Event Marketing: Issues and Challenges

Seema Gupta

Event marketing is fast emerging as a promotion catalyst vis-à-vis the traditional marketing communication tools. The increasing corporate disillusionment with traditional media due to increased clutter, escalating costs and reduced efficiency has created opportunities for event marketing. Event marketing allows a company to break through the advertising clutter, and target an audience by enhancing or creating an image through an association with a particular event, while reinforcing the product or service, and driving sales.

Traditionally, events were considered useful for rural markets, and for products which were banned from being advertised, like liquor and cigarettes. Low literacy levels and limited media penetration make events an imperative exercise in rural markets. The Lifebuoy sponsorship of Kabbadi and football, ITC’s elephant processions and shows, General Insurance Company’s promotion in the Pushkar and Kumbh melas are some examples of events used in rural markets. Similarly liquor and cigarette companies have been sponsoring car rallies, horse races, film premieres, concerts and cricket matches to gain legitimate exposure. In India, the McDowell Derby and Wills ‘Made for Each Other’ contest represent the earliest attempts at the corporatisation of commercial public events. Events today are no more confined to a few products and markets. Event marketing is gaining popularity in long-term brand image building and humanising of corporates. The rallies and racing events held by MRF and JK, Miss India Contests by Femina, tennis tournaments by Britannia, music concerts by American Express bank and other such events illustrate the point.

Philip Kotler defines events as occurrences designed to communicate particular messages to target audiences. On the basis of audience participation and the sponsor’s objectives, events can be categorised into Direct events (such as exhibitions, trade fairs, dealer meets and conferences, where the people attending have a direct bearing on the objectives) and Indirect events such as Femina Miss India and Wills World Cup. While people participating in indirect events may not necessarily form the target audience, media coverage and word-of-mouth publicity help events

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reach much larger audiences, who actually are the target audiences. Such events are used to build brand image. Events could also be classified as Corporate events (dealer meets, sales conferences, roadshows, factory visits, training programmes), Public Relations events (product launches, press conferences, philanthropic events), Entertainment events (concerts, theatre, dance, film premiers, sports) and Exhibitions. Unlike a corporate event, a live entertainment event is usually planned, conceptualised and executed by the event manager. Therefore the Intellectual Property Rights (IPR) also vest with the event manager. The key players in the industry are event management companies, corporate clients, sponsors, celebrities, celebrity management companies, advertising agencies as either content creators or media buyers, performers, equipment suppliers, venue owners, technical teams and stage crew.

Event Management as an industry is just taking off in India. It was estimated to be a Rs 300 crore industry in 2000, and is expected to grow ten fold in the next five years. Live entertainment, which is a part of event management, was a Rs 20 million industry in 1991, growing to Rs 1.5 billion in 2001. It is projected to grow at the rate of 30% per annum to a size of Rs 5.6 billion in 2006 (Exhibit 1).

The use of event marketing as a communications opportunity by marketing practitioners has developed by trial and error. Indeed, only in recent years have academicians and consultants turned their attention to studying event marketing and corporate sponsorship in a systematic way and publishing their results. This would seem to indicate that practice has preceded theory and that important work has, in fact, been highly empirical. Such work has concentrated on macro level issues, such as which companies sponsor events and what their objectives are. Micro level issues, such as the effect of sponsorship on the consumer, have been largely ignored. The first part of this article traces the key issues in event marketing from the available literature, while the second looks at opportunities and challenges in event marketing in India. The article also identifies future trends and concludes by assessing the gaps in the field and areas for further research.

Key Issues in Event Marketing

The literature on the subject can be divided into a number of themes like setting objectives, event selection, measurement of effectiveness, celebrity endorsements and integration with strategic planning.

