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THE APPLICATION OF MARKETING AND COMMUNICATION
THEORIES ON COMMUNITY FESTIVAL EVENT PLANNING

A Project
Presented to the
Faculty of
California State University,
San Bernardino

In Partial Fulfillment
of the Requirements for the Degree
Master of Arts
in
Communication Studies:
Integrated Marketing Communication

by
Khara Louise Dizmon

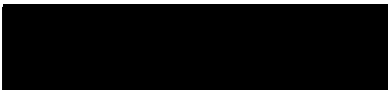
June 2007

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Approved by:



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ABSTRACT

This project investigated three integrated marketing communication (IMC) concepts as they apply to the production of a community festival. The concepts include the communication coorientation theory, consumer behavior, and the public relations' situational theory of strategic constituencies. Using an ethnographic approach, I recounted strategies used in approaching and acquiring sponsors for the community event, and I identified the IMC concepts and how they are applied to the process of event planning.

TABLE OF CONTENTS

ABSTRACT iii

LIST OF FIGURES vi

CHAPTER ONE: THE ROLE OF PUBLIC RELATIONS
IN EVENT PLANNING

 Introduction 1

 Public Relations and Event Planning 2

 Need for Research and Theory
 Application 3

 Purpose of the Project 5

 Scope of the Project 6

 Integrated Marketing Communication 9

CHAPTER TWO: LITERATURE REVIEW

 Coorientation Model 11

 Sponsorship 15

 Project Objectives 17

CHAPTER THREE: METHODOLOGY

 Ethnography 19

 About the Event 23

 About the Sponsors 26

 Communication with Sponsors 29

 Determining Sponsors' Needs and
 Perceptions 32

 Evaluating Potential Sponsors 34

City Development Department	35
Dodge/Chrysler Car Dealership	39
Anthony's Cyclery	40
CHAPTER FOUR: RESULTS	
Introduction	43
Marketing Theories Applied	44
Coorientation Theory	45
Situational Theory of Strategic Constituencies	51
CHAPTER FIVE: CONCLUSION	
Limitations	53
Future Research	57
APPENDIX A: FUTURE QUESTIONS FOR SPONSORS	60
APPENDIX B: LIST OF EVENT BENEFITS	63
APPENDIX C: EVENT QUICK FACTS AND SPONSORSHIP OPPORTUNITIES	65
APPENDIX D: CITY OF RIVERSIDE EVENT SPONSORSHIP APPLICATION	67
APPENDIX E: CITY COUNCIL POLICY ON SPONSORSHIPS	70
APPENDIX F: DODGE/CHRYSLER DEALERSHIP CONTRACT	76
REFERENCES	81

LIST OF FIGURES

Figure 1. Steps for Preparing to Approach
Sponsors 42

Figure 2. McLeod and Chaffee Coorientation Model . . . 46

Figure 3. Coorientation Model Adapted for Event
Planning 50

CHAPTER ONE
THE ROLE OF PUBLIC RELATIONS
IN EVENT PLANNING

Introduction

For this project, I examined the integrated marketing concepts used during the production of the community festival, *Orange Blossom Holiday Village*. Using an ethnographic approach, I examined the details of my experience as an event planner to gain a better understanding of how sponsors are approached and acquired to participate in the event. Through my observations, I examined the strategies executed in approaching sponsors and how these strategies relate to communication, marketing and public relations concepts.

In this study, the coorientation model was used to determine the perceptions of an event planner and local business owners on sponsoring the event. I evaluated how the marketing concept of consumer behavior applies in determining potential sponsors for the event, and I evaluated how the public relations' situational theory of strategic constituencies applies to a portion of the event planning process.

In this project, I discuss the role of public relations, the need for public relations research and theory application. I also provide an explanation of the text, an examination of previous literature and an overview of the ethnographic methodology. I conclude with the results of the project, including how the concepts are applied, along with conclusions, limitations and future research needed.

Public Relations and Event Planning

The role of an event planner is one of the many activities associated with a public relations practitioner. The Public Relations Society of America (PRSA) describes public relations activities as: (1) programming; (2) relationships with others; (3) writing and editing; (4) information; (5) production; (6) special events; (7) speaking; and (8) research and evaluation (Krukeberg & Stark, 1988). However, understanding and explanation of public relations and its role for a practitioner lacks research and therefore needs investigative attention (Krukeberg & Stark, 1988).

According to Caywood (1997),

Public relations is the profitable integration of an organization's new and continuing

relationships with stakeholders including customers by managing all communications contacts with the organization that create and protect the brand and reputation of the Organization. (p. xi)

All of these activities and descriptions are associated with the public relations practitioner and can lead to confusion about the actual responsibilities of a professional in the field. However, Caywood (1997) explains that "dramatic change has characterized public relations during the last four decades" (p. iii). He attributes much of this change to the growth and influence of the media, the growing importance of image for an organization and the critical role of public relation's practitioners in communicating with all of the public-customers, shareholders, employees, consumer activists, environmental groups, financial community and local, state and federal government (Caywood, 1997).

Need for Research and Theory Application

With responsibilities that encompass such a broad range of activities, Austin and Pinkleton (2001) note that the "practioner's use of research, planning and evaluation"

can lead to a "greater likelihood of success" (p. 4).

However, Ewing, DeBussy and Caruana (2000) point out that "there still exists very few solid theoretical frameworks in public relations research" (p. 1). Thus, more applied research would be useful for practitioners.

In addition, many of the practitioners in the field "say they have no time or resources to use theory or research" (Ewing, DeBussy, & Caruana, 2000, p. 1). Ewing, Debussy, and Caruana (2000) also found that "few have the education or knowledge to actually use theory or research" (p. 1). Practitioners will also point out that theory has to be made practical. They must be given "concrete examples of how theory has actually been put into practice" (Ewing, Debussy & Caruana, 2000, p. 1).

As a public relations practitioner, not only does an event planner face the lack of applied theories in the field, the planner also faces limited resources of scholarly research on event planning (Ewing, Debussy, & Caruana, 2000). Yet events and event marketing are growing rapidly (Fitzgerald, 2002). According to Shimp (1997), "Though small in comparison to advertising and other major promotional elements, expenditures on event promotions are approaching \$5 billion" (p. 567).

According to the Association of Exhibition Organizers (AEO), consumer events are enjoying a boom (Cowlett, 2002). "Since last autumn, the consumer sector has seen jumps of between 10% and 20% in exhibitor and visitor numbers," says AEO director-general Trevor Foley (Cowlett, 2002, p. 26). In the production of events, the role of the practitioner is vital (Cowlett, 2002).

Purpose of the Project

This project is intended to identify and explain concepts that public relations practitioners/event planners can use to understand and apply in the field. The end result is expected to be a resource for event planners, providing tips and insights into the development of the community festival, *Orange Blossom Holiday Village*. This project is also intended to be a resource for other public relations practitioners involved in the process of communicating with a variety of audiences and to fulfill the void of scholarly research on the subject of event planning.

Moreover, there is a need to integrate the application of theories in modern day practice. "Theories explain why people behave in certain ways and how people are likely to

respond to something" (Austin & Pinkleton, 2001, p. 268).

Therefore, theories can be an essential tool for public relations practitioners.

According to Culberston, et. al. (1993), there exists a need to integrate the theoretical and the applied. "In books and classes on public relations, we often teach theory and practice separately: We expect readers and students to figure out how to integrate the two" (Culbertson, et. al., 1993, p. 1). The objective of this project is to provide public relations practitioners with an understanding of marketing concepts and communication theories as they apply to the production of a local community event.

Scope of the Project

The research context of this project is the *Orange Blossom Holiday Village* and how marketing and communication theories are applied during the planning process of the event. To study an application of theories, I observed how different communication and marketing strategies are used during pre-event planning, specifically with sponsorship acquisition.

As an employee of the organization developing the event, I was the Event Manager. My job duties included securing sponsorships, overseeing operations, developing a marketing and advertising plan, managing a budget and working with vendors. This role allowed me a first-hand experience of how an event planner executes an event.

With a strong interest in event planning and marketing, my background in the field included my position as event coordinator for the Farmer's Fair and Festival in Perris California, and my duties as a marketing coordinator for the Lake Perris Sports Pavilion. Both positions required my skills in organizing and managing events, and studying the effects of and most profitable strategies for marketing each event.

I also had taken courses such as marketing management, interpretive approaches, marketing planning and strategy, public relations communication, along with numerous communication courses as a communication studies student. In addition, I was an active member of a local Public Relations Society of America chapter, and had attended conferences about event management and fundraising.

The communication and marketing strategies I focused on in this project were based on observations of

interactions with festival sponsors. I recorded these observations in a journal during my position as Event Manager. Through these interactions, I applied the theoretical frameworks of coorientation theory, situational theory of strategic constituencies and marketing concept of consumer behavior. In this project, I first justify for using an integrated marketing communication approach, and then discuss the activities I experienced in preparing to communicate with three of the sponsors who participated in the event. Finally, I evaluate how marketing and communication theories can be applied to this event and how they are modified to represent the occurrences that took place.

This project is designed to be an instructional resource for public relations practitioners. Incorporating the aspect of integrated marketing communication only helps to further justify the importance of this project and its relevance to modern day practice.

