni till eventets förmåga att täcka/nå ut till målgruppen?
 - målgruppen vid eventet
 - målgrupp över huvudtaget ej deltagande vid eventet
 17. Ser Ni till hur mycket gästfrihet eventet kan erbjuda deltagarna?
 - möjlighet till personlig kontakt med deltagarna
 18. Hur spelar företagsledningens preferenser/intressen in i valet av event?
 19. Ser Ni till eventets geografiska täckning av målgruppen?
 - Om ja, på vilket sätt?
 - om eventet täcker större eller mindre målgrupp geografiskt sett än vad Ni tänkt, vad gör Ni då?
 20. Hur spelar personalens kunskap/kompetens om eventet in i valet av event?
 - viktigt med "egen" länk mellan företaget och eventet,
 21. Vilken roll spelar sorten av event?
 - ett nytt, skapat eller ett redan etablerat event
 - engångsaktivitet eller långsiktigt åtagande av fortlöpande event
 - säsongsbetoningen av eventet
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Appendix B

22. Hur ser Ni på valet av att genomföra ett eget event eller att genomföra ett gemensamt event tillsammans med andra företag?
23. Överväger Ni möjligheten att ett event kan leda till mindre gynnsam publicitet?
24. Utvärderar Ni en eventuell organisation bakom ett event?
- Om ja, hur?
25. Finns det något mer Ni skulle vilja tillägga angående hur Ni väljer ett event?

Hur utvärderar företaget effekten av eventet?

26. Hur utvärderar Ni effektiviteten av eventen?
- Mäter Ni eventets effektivitet genom återförsäljare?
- Om ja, hur?
 - Mäter Ni eventets effektivitet genom media?
- Om ja, hur?
 - Mäter Ni eventets effektivitet genom konsumenter?
- Om ja, hur?
27. När utvärderas effektiviteten av eventet?
- I början?
 - Fortlöpande under eventets genomförande?
 - Efteråt?
28. Finns det något mer Ni skulle vilja tillägga angående utvärderingen av events?

Fördelar och nackdelar med event marketing

29. Vilka fördelar upplever Ni att det finns med att använda event marketing?
30. Hur ser Ni på event marketings förmåga att nå genom det ökande mediabruset?
31. Hur ser Ni på trovärdigheten med event marketing i jämförelse med reklam?
32. Hur ser Ni på event marketings förmåga att generera medvetenhet i jämförelse med reklam?
33. Hur ser Ni på event marketings förmåga att påverka bilden i jämförelse med reklam?
- Varför?
- Det finns de som säger att eventet bättre fokuserar och förmedlar de faktorer som är relaterade till bilden på en och samma gång. Håller Ni med om detta?
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Appendix B

34. Hur ser Ni på event marketings förmåga att nå prestige i jämförelse med reklam?
 35. Hur ser Ni på event marketings förmåga att bidra med intern motivation och moral i jämförelse med reklam?
 36. Ser Ni det som en fördel att event marketing erbjuder möjligheter för interaktion?
 - market research, feedback etc
 - personliga mötet
 37. Vilka nackdelar upplever Ni med event marketing?
 38. Anser Ni att det finns standardiserade lösningar med event marketing som i reklam?
 39. Hur ser Ni på möjligheten att utvärdera eventet?
 40. Anser Ni att det finns tillräckligt med etablerad kunskap och kompetens inom event marketing att tillförlita sig på på marknaden?
 41. Hur ser Ni på flexibiliteten med event marketing i jämförelse med reklam?
 42. Finns det något mer Ni skulle vilja tillägga angående fördelar och nackdelar?
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