Setting Objectives

The studies on objectives behind event marketing indicate that event marketing is often a mix of many of marketing and other objectives. In 1993, Bethlehem Musikfest asked its sponsors what their objectives were in sponsoring its nine-day $1.9 million celebration which included visual arts, parades, fireworks, and 630 free performances. According to the IEG Sponsorship report, 92% of the sponsors of this event said it was very or somewhat important to increase awareness of their companies, 88% wanted to improve public perception, 86% wanted to contribute to community economic development, 62% were striving to reach their target markets and 59% wanted to differentiate themselves from competitors. In another study of 261 corporate sponsors involved in the 1991 Special Olympics, Kuzma et al found that the most important objectives were to increase company awareness, improve company image and demonstrate community responsibility. These
empirical studies indicate that the objectives of sponsorship are varied, ranging from corporate to marketing objectives. As Pope says in his excellent review of current sponsorship thought and practices, sponsorship can help achieve corporate objectives (public awareness, corporate image building, community involvement), marketing objectives (reaching target markets, brand positioning, increasing sales), media objectives (generating awareness, enhancing ad campaigns, generating publicity) and personal objectives (management interest). Another objective of event marketing is to meet competitive threats. Event marketing is thought of as a preemptive tactic that will reduce competitive threat. Reebok’s increased sponsorship of the 1996 Olympic Games was based on its sagging performance compared to its competitor Nike.

A study done by Morris and Irwin showed that increasing sales and market share are the primary motives of sponsorship (Exhibit 2). Armstrong found that the longer a company had been sponsoring, the more likely sponsor objectives had moved from building awareness to building image. Thus it can be concluded that the primary objectives of event marketing are generating awareness, reaching target markets, building relationships, enhancing image and increasing sales.

**Selection of Event**

Regardless of the relative importance of the various event marketing objectives, organisations must carefully select events that will help them in achieving their unique objectives. The first step in event selection is to determine the desired scope of the event. David Shani and Dennis Sandler have developed a Sports Event Pyramid, which helps in categorising various events and reducing the choice set. The pyramid consists of five levels: global events, international events, national events, regional events and local events. Global events are at the apex and local events at the base of the pyramid. Each level of the pyramid classifies events on the basis of the width and depth of interest in the event. Shani and Sandler describe the width as the geographic reach of the event via the various communications media, and the depth of the event as the level of interest among consumers. Marketers must first analyse what level of event is consistent with corporate event objectives and budget. Next, they can decide which specific event at the appropriate level present the best match. A closer look at the pyramid reveals certain flaws. First, it shows local events at the base. To some it may imply the broadest geographical focus while in fact they have the narrowest focus. Second, it may be extremely difficult to categorise certain events.

The primary consideration in the selection of an event is the brand-event personality fit. Ferrand and Pages describe the process of finding congruence between event and brand as a ‘looking for the perfect wedding’. The researchers also point out that any action toward sponsoring an event should begin with an analysis of the common and unique

### Importance of Sponsorship Objectives

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Mean Importance Rating</th>
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<tbody>
<tr>
<td>Increase sales/market share</td>
<td>6.14</td>
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<tr>
<td>Increase target market awareness</td>
<td>6.07</td>
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<tr>
<td>Enhance general public awareness</td>
<td>5.88</td>
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<tr>
<td>Enhance general company image</td>
<td>5.47</td>
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<tr>
<td>Enhance trade relations</td>
<td>4.60</td>
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<tr>
<td>Enhance trade goodwill</td>
<td>4.55</td>
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<tr>
<td>Involve community</td>
<td>4.48</td>
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<tr>
<td>Alter public perception</td>
<td>4.15</td>
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<tr>
<td>Enhance employee relations</td>
<td>3.84</td>
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<tr>
<td>Block competition</td>
<td>3.68</td>
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<tr>
<td>Develop social responsibility</td>
<td>3.13</td>
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<tr>
<td>Develop corporate philanthropy</td>
<td>3.12</td>
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In August 2002 Lakmé sponsored India Fashion Week for the third consecutive year, with the objective of making the image of the brand more contemporary, and to overcome the risk of being perceived as ‘my mother’s brand’ by the younger generation. P&G launched its ‘Mother-Daughter Hygiene Program’ for schools to meet its social responsibility objectives. Godrej in sponsoring Miss World 1996 had set an objective of globalising the brand and enhancing its image within the country. The success of historic campaign of Olympic Torch Relay in 1984 sponsored by AT&T began with several simple objectives. First, AT&T wanted to build recognition for itself as a premier long-distance company that ‘linked up’ the US. The torch, as it crossed the country, provided a fitting symbol. The second objective was to prevent market share erosion and the final goal was to generate emotional involvement. No one who stood in the crowd and watched the torch pass could deny that this final objective was not only met but also exceeded.