Behavioral objectives for this project include offering public relations practitioners a theory based understanding of their activities and responsibilities. It is intended that this project will provide a hands-on application of theory to practice and that it will motivate

other practitioners to grow their understanding and use of research and theoretical perspectives.

Integrated Marketing Communication

The roles of marketing and communication based public relations have existed primarily as separate responsibilities for professionals. However, "throughout the 1990's, there has been a trend developing termed integrated marketing communications (IMC)" (Shimp, 1997, p. 12). According to Kitchen and Schultz (1998),

IMC is a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communications disciplines (for example, general advertising, direct response, sales promotion, and public relations) and combines these disciplines to provide clarity, consistency, and maximum communications impact. (p. 465)

According to Kate Fitzgerald (1997), "integrated marketing is playing a bigger role in the conception and development of events" (p. 56). In this project, the concept of integrated marketing communication is relevant because theories from marketing and communication

disciplines are discussed and applied. Both disciplines were combined and utilized in planning the event.

This is significant because Moriarty (1994) argued that it is essential for cutting-edge companies to integrate various areas of study within communication programs. "IMC is not an option but a requirement. Each communication tool reinforces the other for greater effect" (Arens, 1986, p. 95).

Therefore, it is necessary for organizations to combine both marketing and communication principles. Hartley and Pickton (1999) reinforce that there is a need to integrate the often separated entities involved in event promotion. Combining the roles of marketing, communication, and public relations is an important aspect of event planning that should not be overlooked.

CHAPTER TWO

LITERATURE REVIEW

Coorientation Model

Other authors have studied sponsorship and special event planning, but they did not frame them within coorientation model (Gillies, 1991; Hoyle, 2002; Smith, & Peterson, 1988). Characterized as 'underused,' (Purnine, & Carey, 1999), Connelly and Knuth (2002) note that coorientation theory has not been applied often, but has been used in topic areas such as public policy (e.g. Hesse 1976; Neuwirth 2000), interpersonal communication (e.g. Fields, & Schuman, 1976; Purnine, & Carey, 1999; Steeves, 1984), and organizational dynamics (e.g. Papa, & Pood, 1988).

Jones (1993) determined that the coorientation model was originally developed for interpersonal communication research (Carter, 1965; Chaffee, & McLeod, 1968; Mcleod, & Chaffee, 1973; Newcomb, 1953; Stamm, & Pearce, 1971), thus it lends itself useful to the study of interaction in a communication setting between two entities such as an event planner and potential sponsors. Furthermore, given the rise in event management (Wasserman, 2001), and the need to

understand applied theoretical communication between event planners and sponsors, it is appropriate to apply the coorientation model in this project.

Connelly and Knuth (2002) compared the views of community leaders and the views of local residents to identify different perspectives on the ecosystem restoration of the Hudson River estuary. The coorientation model was used to examine the degree of agreement, accuracy and congruency between each entities' views. Their assumption was that differences would exist among stakeholder group leaders' perceptions and between leaders of the affected communities.

To identify these differences, Connelly and Knuth (2002) used the theoretical approach of communication coorientation. Their objective was to evaluate the stakeholder's ability to accurately predict the attitudes and perspectives held by local resident leaders (Connelly & Knuth, 2002). The communication aspects being measured were the attitudes and support related to ecosystem restoration of stakeholders and residents.

Connelly and Knuth's (2002) research is representative of the type of work that was conducted in this project. Although the topics appear to be quite different, they are

very similar. In the Connelly and Knuth (2002) study, the topic was a local issue whereas the topic of my research is a local event. Connelly and Knuth attempted to measure the accuracy of which stakeholders could predict local resident leaders' views which is similar to this project because I evaluated an event planner's ability to examine and understand the views of potential sponsors.

Connelly and Knuth's (2002) results showed that "community leaders were not in complete agreement with local residents" (p. 944). However, the scholars did reveal common views between the stakeholders and the community leaders. Such was the objective of this study as well. I used coorientation theory to identify the agreement, accuracy and congruency of an event planner's views in relation to the event sponsor's views to determine how the event planner could assess these views. This theory attempts to describe the natural interaction that occurs in a communication setting. It is also represented in a model which is a simplification of the theory's main concept to have a visual conceptualization of the process (as shown on page 41). In doing so, my assumption was that communication would be more productive, and obtaining sponsors more likely, if the sponsor's views and event planner's views

about the event were similar and if the event planner could understand and assess the sponsor's perception of the event.

The coorientation theory was also to understand the "perceptions of a newspaper staff and its audience concerning the news selection process for the content of the newspaper" (Jones, 1993, p. 41). The coorientation model was used to "determine the accuracy of the perceptions and the extent to which the news staff projected its own news story selection preferences on to the audience" (Jones, 1993, p. 41).

Jones found that his data was "inconclusive regarding a projection of the news staff's preference on to the audience" (p. 41), but the data did indicate that "the news staff was able to accurately predict its audience news selection preferences" (p. 43). Jones argued that coorientation theory was useful in assessing the news staff's ability to predict its audience's preferences. This is congruent with the expectations of the current project in terms of the utility of coorientation theory to evaluate if the event planner's assessments were accurate about potential sponsor's preferences or perceptions about the event.

Austin and Pinkleton (2001) state that coorientation theory "helps to delineate what makes communication productive" (p. 271). According to coorientation theory, "people and organizations relate to one another successfully to the extent they think similarly about ideas" (Austin & Pinkelton, 2001, p. 271). This theory is applicable to this project because "organizations should try to maximize levels of agreement, understanding, and accuracy among the organization's communicators and stakeholders" (Austin & Pinkleton, 2001, p. 273). For this study then the levels of agreement, congruency and accuracy were examined among the event planner and the potential sponsors.

Sponsorship

The importance of using the coorientation model will be emphasized because productive communication between event planners and sponsors is essential to sponsorship acquisition. Events depend upon the support of a diverse group of sponsors (stakeholders). According to Mack (1999), "little research interest has been directed toward sponsorship" (p. 28). Mack's (1999) research investigated "sponsorship objectives, opinions, and practices with a

focus on smaller organizations" (p. 28). Mack noted that existing literature about sponsorships emphasized rewards available, ways to maximize rewards and case studies for the sponsoring organization. "The majority of this literature tends to focus on large organizations and large sponsorships" (Mack, 1999, p. 28).

However, Mack (1999) made the important note that "many small events are less likely to receive corporate funding and are more dependent upon local and regional organizations for support" (p. 25). So although much of the sponsorship research focuses on benefits and rewards for large organizations, Mack points out "potential benefits for small businesses sponsoring small local and regional events are also impressive" (p. 25).

Mack (1999) also states that small businesses can equally benefit from their local contributions. "Companies realize that in sponsorship, the interests of business and of society overlap" (Mack, 1999, p. 25). The overlap between society and business is what is examined with coorientation theory. Coorientation theory delineates the community event planners' and the business sponsors' perceptions. The scholar employs this theory to evaluate the "overlap" between the event planners views and the

sponsor's views. Communication is productive when both entities have high levels of agreement, accuracy and congruency about the event.

Project Objectives

This study had two primary objectives. First, the attitudes and behaviors of potential sponsors and their perspective on local events were analyzed, along with a recount of the activities and strategies that took place during the event planning process. Second, the coorientation model was used to examine the degree of agreement between the event planner and the sponsors, the event planner's assessment of sponsor's views of the event and the responses event planners anticipated for sponsors.

In order to use the coorientation model, necessary conditions of coorientation must be met. According to Culbertson, et.al (1993), the coorientation model "assumes that, when any person P takes another person O into account, three sets of reactions are involved" (p. 71). These reactions are as follows:

- 1) The predictor's (P's) own set of reaction or priorities within a given setting.
- (2) P's perception or prediction of how the other person

(O) would react. (3)O's actual reactions as defined by himself or herself or some third party such as a researcher. (Culbertson, et. al., 1993, pg. 71)

For this study, "P" exists as the event planner and "O" exists as the potential sponsor. I examined the event planner's (P's) perception of the event. Then I evaluated the event planner's (P's) perception of the sponsor's (O's) attitude toward the event. Finally, I assessed the actual reaction of the sponsor (O) compared to what the event planner (P) anticipated.

CHAPTER THREE

METHODOLOGY

The methodology of this project was primarily ethnographic. In this section, I examine the ethnographic approach and explain how it was applied to the project. I provide a brief summary about the event and the selected sponsors. Next, I discuss the communication that took place with the sponsors and how each sponsor was evaluated.

Ethnography

Ethnographic research was conducted for this project through my observations recorded while employed as Event Manager for the *Orange Blossom Holiday Village*. For this project, I discussed the activities I experienced in preparing to communicate with three of the event's sponsors. Further, I noted my observations of the communication strategies used with sponsors. As the Event Manager, I kept a journal and recorded the steps an event planner takes in determining a sponsor's needs and perceptions, and how each sponsor was approached.

Before meeting with a sponsor, I recorded what steps I took in preparing to meet with the sponsor and what I anticipated their perception of the meeting would be. I

wrote these notes in a journal. Then after meeting with a sponsor, I went back to my notes and recorded how the meeting went, the meeting results and how this paralleled to the notes I made prior to the meeting. Keeping this journal allowed me to track what steps were taken to prepare to meet with sponsors. It also allowed me to go back and review if the steps taken were successful, and it allowed me to review my assessment of the sponsor's perceived attitude toward the event.