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In the case of Wills World Cup in 1996, the personalities of Wills and cricket were seen to fit perfectly. Wills has mass appeal and stands for partnership and excitement; so does World Cup Cricket. The preparations that ITC went through to bid for the cup consisted of an examination of the data on exposure, mileage and television audience obtained by the previous two World Cups. On this basis the likely exposure from sponsoring this event was worked out and compared with the cost of getting the same exposure from other media options. Similarly in the case of Godrej Miss World 1996, there was a high match between the personalities of Godrej and the beauty pageant. Both stood for beauty with a purpose. Another event Hands Across America represented the largest single participatory event in the history, with a 4124-mile human chain to raise money to help feed the hungry and house the homeless in the US. Coca-Cola found in its focus group research that there would be a very positive reaction to a one-day consciousness-raising event to help the cause and hence sponsored the event in 1986. It promoted a relationship between the company and the consumers, and conveyed the message that Coca-Cola wanted to be involved in the lives of consumers, to right social wrongs and share their values.

attributes of the event and the brand.

Although organisations usually try to conduct studies and research into the brand-event personality fit and the possible benefits from sponsoring an event, decisions are often based on the subjective assessment of senior managers. Burson Marsteller has developed a Relative Value Assessment (RVA) model to objectively evaluate the potential effectiveness of an event marketing opportunity against five major criteria: Positioning and image; Audience reach or appeal; Marketing / sales objectives; Marketing strategies; Tactical effectiveness. The criteria are of two types – required and desired. Each criterion has various elements, which are to be judged on a ten point rating scale. An RVA comparison grid can be used to compare several events under consideration. Other than the RVA model, there is no other universally accepted theory guiding selection of events. Hence there is a lot of scope for developing conceptual frameworks for selecting events, which help in the attainment of marketing objectives.

**Sponsorship**

Sponsorship of events has become an established communication tool for building brand awareness, brand image and corporate image. Sponsorship involves two main activities: an exchange between a sponsor and a sponsee whereby the latter receives a fee and the former obtains the right to associate itself with the activity sponsored; and the marketing of the association by the sponsor. Sponsors try and use the energy, excitement and the emotion generated by an event to allow consumers to touch, feel and experience the product. The event allows the sponsors to spend an hour, a day or even a weekend with their prospective customers. Commercial sponsorship can be described as buying and exploiting an association with an event for specific marketing purposes.

Sponsorship as a promotional activity has grown remarkably in recent years with current worldwide sponsorships estimated to reach US$22 billion. Moreover recent professional reports show that 75% of marketing practitioners favour further development of this communication tool. At the same time, many also appear to question the actual effectiveness of sponsorship and more than 65% of sponsors consider sponsorship as increasingly expensive. The International Events Group (IEG) estimates that companies sponsoring special events in 1998 have spent $6.8 billion. Motor sports and golf rank first and second respectively in sponsorship dollars spent worldwide. In one of the single largest sponsorship programmes, Coke spent $40 million to become the official sponsor for the 1996 Olympic games, and another $500 million to carry out activities related to being an official sponsor (advertisements, building an Olympic pavilion in Atlanta, sales promotions, etc) in an integrated marketing communications effort. On average there are three sponsors for an event – one main sponsor and two co-sponsors. In India, the total sponsorship fee ranges between Rs 10 mn to Rs 20 mn for an international event and between Rs 2.5

Use of sponsorship to gain leverage can be traced to the pre-Christian era. Caesar gained wide publicity and won votes by financing a gladiatorial combat in 65 BC and was well aware of the benefits that would accrue to him before he staged the event. During the renaissance period, aristocracies of Europe and the Church patronised artistic endeavours. Commercially motivated support is a more recent phenomenon, though it does date back to the middle of the 19th century. In 1861, the British catering firm, Spiers and Pond, sponsored the first tour by an English cricket team to Australia, earning a profit of £11,000 on their investment. Among the first modern commercial uses of sponsorship as a promotional activity were the placement of advertisements in the official programme of the 1896 Olympic games and the product sampling rights purchased by Coca-Cola for the 1928 Olympics.
Gardner and Shuman\textsuperscript{24} identified four types of participants in sponsorship (corporations, channel members, the public and sponsored organisations) and five categories of audience or publics (consumers, financial institutions, community leaders, employees and channel members). However, researchers have not identified which type of sponsorship reaches diversified publics. An increasing number of researchers have evaluated sponsorship effects. The measurement methods examined can be categorised as exposure-based methods; tracking measures; and experiments. In exposure based methods the two main techniques used are: monitoring the quantity and nature of media coverage obtained for the sponsored event; and estimating direct and indirect audiences. Tracking techniques are used to evaluate the awareness, familiarity and preferences engendered by sponsorship based on consumer surveys\textsuperscript{25}. Bill Harvey\textsuperscript{26} confirmed the persuasion effect of sponsorship, and that sponsorship effects are based on different cognitive processes from those of straight product-sell advertising. He also found that although the perception of the brands did not change, the perception of the sponsor changed in a positive way and that did positively change the consumer’s willingness to buy the brands. Miyazaki and Morgan\textsuperscript{27} found that the acquisition of Olympic sponsorship is seen by the investment marketplace to be a positive event. Audiences welcome sponsorship and are grateful for its role in facilitating the staging of arts events, unlike advertisers whose messages are resented and interpreted as self-serving and intrusive. Furthermore, sponsorship effectiveness is directly related to the degree to which the sponsors are willing to leverage their investment with additional advertising and promotional activities and expenditure\textsuperscript{28}. Sponsorships involving products that are not coherent with the sponsored event offer little chance for increasing corporate valuations as compared to sponsors in harmony with the event\textsuperscript{29}. A study revealed that sponsorships under active management could contribute to the difficult task of differentiating a brand from its competitors\textsuperscript{30}. This supports the theoretical perspective of Amis, Slack and Berrett\textsuperscript{31}, which views corporate sponsorship as a distinctive competence that can be developed by a firm. There is much research to be done to assess the effectiveness of sponsorship as a client-entertainment, relationship-building tool, or as a motivational factor for staff and/or channel of distribution partners.

**Measurement and Evaluation**

Overall studies of event marketing effectiveness have yielded inconsistent findings, may be because of methodological weaknesses or lack of control over extraneous variables. Event marketing has been viewed as valuable in generating awareness for the brand and corporate images, but less has been studied about its ability to communicate a more sophisticated, specific message or contribute to other aspects of brand equity. The initial involvement of companies in sponsorship activities was often motivated by the genuine interest of company leaders in a certain type of activity or cause. Consequently, practitioners as well as academicians have been reluctant to treat events as a promotional practice whose outcomes should be evaluated. Rigorously designed experiments are needed to further our understanding of consumers’ perceptions of, and reactions to event marketing stimuli. Event marketing effectiveness can be measured using three broad schools of evaluation:

- Measuring awareness or attitude change
- Quantifying in terms of sales results
- Comparing the value of sponsorship generated media coverage to the cost of equivalent advertising time or space.