The ethnographic approach was applicable because the project consisted of qualitative research. Qualitative research "consists of a set of interpretive, material practices that make the world visible" (Denzin & Lincoln, 2000, p. 3). This means that as a qualitative researcher, I placed myself into a natural setting [as a participant-observer] to observe and attempt to find meaning in the phenomena or communication interaction taking place. As a participant-observer, I participated in a realistic role as an Event Manager and at the same time, I was an observer of my role and my own behavior while observing the behavior and communication exchanges with my interactants, that is the sponsors. According to Lindlof and Taylor (2002), "ethnographers live intimately inside the life space of the

cultural members" (p. 17). I was personally interacting with the subjects of my research. As the Event Manager, I was living the cultural phenomena I was studying, which is what some ethnographers attempt to do.

Qualitative researchers "turn the world into a series of representations, including field notes, interviews, conversations, photographs, recordings, and memos to the self (Denzin & Lincoln, 2000, p. 3). As I recorded the steps I took as an event planner, I was collecting data and materials that describe the routines and strategies used in the event planning setting from which I could study and make sense of as they pertained to my project's focus. My ethnographic data collection, including planning off and on the work site, or the setting I was observing, began about six months before the start of the event.

Using the ethnographic approach, I was able to take the role of participant-observer. Being employed as the event planner, my role allowed me to have an insider's understanding that would not be available to an observer from the outside. This role was crucial to observing the perceptions of the event planner through the sponsorship process. As Lindlof and Taylor (2002) explain, "The term *ethnography* does not imply any single method or type of

data analysis, although participant observation is a strategy that nearly all ethnographers employ" (p. 16, emphasis). As a participant-observer, I was able to describe and interpret observed interactions in event planning and specifically, acquiring sponsorships.

However, being a participant-observer was also a disadvantage. As an employee, I had a biased perception of the event because I was directly involved with every aspect of the planning. Therefore, my need to secure sponsorships played a vital role in how I approached sponsors. I was required to be subjective and to fulfill the goals I needed to meet regarding sponsorship acquisition.

Having these sponsorship goals was a disadvantage for me because I was unable to be completely objective in assessing the sponsors' perceptions since my event goals took priority over my research. However, I was able to maintain my role as a participant-observer by keeping notes and carefully assessing my communication and strategies from an ethnographic researcher's perspective. This constant reminder to myself to be objective in my research allowed me to balance my actions with a close watch on how these actions were a part of my research.

To resolve these disadvantages and limitations, I recognized that I needed to attend to the future direction of studies such as this. Because one cannot assume another's perception (such as a sponsor's perception), from my research standpoint, I recognized that there needed to be more communication between the event planner and the potential sponsor prior to engaging in a sponsorship discussion in order to better understand the sponsors. In doing so, in my journal, I created a list of potential questions that I would ask a sponsor in future events, so that I could better tap into their minds and better understand their point of view (see Appendix A).

About the Event

The *Orange Blossom Holiday Village* is one of three events organized by the Orange Blossom Festival Association (OBFA). The OBFA is located in Riverside, California and is a private organization responsible for all aspects of event planning. The OBFA objective is to create and hold events in the downtown area of Riverside to increase revenue in the city. OBFA is made up of five full-time employees and numerous volunteers.

Originally, the largest of the three events, the *Orange Blossom Festival* was organized and subsidized by the City of Riverside. However as the Festival grew in size, the City decided to create a private association that would be entirely responsible for the event. Since 1994, the OBFA has planned and executed the *Orange Blossom Festival*, and now organizes *Riverside Wednesday Night* and *Orange Blossom Holiday Village*.

Orange Blossom Holiday Village is an annual event held in downtown Riverside, California. To date, it has been in existence for two years. My observations in this project focused on the second year of the event, December 3, 10, 17 and 24, 2003, during my position as Event Manager. The event is held every Wednesday in December from 10 a.m. to 2 p.m. It is located on the Main Street pedestrian mall in the Riverside downtown area. According to OBFA, it is considered a small event, because it typically draws approximately 2,500 total visitors over the four days.

The event was created to attract community members and local business employees to the downtown area of Riverside. It was intended to create more spending in the downtown area by providing an activity or reason for community members and employees to visit the downtown area. Increased

spending in this area created a positive image for the OBFA, as they were then fulfilling their objective to provide events that brought revenue into the city.

The event was scheduled during the holiday season because local vendors could display holiday crafts which were unique to shoppers visiting the festival. The crafts were unlike gifts that could be purchased in surrounding stores, therefore, they were a unique attraction for visitors.

The time of the event was scheduled for 10 a.m. to 2 p.m. because local business employees had break times and lunch hours during this time of the day. This allowed for more traffic to the event, as shoppers could utilize their breaks to shop from their businesses which were in walking distance from the event. The event was held on Wednesdays because there were no other surrounding, competing, similar events that were held that day of the week.

Although there are many factors involved in planning the event such as, acquiring vendors, determining the layout, applying for city permits, etc., preparation and communication with event sponsors were the only aspects analyzed. This was done because partnerships and investments made by sponsorship companies were integral to

the success of the event. As Miller (2002) states, "Live marketing events are complex to organize and can be expensive" (p. 24), therefore, sponsorship dollars are a crucial part of an event's success.

As an outdoor community event, Orange Blossom Holiday Village relied on its sponsorship participation to offset costs. Because of the event's size and location, it was dependent upon local businesses and organizations. Mack (1999) states that "many small events are less likely to receive corporate funding and are more dependent upon local and regional organizations for support" (p. 28). This was certainly the case with Orange Blossom Holiday Village.

About The Sponsors

According to Kotler (1975), the organization sees the target consumer as the starting point for its thinking and planning. It knows how to "probe its consumers' needs, perceptions, preferences and satisfaction" (Kotler, 1975, p. 124). For this project, I was able to probe by asking questions about the past involvement of my potential sponsors, such as: Where have they sponsored events before? What events have they sponsored? How often have they sponsored these events and is that any indication of their

commitment and satisfaction with a particular type of event? How large have their sponsorships been and what has been included?

I began by narrowing who my target sponsors would be, and asking myself this series of questions to try to determine what needs these sponsors may have and what their perceptions were. So, I began to strategize how to approach each sponsor for contribution.

Of the five total sponsors of the event, I needed to determine who I would evaluate. I chose three particular sponsors because their contributions were a good representation of the types of sponsorships an event planner tries to secure. This criteria includes monetary sponsorships because community events require cash contributions to operate; booth rental sponsorships because an event needs and can benefit from the presence of local businesses and corporate sponsors; and in-kind sponsorships where a company can sponsor the event by providing its services in exchange for a presence at the event.

The target consumers for this study were the sponsors: The local City Development Department, Dodge/Chrysler Car Dealership and Anthony's Cyclery. Each sponsor's

contribution was different. I chose to evaluate them based on the following information.

First, The City Development Department was the largest sponsor in terms of monetary contribution. I spent the most time in securing their sponsorship and fulfilling their sponsorship needs in comparison to all of the other sponsors. Because they were the largest contributor, they were listed on all of the advertisements, were included in all public relations literature, etc. Also, the City Development Department office was in City Hall which was located in the center of the event, where the majority of activities took place.

However, the City Development Department did not participate with a booth at the event, therefore, I chose to examine Dodge/Chrysler Car Dealership as a sponsor because of their participation as both a vendor and a sponsor. Dodge/Chrysler Car Dealership contributed both monetarily and with participation in a booth space.

Finally, I chose to examine Anthony's Cyclery because they were the only sponsor that contributed with an in-kind trade. They did not have a booth at the event and they did not contribute with cash. The differences among the three chosen sponsors were a good example of the different types

of strategies that needed to be used in order to secure each particular sponsorship.

Communication with Sponsors

There are certain steps that an event planner must follow in approaching potential sponsors for contribution or participation at an event. My observations of these steps were recorded in my journal during the planning of *Orange Blossom Holiday Village*. The steps included creating a list of all potential sponsors, researching past sponsors and historical sponsorship data, creating a hierarchy of potential sponsors based on the data, creating a list of benefits the event can offer to sponsors, and organizing the benefits with potential sponsor's based on the data gathered.

The first step was to create a list of potential sponsors. This list was comprehensive of all of the local businesses in the area and local organizations. It also included sponsors from the previous year event, and sponsors partnered with other OBFA events. The list represented our target market of potential sponsors— any businesses within the downtown area.

The list was then organized into a hierarchy of most potential sponsors to least potential sponsors. This was done for two reasons. First, companies were identified that could have the most impact on the event. This included having influence over event location, operations of the event, exclusion of other similar sponsors, planning of the event, etc. Second, companies were identified based on their size and potential monetary contribution. Sponsors that were expected to only contribute an in-kind trade were moved to the bottom of the list, as the organization needed the most monetary support it could get.

Before meeting with a sponsor face-to-face, the event planner attempted to examine each aspect of the event and how it could benefit a sponsor. In order to accomplish this, I created a list of benefits the event had to offer sponsors (see Appendix B).

This list included benefits such as the exposure a sponsor would receive from the event's advertising, the exposure to visitors coming to the event, name or brand awareness for the company, participation at the event with a booth space, banner presence, web site presence and link, etc. These items were identified as benefits for sponsors and were compiled into different levels for sponsorship.