The demand for greater accountability of all corporate expenditures has generated interest in developing objective criteria to evaluate event effectiveness. The real measure of success is the extent to which the organisation leverages the event and not just the success of the event itself. A survey conducted at Burson-Marstellar in the mid-eighties...
found that a startling 47% of the companies that engaged in sponsorships made no attempts to measure the results of their campaigns. Gross et al. found that 47% of the respondents in their survey of corporate sponsors did not engage in any form of evaluation. Pope and Voges reported a direct link between the setting of objectives, evaluation and length of sponsorship agreement, showing that shorter sponsorship agreements (less than three years) occurred among those that failed to set objectives and evaluate. While a poll conducted by Performance Research revealed that more than half the respondents were 'not very likely' or ‘not at all likely’ to purchase a company’s products because it was an Olympic sponsor, most studies report that sponsorship is having a positive impact on their organisations.

Sponsorship clutter may be one reason for the findings of some researchers that sponsorship makes no difference to the purchase behaviour of the majority of consumers. For example, some 250 marketers were sponsors, suppliers or licensees for the 1996 Olympic Games in Atlanta. Ishikawa, Stotlar and Walker did a study to determine whether Japanese consumers had a positive image of the sponsors of the Lillehammer Winter Olympic Games held in 1994. In addition, the study explored whether purchase behaviour would be altered because of Olympic sponsorship. The researchers found that Japanese consumers had neither a positive nor a negative image of the sponsors of the Olympic Games, with only 30% indicating that they had a favorable image of the sponsors. Even more importantly, about 80% of the survey respondents stated that the sponsor’s affiliation with the Olympics would have no impact on their purchase behaviours. Although no studies have been done in India on sponsorship effectiveness, the above results illustrate important cross-cultural differences in perceptions of sponsorship.

Sandler and Shani noted that a first step in sponsorship effectiveness is the correct identification of the firm as sponsor. Much research has been done into the recognition and recall of sponsorship signage. Stotlar and Johnson in assessing stadium advertising noted that between 62-77% of attendees at sporting events ‘noted the advertising’. AT&T’s post event research indicated that the torch relay paid off in favourable attitudes towards the company as the relay attracted 3 million spectators and 1950 reporters, and generated 4 billion TV and 1 billion press impressions; 98% Americans were aware of the relay and 50% were aware of AT&T’s sponsorship and felt favourably towards it.

### Celebrity Endorsement

Celebrity endorsement is an integral part of event marketing. Companies like Cause Celebre and ABCL are professional celebrity managers and many marketers use celebrities in events and otherwise to endorse their products. Celebrity endorsements when used in retail merchandising events, exhibitions, and product launches besides live entertainment events, can leave a lasting impact on the audience. Since a growing number of firms are investing in celebrity endorsement to build brand equity and enhance the value of promotion rupees spent, a natural question is, what are the economic returns from the investment in celebrity fees?

Some research has been done to assess the impact of endorsement contracts on the expected profitability of the firm by using event study methodology. The approach assumes that the announcement of the endorsement contract, usually widely publicised in the business press, is used as information by market analysts to evaluate the potential profitability of endorsement expenditures, thereby affecting the firm’s expected returns. Results indicate that on an average, the impact of these announcements on stock returns is positive and the investments made in celebrity fees are viewed as worthwhile.

Several studies have examined consumers’ response to celebrity endorsements. Findings show that celebrities make advertisement believable and enhance message recall, aid in the recognition of brand names, create a positive attitude towards the brand, and create a distinct personality for the endorsed brand. Ultimately, celebrity endorsements are believed to generate a greater likelihood of customers choosing the endorsed brand. Thus the use of celebrity endorsements is a
communications strategy that should enhance the marginal value of advertisement expenditures and create brand equity by means of secondary association of a celebrity with a brand48.

Integration with Strategic Marketing

Barring alcohol and tobacco companies whose marketing essentially revolves around events because of the ban on advertising, and companies engaged in rural events, most companies do events on an ad hoc basis and rely on one or two communication tools to achieve their communication aims. However, with the increase in the scale of events and thereby commitment of resources it is imperative that event marketing is treated as part of the strategic marketing plan of the organisation. Events must be scientifically planned, executed and evaluated. The objectives of the event need to be laid down well in advance and sponsorship effectiveness measured in qualitative as well as quantitative terms. In such a scenario it is important to bring events into the mainline rather than using them on an ad hoc basis. For integrating event marketing in business planning the organisation has to have a clear decision making process for sponsorship, it needs to develop information systems to assess sponsorship opportunities and dedicate resources for researching the effectiveness of its event sponsorships.