The more a sponsor contributed, the more benefits that sponsor would receive.

However, just knowing the benefits of an event is not enough to create a contract and secure a sponsorship. The event planner must evaluate each potential sponsor and organize the benefits according to each sponsor's need and perception of the event. The event planner must try to understand why a company would consider sponsoring an event (need), and what the company's attitude is towards the event (perception). In doing this, the probability that the event planner can match the sponsor's needs to the event benefits is greater and therefore increases the likelihood that a sponsorship will be secured.

For this project, a sponsor's needs were identified as the particular reason why a sponsor was considering sponsoring the event. Their needs were representative of what they wanted to get out of the event. For example, if a sponsor wanted name recognition from the event, then that was determined as the sponsor's need. All sponsorship materials were prepared and presented as fulfilling that need for the sponsor.

A sponsor's perception of the event was identified as the attitude they held toward the event. Their perception

was examined based on their level of involvement with other events, their general preparedness in accepting sponsorship proposals and their overall acceptance of the event.

Understanding the needs and perception of each sponsor was key to preparing to meet with each individually and securing a sponsorship. For this project, I recorded each step taken in preparing to meet with each sponsor and in identifying each of their needs and perceptions. As part of my strategy, I researched and evaluated each of the three sponsors examined.

Determining Sponsors' Needs and Perceptions

In order to determine sponsors' needs and perceptions, I recorded the reasons why the selected three sponsors were chosen as highly potential sponsors. First, the City Development Department office was inside City Hall which, according to the layout of the event, was located in the center of the event's footprint. This allowed for the most exposure for the sponsor. It was also noted that this type of event would create goodwill for the City with their employees and with the community. Third, the event would benefit the City's newest public relations campaign, "Shop Riverside" which encouraged spending in the city in which

taxes collected supported city improvement projects, parks and recreation projects, etc. Finally, the City's attitude (or perception) toward the event was positive, as the City had sponsored other OBFA events, and was a large supporter of other local community events that brought awareness and involvement to the community.

The middle-tier sponsor, Dodge/Chrysler Car Dealership, was recognized as a potential sponsor because they often supported other local events. In addition, networking with employees of Dodge/Chrysler Car Dealership had led to insight that they greatly enjoyed the event and had experienced results in terms of awareness of their company. Plus, the networking created a unique angle for reaching the decision maker of the organization which led to securing the sponsorship.

Anthony's Cyclery was recognized as a potential in-kind trade sponsor for two reasons. First, the company had just moved to a new location and I surmised that they would welcome the opportunity for local exposure. Also, as the manager of the event, I had created a promotional campaign to give away a child's bicycle at the conclusion of the event. This bicycle was intended to entice visitors to make a purchase from one of the event vendors at which time they

would receive a ticket to enter to win the bicycle. The premise of the promotion was that the more times they purchased from a booth vendor, the more chances they had to win the bicycle.

For this promotion, I needed to find a company that would donate a child's bicycle. Because Anthony's Cyclery was a small, privately owned business, I decided they would make a highly potential in-kind trade sponsor. I also supposed that giving away a child's bicycle to a local event would provide a good way for them to be viewed positively by the public. These evaluations of sponsors and their current situations was how I began creating the hierarchical list of potential sponsors.

Evaluating Potential Sponsors

In order to create a sponsorship proposal, approach a sponsor, request contribution, and to secure the contract, each of the three selected sponsors were evaluated individually. I recorded steps taken in researching each sponsor and in determining their needs and perceptions as anticipated from the event planning perspective.

City Development Department

For the City Development Department, I began researching their involvement with other events. As Event Manager, I was required to visit other events held in the city. By doing so, I was able to analyze how often the City Development Department sponsored other events and at what level they participated.

The City Development Department was often a top contributor at the local events. I attributed this to their need of being visible in the city. Because the City is not a vendor (they do not sell a particular product), I made the assumption that the City wanted exposure in the community and they wanted to be viewed as an entity that supported their community. Because the City sponsored many events, I interpreted their perception of events to be favorable, especially if the events increased spending within the city.

Another method used to understand the City's perspective was by researching the other types of events that the City consistently sponsored. I noticed that the City supported local events throughout the year. The majority them were either arts events, educational events, historical celebrations or other themed events. It was

also noted that the City was a supporter of other events run by the OBFA organization, including a summer market night and a large two-day historical celebration of Riverside's heritage. Researching and understanding the City's perspective on sponsoring local events was essential to creating an effective sponsorship proposal and helped to guide communication with the sponsor. This information provided me with the insight to understand what motivated the City to sponsor an event similar to ours. It also allowed me to examine what benefits I had to offer and how these benefits could be elaborated on to meet the expectations of the City as a sponsor.

With this list created, I then attempted to match the right benefits with the City's expectations. According to Shimp, "Successful event sponsorships require meaningful fit among the brand, the event and the target market (1997, p. 566). After evaluating the City's objectives in sponsoring events, I was able to organize and structure the event benefits in a similar and relevant way. I incorporated how the event would be a contributor to promoting and supporting the "Shop Riverside" campaign and how the event was similar to past events sponsored.

I next needed to prepare a plan for meeting with potential sponsors and introduce them to my request for sponsorship. I created a proposal that listed at-a-glance facts about the event, and available sponsorship opportunities (see Appendix C). The proposal was kept brief as the City receives multiple proposals asking for sponsorship.

Also, the City required that each organization requesting sponsorship not only submit a proposal, but also fill out an application for sponsorship. The application was available on the City's website. It outlined in detail exactly what the City wanted to know about the event (see Appendix D). The City also provided the document, "City Council Policy on Sponsorships" that outlined what was required to solicit a sponsorship from the City (see Appendix E). This was the most valuable tool in communicating with the City as it provided direct, detailed information about the City's perspective on event sponsorship.

As I created the sponsorship proposal, I utilized the information I had gathered from my research and from the sponsorship application. This helped me predict exactly what the City would be looking for in deciding whether or

not to sponsor the event. I concluded that the closer the benefits matched their expectations, the more likely a successful agreement would be made.

Finally, I needed to set up appointments with each sponsor to introduce them to our sponsorship request and to negotiate a sponsorship agreement with interested parties. I scheduled to meet with the City's marketing department and introduced them to our event and explained the benefits they would receive if they participated as a sponsor. As a result of our meeting, I was able to gain first-hand insight into what the marketing department liked about the event and what they wanted in terms of negotiating an agreement.

The next step was to submit the final proposal and sponsorship application. Before submitting, I further evaluated if the benefits listed directly matched the City's expectations. I viewed the proposal as though I was the City making a sponsorship investment. I tried to look at the event objectively, from the perspective of the City. I tried to put myself in the City's position and evaluate the benefits accordingly.

I surmised that the way in which I presented the event would be a factor in our successful negotiation. I knew

that I needed to present the event in a way that exemplified the benefits the City would receive which directly matched up with they would want in an event. I studied the proposal carefully, so that my communication with the City would reflect their needs.

After a final meeting with the City, I was able to secure a sponsorship. The City was pleased with my sponsorship proposal and application. I had successfully created a sponsorship package that met their needs and was in-line with their perception of the event.

Dodge/Chrysler Car Dealership

The sponsorship for the car dealership was much more simple compared to the City sponsorship. The dealership's needs were determined as wanting name recognition in the city and as having a presence where they could communicate one-on-one with visitors at the event.

Because the sponsorship was approached through the networking done by one of the event employees, I was able to meet directly with the decision maker of the company. From the meeting, I determined that the dealership would contribute monetarily in exchange for the basic benefits (a booth space) associated with sponsoring an event. The

dealership had sponsored the event the prior year and was familiar with the type of benefits that were available.

When I met with the dealership, I created a contract that matched the expectations they had. I knew their perception of the event was positive based on their interactions with me during the meeting. Therefore, I included all the benefits they would receive at the contract level they were contributing (see Appendix F.)

Anthony's Cyclery

Anthony's Cyclery was a unique sponsorship because it required an in-kind trade. I researched this company by making a list of all of the local cyclery stores in the area. I noticed Anthony's Cyclery had recently relocated. This signaled to me that they would have a need for letting people know about their new location.

I approached the cyclery with this benefit in mind. To provide them with the exposure that they could get at the event, I requested a child's bicycle to be donated to the event. Anthony's Cyclery would be given credit on each piece of marketing collateral that promoted the bicycle giveaway. This enhanced the trade sponsorship, as Anthony's Cyclery would get more than just a mention on flyers, postcards, etc.

After meeting with Anthony's Cyclery, I surmised that their perception of the event was positive. They were eager to be a part of the event. They viewed the benefits of the event as positive. I was able to secure the sponsorship with them.

All of the steps were similar among all three sponsors evaluated. The larger the sponsorship then the more in-depth the assessing and analyzing of the sponsor was. These strategies are the applied version of the communication coorientation theory, the public relations' situational theory of strategic constituencies, and consumer behavior concepts.

In an effort to provide clarity for future researchers and a guideline for preparing to approach potential sponsors, I created the following chart of steps for preparing to approach sponsors:

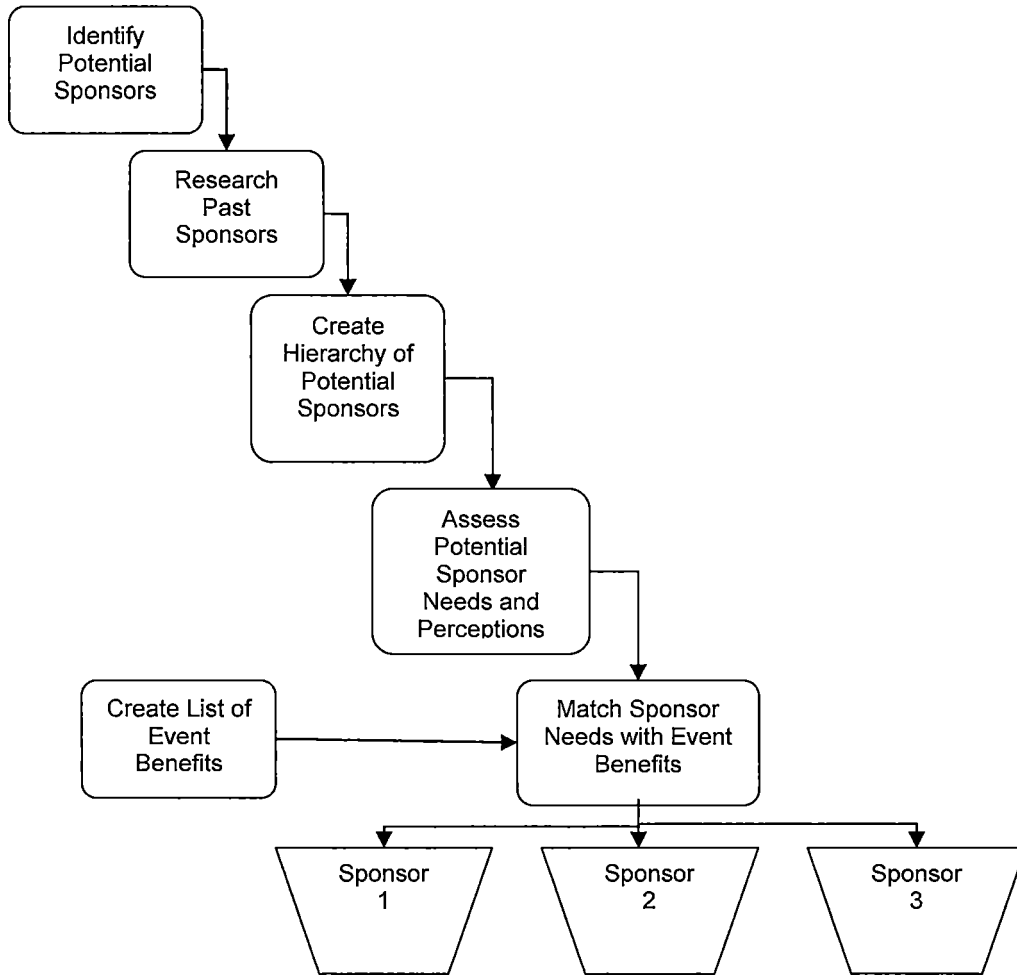


Figure 1: Steps for Preparing to Approach Sponsors

This chart represents the steps to take when preparing to approach potential companies for an event sponsorship. When followed, these steps can help increase the likelihood of matching sponsor interests with event needs and securing a sponsorship contract that satisfies both parties.

CHAPTER FOUR

RESULTS

Introduction

A theoretical framework integrating both marketing and communication theories can be applied to the planning process of *Orange Blossom Holiday Village*. Results of this project showed the strategies used in securing sponsorships for *Orange Blossom Holiday Village*. Results also illustrated how the theories were applied to the development of event sponsorship.

Based on the methodology of gathering information through the event planning process, a series of marketing concepts can be evaluated and applied. These concepts are the basis for successful communication in the event planning situation. The concepts presented justify and explain the actions taken during the planning process. They also provide reasoning for why the sponsorship negotiation was successful.

Furthermore, the application of coorientation theory, and situational theory of strategic constituents justify and explain the communication aspect of the process. These theories develop an understanding of why the communication

was successful and describes the interaction of communicating with sponsors.

Marketing Theories Applied

The marketing concept of consumer behavior was applicable in this study. According to Kotler (1975), "The organization sees the target consumer as the starting point for its thinking and planning. It knows how to probe its consumers needs, perceptions, preferences and satisfaction" (p. 124). Two of these factors were emphasized in the planning process: consumer needs and perceptions.

In this study, the sponsor's needs and perceptions were analyzed when putting together sponsorship proposals. The sponsor was the target 'consumer' for the event planner. The sponsor was the event planner's target. Therefore, the event planner needed to start strategies with an in-depth analysis of its target consumer's needs and perceptions.

Consumer behavior can be segmented into different segments. Analysis of the consumer includes consumer affect and cognition and consumer's behavior (Peter & Olson, 2001, p. 22). Consumer affect refers to the mental process of how a consumer's "feelings about stimuli and events,

such as whether they like or dislike the event" Peter & Olson, 2001, p. 22).

Consumer cognition refers to the consumer's thinking, such as their beliefs about the event (Peter & Olson, 2001, p. 22). This information folds into the perception variable of understanding sponsors. The event planner had to envision what the perception of each of the three sponsors would be towards sponsoring the event. This information was determined based on meeting with the sponsors, researching their past involvement with other events, etc.

Coorientation Theory

Coorientation theory states that "people and organizations relate to each other successfully to the extent they think or view something similarly" (Connelly & Knuth, 2002, p.935). According to Connelly and Knuth, success in communicating depends largely on the communicator's perception of the attitudes and perspectives of the other. In other words, communication is likely to be effective if the communicator and the audience have similar views about a situation.

The coorientation model was first developed by McLeod and Chaffee (1968). They designed a triangular model that

theory looks at the event planner's perception of what the festival should be. The second part of the theory is understanding the sponsor's perception of sponsoring the festival. The last part assesses the event planner's assessment of the sponsor's perception of the event. The better the event planner can understand what the City, for instance, thinks about the event prior to submitting a sponsorship proposal, the more likely it will be that the event planner can present a dynamic proposal that closely matches what the sponsor would like and therefore secure the sponsorship.

Through my ethnographic research, I concluded the following about the event planner's perception of the event. The event's primary goal was to bring more business to the downtown area to increase traffic for the vendors and the local shops. This perception was similar to that of the City of Riverside. They also strive to bring more attention to downtown Riverside and to attract more consumers and visitors.

The event planner's goal is also to bring more business to local businesses in the downtown area. This goal was congruent with the Dodge/Chrysler dealership and Anthony's

Cyclery. By being involved with the event, both businesses gained exposure to potential clients.

From my ethnographic research, I reached several conclusions about each of the sponsor's perception of the event. The City sponsors unique events that are non-political, appealing and profitable. They have strict guidelines for their sponsorships, but when the guidelines are met, the City is satisfied with their sponsorship. For the dealership and Anthony's cyclery, their perception of the event was that it was an outlet for gaining exposure.

Finally, from my research, I concluded the following information about the event planner's ability to closely predict the sponsor's perspective about sponsoring the event. Based on the research conducted by the event planner prior to meeting with potential sponsors, the event planner was able to gather pertinent information that suggested what their perspectives were about sponsoring an event. Gathering this information allowed the event planner to put together a concise and appealing proposal for potential sponsors, which, in turn, led to a substantial sponsorship.

Coorientation theory also measures three concepts. First, the concept of agreement indicates similarity in

attitudes. The level of agreement was high between the event planner and sponsors. They both intended for the event to be profitable, unique, and to attract more visitors.

The second level of measurement is accuracy. This is the level to which one group can predict the other groups' attitudes. Accuracy was high in this situation as the event planner was able to gather pertinent information that led to a comprehensive understanding of organizational expectations as sponsors.

The third level of measurement is congruency. Congruency refers to the extent to which one group's beliefs and attitudes correspond to the responses they predict for the other. In other words, communication would be successful if the event planner's goal for the festival closely matched the sponsor's goals.

I have modified McLeod and Chaffee's (1972) diagram slightly based on my observations. My adaptation of the theory is as follows:

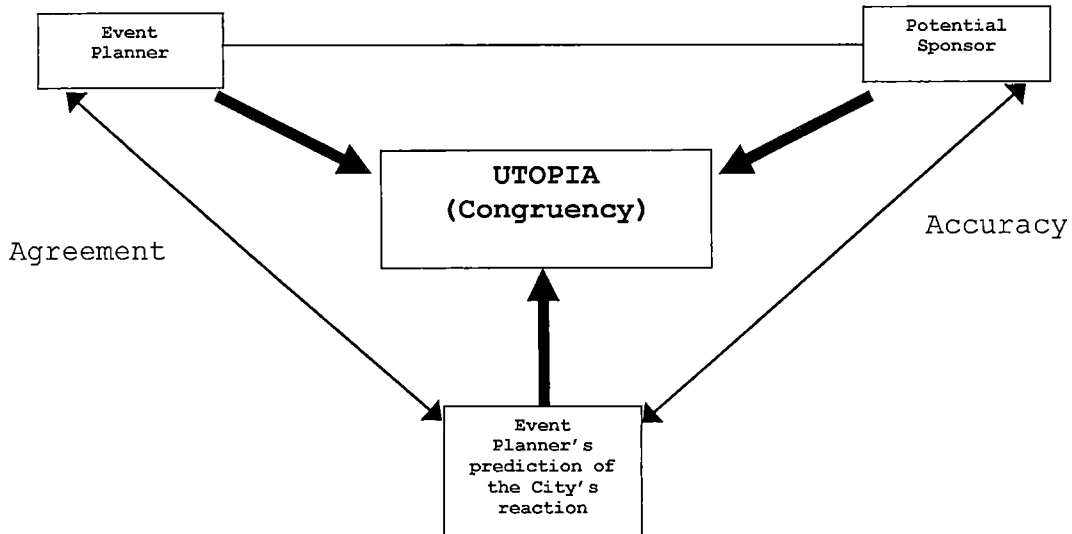


Figure 3: Coorientation Model Adapted for Event Planning

My rationale for modifying the original coorientation theory is as follows. Agreement and accuracy are two important factors. However, they are only measuring similarity in attitudes (agreement) and the extent to which one group can predict the other groups attitudes (accuracy). Although these factors are an essential part of effective communication, they are irrelevant if there is no congruency between one group's beliefs and how they correspond to the responses they predict for the other group.