Organisations also need to more fully integrate events with marketing communications. It will produce stronger message consistency and greater image building. Just as relying solely on mass media is not advisable, treating event management as a stand-alone communication tool does not optimise its potential. It is most effective when leveraged with other forms of communication. Therefore its strategic use and benefits must be considered in conjunction with, not simply in addition to, other promotional activities. There is evidence to show that organisations have gained mileage through integrated marketing communications. For instance Beck’s Beer launched a $10 million integrated marketing campaign in 1999, spending 60% on television advertising and 40% on Internet, radio, print advertising and sponsorships of events. This integrated approach enabled the company to make an impact before its target audience of 21-34 year old males49.

Event Marketing in India: Challenges and Opportunities

There is little literature dealing with event marketing in the Indian context. Though India has had a centuries old tradition of folk theatre in the form of Ramlila and Nautanki, commercialisation of events is a more recent phenomenon. Indian industry is far behind its Western counterparts in the use of event marketing for attaining corporate objectives. In the West the ratio of below the line marketing to above the line is 60:40, but in India it is just the reverse. Although the scenario is changing fast, events are still primarily regarded as extra fanfare. They are not built into the strategic marketing plan of the companies, but used on an ad hoc basis. Events are usually long haul, but the horizons of marketing managers are getting shorter as they are under pressure to deliver short-term results. Hence more emphasis is on sales promotion and direct marketing which can yield returns in the short term. Lack of measurability of event marketing effectiveness is another stumbling block in gaining the conviction of marketers. But Indian managers are beginning to be more proactive in their approach. The recent instance of Lakmé India Fashion Week sponsored by HLL is evidence of the use of event marketing to build brand equity. From a fledgling industry, event marketing is becoming big business. Large corporates are increasingly sponsoring events and using brand ambassadors to market their brands to a focussed audience. The future is expected to see more events, especially international events, drawing larger crowds and leading to higher ticket sales50. Television channels in their relentless quest for viewership, are expected to commission more events and also buy telecast rights of events. Revenue sources such as merchandising rights, internet rights, hitherto untapped, also hold out significant potential for event and marketing managers. The Government of India and the state governments should address issues like cumbersome regulatory provisions, lack of infrastructure and lack of corporatisation, as they

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stand to benefit considerably from the industry’s growth. Not only cricket but other sporting events like tennis and golf championships would catch the fancy of sport lovers in the country.

**Future Trends**

Event marketing is in an evolutionary stage in India. Some of the developments taking place in the field are:

- **Collaborative marketing agreements** are on the rise. This is a trend that began with event sponsorship. World Cup Cricket and Olympics have had multiple non-competing sponsors for years and this has worked very well for the companies involved. When two or more companies want to reach the same target audience, a collaborative effort amplifies the message they have to send. A Coca-Cola customer is also a Citibank customer, a Nike customer.

- **Community based events** are the coming wave as corporate sponsorships of major televised events are beginning to take on the cluttered nature of mass advertising. As society moves to a post-modern, post-materialism phase especially in the West and increasingly in the rest of the world, the importance of community and cause-based marketing is increasing. According to a survey conducted by Hancock51, two-thirds of consumers feel more favourably towards corporations that participate in community or grassroot events and only 40% feel more favourably towards sponsors of national events.

- **Global marketing** will be a key success factor for many businesses in a world becoming increasingly global. Because certain sports and cultural programmes can cross national borders, events will become a greater force in global marketing. Consider the fact that when companies sponsor the Olympics the world over, it gets the same positive reaction in scores of countries.

- **Portfolio-lives** may be addressed by the use of event marketing. With the information society of tomorrow, it will be possible to have a unique marketing solution for each individual through a unique personal relationship between the supplier and the client. Lifestyle and marketing will tend to become indistinguishable as enlightened corporations use events and innovative communications to create a value-added environment.