If the event planner's original intention for event sponsors differs from the organizational perceptions of

their sponsorship participation, then there is no congruency. No matter how accurately the event planner can predict their response and no matter how similar they may be in other aspects, there must be congruency between the event planner's goals and the sponsors' goals for communication to be successful.

If both of those factors are in line, then the communication has reached utopia. When congruency is high, then the event becomes a win-win situation for both groups.

Situational Theory of Strategic Constituencies

According to Austin and Pinkelton, "an organization must prioritize its efforts, and that includes the publics on which it focuses" (2001, p.273). For the *Orange Blossom Holiday Village*, my ethnographic research showed how a list was prepared of potential sponsors. This list prioritized sponsors into an order in which they must be approached. This was done because "higher priority goes to publics whose opposition or support can either help or hinder the organization's ability to achieve its goals and mission" (Austin & Pinkelton, 2001, p. 273).

This theory applies to this project because it can be applied to any type of sponsor. Sponsors can have a lot of influence on an event. In this case, the City was the most

influential entity, so they were placed at the top of the list. The car dealership and cyclery had less influence, but the support of each of the event sponsors was essential to having a successful event.

For this reason, every effort was made to accurately predict what the each sponsor expected out of the event. Doing so helped ensure that they would support the event and would be satisfied with their involvement.

CHAPTER FIVE

CONCLUSION

The focus of this research was on one aspect of the event planning process. I observed how different communication and marketing strategies are used during pre-event planning, specifically how sponsors are approached and acquired. Because securing sponsorships is one of the biggest challenges facing event planners, this project focused solely on sponsorship acquisition, although there are many other important facets of event planning.

Limitations

Although this project provided a concise examination of three integrated marketing communication concepts as they apply to the production of a community festival, there still exist some limitations within the research. The project was limited by the scope of the event, and the methodology using the ethnographic approach. Finally, there also exists a need for future research in public relations and event marketing.

The scope of the event created many limiting factors within the project. Because this was only the second year of the event, there was limited information about event

acceptance and participation by the community. Only one year of data was available for gauging the number of attendees drawn to the event, and the number of sponsors and booth exhibitors. This created a limitation in approaching future sponsors of the event, because there was not an impressive history to the event, or a consistent draw of attendees to share with sponsors to engage their interest in sponsoring the event.

The project was limited because research was not able to be collected for the following year which made it impossible to know if the communication and strategies outlined were successful or not. The project would be more comprehensive if there was a benchmark for gauging the effectiveness of the planning process. A data comparison of the event I examined to the subsequent event in the following year could have provided some insights. The data also should have been compared to the event outcome the following year.

In addition, it was difficult to engage new sponsors in the event because for some sponsors this was the first time they had heard of the event. They may not have been made aware or been included in the event's first year. This made their perception of the event skeptical because a

sense of security in knowing the event was already successful often precluded them from being interested in sponsoring the event. In essence, the event lacked a strong history of performance.

Also, because the event had only had one prior year of statistics, it was difficult to convince sponsors that the outcome of the event's second year would be any different than the first. If they were content with the results provided of the first year, then this was not a challenge. However, if they had higher expectations for the event, it was difficult to provide a reference for an average of event attendees, participation, etc.

It must also be noted that the research of this project focused only on one aspect of event planning which was sponsorship acquisition. Obtaining sponsors is an important part of a successful event, but the project is limited because it does not address all of the other elements necessary for a successful event. Such elements include securing a proper location for the event, obtaining permits and fees, acquiring vendors, event layout, placement and maintenance of restroom facilities, event marketing and advertising, security, barricades, signage, visitor activities and scheduling, promotions, grounds

maintenance and clean up, attendance surveys, event debriefing and more.

An Event Manager is responsible for overseeing each of these additional elements in order for an event to be successful. This project is limited because it does not address these additional event elements, and the implications each can have on the event process. An Event Manager is not solely responsible for these additional tasks, but relies on a team which is necessary to allocate duties and to maintain control of the event. This project is limited because it does not address the allocation of responsibilities for successful event management.

The ethnographic approach also created limitations for the project. As an employee of the event, I had a bias towards the event's outcome and a bias toward involvement with sponsors. I was unable to provide a completely unbiased perspective and evaluation of the event because of my involvement. As an employee, I also had a need for sponsorship money which created a filter for how I viewed approaching sponsors. I needed my event to succeed and that took priority over my researching endeavors. I was committed to obtaining sponsorships and making the event succeed. However, this intense involvement with the event

is also what enabled me to provide a very detailed and accurate first-hand account from the front-lines of sponsorship acquisition.

Future Research

There exists a need for future research in public relations and event marketing. For this project, I recommend more communication with the event planner and potential sponsors before, during, and after the event. A relationship with potential sponsors should be developed long before a request for sponsorship is presented. An event planner can accomplish this by attending events where potential sponsors will be present, and by communicating via direct mail with potential sponsors. The theory would be that the event should be top-of-mind when a sponsor begins to be interested in community event sponsorship and involvement.

During the event, the event planner should stay close to sponsors, providing for them, and conducting informal research into their perception of the event and their participation from start to finish. This would allow the event sponsor to make changes that may be needed during the event to more fully satisfy the sponsor, as it is generally

too late to do after an event when the sponsor shows dissatisfaction. In addition, the event planner can further develop a positive relationship with the sponsor by being present during a favorable and positive experience when the event is a success.

After the event, the event planner should create a survey to distribute to sponsors to get their exact feedback on the event and their involvement. A survey of this type would be useful for getting a better understanding of a sponsor's perception of the event and the inclination of whether or not they would prefer to sponsor the event again. The survey would also provide the event planner with a general awareness of what changes may need to be made for the next year's events, which could help maintain some sponsorship monies and open the door for more. There exists very little research on these techniques and strategies to securing a sponsor for a community event.

Because this project only focused on sponsorship acquisition and did not address the other activities and tasks that are involved in making an event run smoothly, perhaps another project could be done that focuses on the other aspects of event management. Incorporating all of the elements in the event planning process would make a future

project more concise and more useful to someone interested in learning more about the event planning process.

Although this project presented a concise ethnographic interpretation to the processes of event planning, there still remains a wide gap in the amount of research on the subject. There is very little information to access in regards to community events and their sponsorship needs.

APPENDIX A
FUTURE QUESTIONS FOR SPONSORS

Perception of Event Marketing

1. What is your perception of event marketing?
2. In what ways do you think events can benefit your marketing objectives?
3. What problems do you foresee or have you had when participating at local events?
4. Do you have complaints about marketing at events?
5. Which type of events typically draws visitors in your target market?
6. Do you view sponsorship of an event as an act of goodwill or as a part of your overall marketing strategy? Why?
7. Do you like attending local community events? Why or why not?
8. Have you ever been surprised by the result of one of your marketing efforts with a local event? Did the result benefit your company?
9. How much of your staff are you capable of allocating to having a presence at an event as part of your marketing efforts?
10. If no staff is available, do you see a benefit in the branding and promotion that can be attained in event marketing?

Sponsorship

1. Which type of advertising has worked best for your company in the past: direct mail, online, or event presence.
2. If you have sponsored an event in the past, are you more inclined to sponsor it again?
3. Is there a minimum number of event attendees that you prefer when considering to sponsor an event?

4. How important is location of the event to your company?
5. How important is a booth presence for your company?
6. Are you equipped to staff a booth at the event?
7. Which type of event are you more inclined to sponsor: gated or non-gated?
8. What type of sponsorship do you prefer: in-kind trade, cash or both?
9. What percentage of your current marketing budget is allocated to event sponsorship?
10. Are you more interested in direct interaction with consumers at events, or with branding and promoting the image of your company?

APPENDIX B
LIST OF EVENT BENEFITS

ORANGE BLOSSOM HOLIDAY VILLAGE SPONSOR BENEFITS DECEMBER 3, 10, 17 & 24, 2003	TITLE SPONSOR \$35,000	PRESENTING SPONSOR \$25,000	GOLD SPONSOR \$15,000	MAJOR SPONSOR \$5,000	FEATURE SPONSOR \$1,500
Sponsor's name/logo in the Title of the event, as seen and mentioned on promotional and advertising collateral: <i>The ABC Orange Blossom Holiday Village</i>	X				
Sponsor's name/logo on all promotional collateral.	X				
Sponsor's name/logo by the Title of the event, as seen and mentioned on promotional and advertising collateral: <i>The ABC Orange Blossom Holiday Village Presented by XYZ.</i>	X	X			
Sponsor's name/logo in verbal/written references to the event.	X	X			
Sponsor's name/logo in all press releases.	X	X			
Sponsor's name/logo in all Public Service Announcements.	X	X			
Special section print advertising promoting Sponsor's cross or integrated promotions.	X	X			
Custom-designed tag-ons on advertising promoting Sponsor's integrated Orange Blossom Holiday Village promotions	MOST	SELECT			
Category exclusivity.	X	X	X	X	
Sponsor will receive a banner ad on web site and custom designed sections highlighting cross or integrated event promotions.	X	X	X	X	
Additional custom-designed promotions as desired, pending coordination with event manager.	X	X	X	X	
Sponsor's name/logo in print advertising.	ALL	ALL	SELECT	SELECT	SELECT
Sponsor's name/logo will receive exposure in printed promotional collateral.	ALL	MOST	X	X	X
Sponsor's web site will be linked to the event's web site.	X	X	X	X	X
Booth Space at the event.	10' X 40' FOUR WEEKS	10' X 30' FOUR WEEKS	10' x 20' FOUR WEEKS	10' x 20' FOUR WEEKS	10' X 10' FOUR WEEKS
Banner opportunities during the event.	5 FOR FOUR WEEKS	3 FOR FOUR WEEKS	2 FOR FOUR WEEKS	1 FOR FOUR WEEKS	1 FOR ONE WEEK

APPENDIX C

EVENT QUICK FACTS AND SPONSORSHIP OPPORTUNITIES



Orange Blossom Holiday Village

QUICK FACTS

Date:	Every Wednesday December 3, 10, 17 & 24, 2003
Time:	10:00 a.m. to 2:00 p.m.
Location:	Downtown Riverside, CA - Located on Main St. Pedestrian Mall, between 10 th St. and University Ave., near City Hall
Attendance:	2,500 visitors
Event:	Holiday outdoor community event set in historic downtown Riverside for local business professionals and visitors. Free admission.
Features:	WEEKLY ATTRACTIONS
	<ul style="list-style-type: none"> •Live Music •Arts & Crafts Fair •Certified Farmers Market •Unique Gifts •Delicious Snacks •Downtown Shops, Boutiques & Restaurants
Event Promotion:	Print Advertising Event Website Weekly Press Releases Posters Postcards Flyers Direct Mail
More Information:	For information please contact Khara Belz at (951) 888-2151, e-mail: kbfestival@yahoo.com , or visit www.OrangeBlossomFestival.org

SPONSORSHIP OPPORTUNITIES

ORANGE BLOSSOM HOLIDAY VILLAGE SPONSORSHIP BENEFITS December 3, 10, 17 and 24, 2003	PRESENTING SPONSOR \$1500	SEASON COMMERCIAL BOOTH EXHIBITOR \$400
Booth space at the event for all (4) four weeks	X	X
Sponsor's name/logo in select printed promotional collateral	X	
Sponsor's name/logo included in select weekly press releases, PBA's, etc.	X	
Sponsor's website linked to event's website	X	
Banner opportunities during the event	X	

APPENDIX D

CITY OF RIVERSIDE EVENT SPONSORSHIP APPLICATION

City of Riverside Application for Sponsorship

An application for sponsorship is required for all organizations requesting funding or in-kind services for the purpose of supporting local festivals, special events, community projects or programs, including operational support. Applications will be reviewed according to the City of Riverside's City Council Policy on Sponsorships.

Please print or type - press firmly						<i>For Office Use Only</i> Vendor No.	
Organization Data							
Organization Name				Web Site Address <small>www.</small>		Registered Federal Tax-Exempt ID No.	
Organization's Mission Statement (include number of years organization has been established)							
Affiliated with a "parent" organization? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, name parent organization:</i>							
Contact Person and Title						E-mail Address	
Mailing Address		City	State CA	Zip Code	Daytime Phone No. () ()	Fax Number () ()	
Sponsorship Request							
<input type="checkbox"/> Funding <i>If yes, specify amount requested: \$</i>							
<input type="checkbox"/> In-Kind Services <i>If yes, select type of in-kind service requested and estimate approximate value in dollars: \$</i>							
<input type="checkbox"/> Barricades/Street Closures <input type="checkbox"/> Bottled Water, Qty.: _____ <input type="checkbox"/> Booth/City Vehicle Participation <input type="checkbox"/> Police Services <input type="checkbox"/> Trash Services <input type="checkbox"/> Other, please specify:							
List type of recognition the City will receive for the noted funding/in-kind services requested i.e. name/logo listing, banner, ad, etc.:							
Has the City of Riverside sponsored your organization in the past? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, list department(s):</i>							
Event Data (Skip this section if funding or in-kind support is not for an event)							
Event Title		Event Date	Event Hours	Event Location			
Will the event be held in the City of Riverside? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>If no, specify reason:</i>							
Is this an annual event? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, indicate the number of years event has taken place:</i>							
Expected attendance:		Expected no. of attendees who live in Riverside:		Attendance at last year's event:			
Is the event open to the general public? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>Describe target audience:</i>							
Additional Supplements Required							
Submit this completed application along with the following:							
<ul style="list-style-type: none"> • Attach completed "Supplement to Application for Sponsorship" form • Attach a current list of your organization's Board of Directors and appropriate affiliations • Attach a copy of your organization's operating or event budget (revenue and expenses), include any funds from a Community Development Block Grant, City Arts Grant Program, or in-kind contributions • Attach a list of the event's sponsorship opportunities i.e. name/logo listing, banner, ad, reserved seats, etc., if applicable 							
For Office Use Only							
GL Key	Object	JL Key		Object	Amount		
		6020009090		45602206			
Certification of Delivery		Approved for Payment		Approved for Payment			
Signature	Date	Department Head	Date	Finance Department	Date	Total Amount Approved	
Approved In-Kind Service(s), if checked:							
<input type="checkbox"/> Bottled Water, Qty.: _____ <input type="checkbox"/> Barricades/Street Closures <input type="checkbox"/> Both Participation <input type="checkbox"/> Police Services <input type="checkbox"/> Trash Services Other:							

White - Finance Copy Canary - Department Copy Pink - Central File Copy

APPENDIX E
CITY COUNCIL POLICY ON SPONSORSHIPS

City Council Policy on Sponsorships

I. Purpose of the Policy

The purpose of this sponsorship policy is to set forth guidelines and criteria governing the granting of City of Riverside funds or in-kind services for the purpose of supporting local festivals, special events, community projects or programs. Although the City makes a concerted attempt to limit the amount of General Fund monies expended toward such sponsorship activity, the City recognizes that sponsorships play an important role in supporting our community to market and promote the products and services of Riverside Public Utilities (RPU), as well as to promote the tourism and economic development efforts of the City. For this reason, certain criteria and application requirements may differ slightly for organizations applying for sponsorships from Riverside Public Utilities. It should also be noted that the City Council Policy on Sponsorships does not apply to sponsorship activities initiated by the City for strategic marketing purposes to promote business attraction, expansion, and retention.

II. Goals and Objectives

Sponsorship of funds or in-kind services (includes, but is not limited to, contributions of staff, equipment or other services, booth participation, utility bill insertion, bottled water or promotional items) will be considered for special events, community projects or programs designed to accomplish one or more of the following goals and objectives:

- Promote the City of Riverside as a desirable place to live, visit and do business in.
- Promote the City of Riverside as a visitor destination and/or bring tourism-associated revenue to the City.
- Enhance the quality of life and well being of the citizenry.
- Advance the City's commitment to and pride in being a multicultural community.
- Encourage the development of neighborhood identity and pride.
- Promote cultural and artistic awareness among the citizenry.

Additionally, applicants to Riverside Public Utilities for sponsorship of special events, community projects or programs must further RPU's goals and objectives in one or more of the following areas:

- **Customer Education and Information:** Increases customer awareness through community involvement to educate and inform them of the department's electric and water low rates, supply and reliability, current energy and water issues, customer services, safety, research and

- development projects, renewable energy resources, conservation measures, incentive programs, and other utility related efforts.
- Customer Relations/Communications/Branding: Strengthens the department's ties and support of its residential and business customers as well as legislative members within our community by building better customer relations, communications and branding of our locally controlled public power and water utility, and the benefits it provides to the community.
 - Public Benefit Programs: Promotes one or more of the department's energy programs on conservation, low-income assistance, renewable resources, or research and development that offer incentives or education to all of our customers in the city of Riverside.
 - Water Programs: Promotes the department's programs on water conservation, water quality and system reliability offering incentives or education on how to save money and precious resources to all of our customers in the city of Riverside.
 - School Educational Programs: Educates students and their parents about our local customerowned utility, energy and water related issues, programs and career opportunities.
 - Economic Development: Communicates the department's ability of providing low rates, reliable service, incentive programs and assistance to encourage significant expansion of existing businesses and attract new businesses to the city of Riverside for the benefit of enhancing electric sales, local jobs and the economic health of the community.
 - The granting of City funds or in-kind support is evaluated according to the effectiveness and impact the particular special event, community project or program has on the community-at-large. Special attention is paid to sponsorships that promote the attractiveness of the City as a place to visit and/or live, celebrate the heritage of the City and its environs, and/or enrich the character and quality of life of its citizens.