- In a reversal of roles, **events may become more of a mass audience vehicle** than the media, ironic as may sound. When there is an event that attracts 300,000 people, as some festivals do, events could outdraw television programmes. This is an interesting development, as more and more television programmes become targetted at well-defined audience segments.

- Due to the philanthropic nature of societal patrons, event sponsorships used to be regarded as donations with the primary beneficiary being the recipient. However with the increased scale of investment and the client’s concern for returns on investment, **sponsorships are now being treated as investment** in lieu of the commercial potential exploitable with any activity.

**Directions for Future Research**

The literature survey revealed several gaps that should be addressed in future studies:

- lack of a systematised body of knowledge and conceptual framework on which to base scientific inquiry
- lack of a classification scheme that allows for a clear distinction between event sponsorship and other communication tools like direct marketing and public relations
- lack of measurement models for estimating the efficacy of event management in achieving the desired objectives
- lack of established measures for assessing the impact of events on different consumers and publics
- poor understanding of the relationship between stated objectives and achieved results of different types of events.

The above can be aggregated into two broad areas for the purpose of identifying directions for future research. The first is the development of a conceptual framework for event marketing. Given that the development of event marketing has been
practitioner driven and that the academic community has been slow to recognise it as a mainstay of marketing communication programmes, the prevalence of descriptive studies is not surprising. For developing a body of knowledge, research needs to be undertaken on how events influence consumer behaviour. A ‘hierarchy of effects model’ also needs to be developed for event marketing and compared with that of traditional communication. Empirical studies of integrated marketing communications of companies could be pursued, and the frontiers of marketing communications extended from the traditional mix of advertising, sales promotion, direct marketing, personal selling and public relations to include event marketing and sponsorship in order to give them their legitimate status. Models for integrating the various elements of the communication mix need to be developed and tested in the market place.

The second area relates to the measurement of the efficacy of event marketing in attaining the desired objectives. Reach, frequency, impact, scheduling and other metrics have evolved over time in judging the effectiveness of advertising. Besides a count of mentions resulting in the public press, more metrics need to be established to evaluate the scope of awareness and word-of-mouth generated in response to event marketing and sponsorships. Inquiry could be done for mapping consumer preferences for different types of events, and models for measuring ‘brand-event fit’ developed. An interesting area of future research could be to identify the typology of events for brands in different stages of their life cycle. Research can also be undertaken on typology of events for different products and the direction of image transfer in various scenarios including multiple events sponsored by a single brand, and multiple sponsors for a single event.

The immense potential of event management will spur research led by both academicians and practitioners. Academicians will seek to understand the effects of event marketing and sponsorship on consumers and practitioners will seek to develop measurement models to justify their investments. It is clear that event marketing has promising horizons but it will be under scrutiny and be required to demonstrate its effectiveness in comparison with other promotional activities in attaining the marketing objectives.

**References and Notes**


2. Certain events are created and marketed by the event manager as a branded property. These events are called branded events and are held periodically and require substantial investment in terms of infrastructure and marketing. For instance, the Femina Miss India contest is a branded event produced by Times Entertainment and held annually. However, an event can also be commissioned by a company/television broadcaster etc. In such circumstances, the company/television broadcaster sponsors the entire show and retains the IPR. The event manager is paid a management fee and a production fee as well if it also produces the event for television.


15. Ibid.


18. Ibid


23 Chandra, Sarvajeet, ‘Brand Building through Event Marketing’.


30 Cornwell, Donald and Steinard, ‘Exploring Managers’ Perceptions…’.

31 Ibid

32 Schreiber and Lenson, *Lifestyle and Event Marketing*.

33 Chandra, Sarvajeet, ‘Brand Building through Event Marketing’.


35 Shank, Mathew D, *Sports Marketing*.

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44 Schreiber and Lenson, *Lifestyle and Event Marketing*.


51 Chandra, Sarvajeet, ‘Brand Building through Event Marketing’.


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