III. General Requirements, Eligibility Criteria and Conditions

The applicant for sponsorship of funds or in-kind services for special events, community projects or programs must meet all of the following requirements, eligibility criteria, and conditions:

1. The applicant shall be a registered nonprofit corporation or organization with tax exempt status.
2. The special event, community project or program supports the aforementioned goals and objectives.
3. Event and promotion must take place within the city of Riverside limits. Some limited exceptions will be made. Reason(s) for not holding the proposed event or promotion in the City of Riverside must be stated on the application. Exemption from this requirement will be provided on a case-by-case basis and will favor activity promoting the City of Riverside as a desirable place to live, visit and do business in.

4. The recipient of funds or in-kind services shall provide recognition as a sponsor in exchange for the City's funds or in-kind services in a method consistent with other sponsors. In no event shall the recognition for the department's funds or in-kind services be less than that provided to other sponsors who have contributed the same total financial or in-kind support.
5. The nonprofit corporation must be ready, willing and able to enter a contractual agreement for sponsorship with the City and provide a certificate of liability insurance or proof of selfinsurance, if applicable.
6. The nonprofit corporation will comply with the City's Special Events Ordinance (Municipal Code, Chapter 2.28), if applicable, wherein standards and procedures for the issuance of special events permits are set forth.
7. The purpose of the special event, community project or program is not organized around political or religious themes, but serves as a benefit to the City of Riverside community as a whole.
8. The nonprofit corporation will not discriminate on the grounds of race, religious creed, color, national origin, ancestry, age, physical disability, mental disability, medical condition including the medical condition of Acquired Immune Deficiency Syndrome (AIDS) or any condition related thereto, marital status, sex or sexual orientation. Further, the organization must agree to conform to the requirements of the Americans with Disabilities Act.
9. All the application requirements under this policy have been followed.

IV. Application/Award Process

1. An application for sponsorship is required for all organizations requesting city funding or in-kind services from the City of Riverside. Applications are administered through the Office of Management and Budget during the annual application for sponsorship process (October – December).
2. Organizations must apply each year for funds or in-kind services, unless a multi-year sponsorship agreement is executed. With certain exceptions for start-up programs it is not the intention of the City to be a continuing title sponsor or single top contributor for any special event, community project or program.
3. Applications for sponsorship are due on or before December 19, 2003, for funding or in-kind services to be used toward an event, program, or project occurring between July 1, 2004, and June 31, 2005. One application will be accepted per organization per fiscal year. Some limited exceptions may be made.
4. All applications will be reviewed and evaluated according to the sponsorship guidelines stated herein or the organization's ability to advance the City's goals and objectives and meet all the criteria. Special attention is given to the number of city of Riverside customers reached, the direct feedback received from customers as a result of participation,

and the ability to enrich the character and quality of life of its customers. Additionally, the value of the Riverside Public Utilities' presence versus another electric or water provider will be a consideration for granting funding or in-kind services by Riverside Public Utilities. Prior year performance and demonstrated fiscal responsibility will also be considered in the decision.

5. Sponsorships in the form of in-kind police services shall be provided at the amount approved in the budget process, regardless as to whether the Chief of Police, or his or her designee, requires an alteration to the Security Plan to provide greater security measures. Police services required over and above the granted amount shall be covered at the applicant's expense and in accordance with Special Events Ordinance (Municipal Code, Chapter 2.28).
6. Approval for any sponsorship is not guaranteed, and is subject to the availability of funds or in-kind services. All targeted funding sources must be listed on the application. The receipt of City funding from more than one City funding source including the City Arts Grants Program administered through the Riverside Arts Council is typically discouraged. Funding allocation may be adjusted if additional funds are obtained from other City departments. The City Manager will make the recommendation for funding to the City Council for consideration and approval through the Annual Budget process. Budget adoption will signal the approval of sponsorship funding.
7. For sponsorship consideration, an application must be received by 5:00 p.m. on December 19, 2003. Mail or deliver to:
City of Riverside
Office of Management and Budget
Attn: Sponsorships
3900 Main Street, 6th Floor
Riverside, California 92522.
8. If funds set aside for sponsorship by Riverside Public Utilities are still unprogrammed after the application deadline, applications will be considered on a first-come, case-by-case basis until all available funds have been exhausted.

V. Reporting Requirements

The City of Riverside is accountable to the citizens it serves for ensuring appropriate use of funds and in-kind services. In an effort to ensure appropriate quality control of funds and in-kind services, and monitor that the nonprofit organization's intended outcomes are achieved, the City may conduct site visits and attend the sponsored events.

Additionally, the following documents are required upon completion of the event or at the end of the sponsorship period:

1. Final Narrative Report is required no later than forty-five days after the closing of the special event, community project or program. The Report shall be submitted on the form provided by the City.
2. Financial Report is required upon submittal of the Final Narrative Report. The Report is a detailed financial statement on revenues generated and expenditures.
3. Promotional Materials (fliers, posters, programs, etc.) distributed in marketing the special event, community project or program are also required with the submittal of the Final Narrative Report.

APPENDIX F
DODGE/CHRYSLER DEALERSHIP CONTRACT

**ORANGE BLOSSOM HOLIDAY VILLAGE
December 3, 10, 17 & 24, 2003**

DODGE/CHRYSLER DEALERSHIP

SPONSOR AGREEMENT

The Orange Blossom Holiday Village, (hereinafter "OBHV") and **Dodge/Chrysler Dealership** (hereinafter also referred to as "SPONSOR"), in consideration of the promises made herein, agree as follows:

SPONSOR BENEFITS

As a sponsor for the 2003 OBHV, Dodge/Chrysler Dealership will receive the following:

- Booth space at the event for all (4) four weeks
- Sponsor's name/logo in select printed promotional collateral
- Sponsor's name/logo included in select weekly press releases, PSA's, etc.
- Sponsor's website linked to event's website
- Banner opportunities during the event

OBHV CONTACT INFORMATION

Khara Betz
OBHV Manager
(909) 688-2181
Fax: (909) 715-3404
kbfestival@yahoo.com

As a sponsor for the 2003 OBHV, Dodge/Chrysler Dealership will contribute:

\$1500 for sponsorship of the 2003 Orange Blossom
Holiday Village

CONTACT INFORMATION
Dodge/Chrysler Dealership

Mike Rawley
909-688-6200 x 422

GENERAL PROVISIONS

1. OBHV maintains its right to the ownership and use of any and all OBHV logos, insignia or other event property, and nothing in this agreement shall be construed to give Sponsor any ownership or other property interests in any event property, including its logo and insignia, or other event property.
2. Each party agrees to indemnify, defend and hold harmless the other party, its parent, subsidiary and affiliated companies, its and their officers, employees and agents, from and against any and all claims, damages, losses, judgment, liabilities, or expenses, including reasonable attorney's fees (collectively "Claims") arising out of and relating to, resulting from or in connection with the performance of this Agreement by the other party, its agents, officers and employees.
3. Each party warrants and represents that it shall in every manner of its business related to this agreement obey and conform to all federal, state and local laws, rules, regulations and directives. Any breach of said warranty and representation or claim of breach shall be the sole responsibility of the breaching party and the breaching party will, for said breach, hold the other party completely safe and harmless. With regard to any third-party and hold the other party fully and completely safe and harmless from all losses claims, costs, suits, damages, fines, penalties, expenses and counsel fees arising out of a breach of any of the foregoing.
4. Neither party shall be liable for delay or failure to perform in whole or part any of the promises or

- responsibilities of this Agreement by reason of contingencies beyond its control, including lack or failure of raw materials, labor disturbances (including strikes and lock-outs), war, acts of god, hurricanes, fires, storms, accidents, government regulation or interference of any other cause whatever beyond its control.
5. No action, failure of action, or delay by either party shall constitute a waiver of any of its rights or remedies under this Agreement.
 6. The laws of the State of California shall govern this Agreement. Any action arising from any provision of this Agreement shall be filed and tried solely by a court of competent jurisdiction residing in the County of Los Angeles, State of California.
 7. OBHV and SPONSOR are not, and shall not be, considered as joint ventures, partners, agents, servants, or employees or fiduciaries of each other, and neither shall have the power to bind or obligate the other, except as set forth in this Agreement.
 8. If any of the terms of this agreement are subsequently or are now illegal, they may be severed from this Agreement without affecting the remaining terms.
 9. OBHV and SPONSOR hereby agree to all responsibilities and benefits as stated above and will promote each other to the best of their ability, and within the guidelines of this Agreement, for and during December 3, 10, 17 & 24, 2003.
 10. Only a written instrument signed by all parties hereto may amend this agreement. This agreement sets forth the entire agreement between OBHV and SPONSOR relating to the subject matter hereof. Neither party relies upon representation nor warranty, express or implied, not expressly set forth therein.
 11. In the event of material breach of this Agreement by either party, the other party, at its option, may terminate the Agreement.

Executed on October 8, 2003.

**Orange Blossom Festival Association, Inc.
Orange Blossom Holiday Village**

By: _____
Khara Betz
OBHV Manager

Dodge/Chrysler Dealership

By: _____
Mike Rawley

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