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Is it feasible to turn Thessaloniki from a city with events to an eventful city?

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Abstract

This dissertation was written as part of the MSc in Hospitality and Tourism Management at the International Hellenic University. It is a master thesis that examines the possibility of making Thessaloniki an “Eventful City” in the future. It starts with a thorough research on what are events and festivals in general, the reasons that cities must be eventful and off course which city is considered an eventful city. Afterwards, there is a list of important key factors, that are explained descriptively and are prerequisites for an eventful city. Having these factors analyzed, this research points out some really famous existing eventful cities, like Edinburgh, Barcelona and New Orleans. Furthermore, this research contains findings - results of Thessaloniki’s first steps to put itself on truck of becoming an eventful city, starting with E.C.O.C. in 1997. All these information are coming as a result of a hybrid methodology approach. The interviews with important people who represent organizations responsible for major events and festivals, along with public’s opinion through questionnaires, provide some really useful data which come to the conclusion that Thessaloniki has the potential to become an ‘Eventful city’. However, this effort can be succeeded after running further investigation and several recommendations that are mentioned for the near future.

Keywords: Events, Festivals, Cultural Tourism, Eventful Cities, Thessaloniki, ECOOC.

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Table of Contents

Abstract.....	iii
Acknowledgements.....	iv
Introduction.....	x
1. Literature review.....	1
1.2. Events and Festivals.....	1
1.2. Why is important for cities to be eventful?.....	4
1.3. Eventful cities.....	6
1.4. Developing the eventful city.....	7
1.5. Vision.....	9
1.6. Stakeholders.....	9
1.7. Destination Management Organization (D.M.O.).....	11
1.8. Funding.....	11
1.9. Volunteers.....	12
1.10. Open and close spaces.....	12
1.11. Visibility.....	13
1.12. Accessibility.....	13
1.13. Crowd and Risk Management.....	14
1.14. Social Media.....	14
1.15. Sustainability.....	15
2. Confirmed eventful cities.....	16
2.1. Edinburgh.....	16
2.2. Barcelona.....	17
2.3. New Orleans.....	18
3. Thessaloniki: First steps on becoming an eventful city.....	19
3.1. ECOCT97.....	19
3.2. TIF – HELEXPO.....	20
3.3. Thessaloniki’s D.M.O.....	20
4. Methodology.....	22
4.1 Primary and Secondary data.....	23
5. Data Analysis & Discussion.....	25

5.1. Questionnaire for public.....	33
5.2. Interviewer No1 (i1).....	33
5.3. Interviewer No2 (i2).....	39
5.4. Interviewer No3 (i3).....	44
6. Conclusion and Recommendations.....	48
7. References.....	52
8. Appendices.....	56

Table of illustrations

List of tables

Table 1. SWOT Analysis.....	49
Table 2. A city with Events versus the eventful city.....	65
Table 3. External and Internal trends affecting the eventful city.....	66
Table 4. The Quintuple Bottom Line Assessment Model for the Eventful city.....	66
Table 5. Comparison of success determinants for an ideal DMO and destination.....	67
Table 6. Marketing Budgets of ECOCs.....	67
Table 7. Total Events and performances.....	68
Table 8. Organization chart of TIF – Helexpo.....	68

List of Figures

Figure 1. Demographics a.....	26
Figure 2. Demographics b.....	26
Figure 3. Demographics c.....	27
Figure 4. Placing Thessaloniki as eventful city.....	27
Figure 5. Events and festivals benefits.....	28
Figure 6. Public’s opinion for the creation of more parking lots.....	28
Figure 7. Public’s opinion for city’s transportation.....	29
Figure 8. Public’s preference for city’s transportation.....	29
Figure 9. Public’s willingness for volunteering.....	30
Figure 10. Public’s reaction to new events at new open spaces.....	30
Figure 11. Resident’s reaction to a creation of carnival.....	31
Figure 12. Resident’s opinion about organization and promotion of events.....	32
Figure 13. Types of media for the promotion of events.....	32
Figure 14. Thessaloniki as a cultural and special city i1.....	33

Figure 15. Vision of the events in Thessaloniki i1.....	33
Figure 16. Benefits from events and festivals i1.....	34
Figure 17. City’s main organizers of events i1.....	34
Figure 18 Stakeholders and volunteers’ participation i1.....	35
Figure 19 Criteria – steps for taking part in events and festivals.....	35
Figure 20. Control – crowd management by Helexpo.....	35
Figure 21. Types of media for Helexpo events.....	36
Figure 22. Helexpos’ opinion for more parking lots.....	36
Figure 23. The benefits from Metro’s completion i1.....	37
Figure 24. Support from governments i1.....	37
Figure 25. Funds and sponsors i1.....	37
Figure 26 small – scale events advertisement.....	38
Figure 27. Re-establishing past events.....	38
Figure 28. Willingness for upgrading infrastructures.....	39
Figure 29. Thessaloniki as a cultural and special city i2.....	39
Figure 30. Vision of the events in Thessaloniki i2.....	40
Figure 31. Benefits from the events and festivals i2.....	40
Figure 32 City’s main organizers of events i2.....	41
Figure 33. Stakeholders and volunteers’ participation i2.....	41
Figure 34 Criteria – steps for taking part in events and festivals.....	41
Figure 35 Control – crowd management of Municipality of Thessaloniki.....	41
Figure 36. Types of media for the Municipality of Thessaloniki’s events.....	42
Figure 37. Municipality’s opinion for more parking lots.....	42
Figure 38. The benefits from Metro’s completion i2.....	42
Figure 39. Support from governments i2.....	43
Figure 40. Funds and sponsors i2.....	43
Figure 41. Small scale events advertisement i2.....	43
Figure 42. Re-establishing past events i2.....	44
Figure 43. Willingness for upgrading infrastructures i2.....	44

Figure 44. Thessaloniki as a cultural and special city i3.....	45
Figure 45. The Festival of Multilingualism.....	45
Figure 46. The festivals’ success.....	46
Figure 47. Stakeholders and volunteers’ participation i3.....	46
Figure 48. Types of media for promoting festival of Multilingualism.....	46
Figure 49. Challenges for a festival’s execution.....	47
Figure 50. The benefits from Metro’s completion.....	47
Figure 51. Municipality’s contribution to the Festival of Multilingualism.....	48
Figure 52. Questionnaire 1-3 for i1.....	56
Figure 53. Questionnaire 4-6 for i1.....	56
Figure 54, Questionnaire 7-9 for i1.....	57
Figure 55. Questionnaire 10-12 for i1.....	57
Figure 56. Questionnaire 13-15 for i1.....	58
Figure 57. Questionnaire 1-3 for i2.....	58
Figure 58. Questionnaire 4-6 for i2.....	59
Figure 59. Questionnaire 7-9 for i2.....	59
Figure 60. Questionnaire 10-12 for i2.....	60
Figure 61. Questionnaire 13-15 for i2.....	60
Figure 62. Questionnaire 1-3 for i3.....	61
Figure 63. Questionnaire 4-6 for i3.....	61
Figure 64. Questionnaire 7-9 for i3.....	62
Figure 65. Questionnaire 1-2 for public.....	62
Figure 66. Questionnaire 3-5 for public.....	63
Figure 67. Questionnaire 6-7 for public.....	63
Figure 68. Questionnaire 8-9 for public.....	64
Figure 69. Questionnaire 10 for public.....	64
Figure 70. Demographics a.b.c.....	64
Figure 71. Basic research sub questions.....	65

Introduction

Nowadays, all the more cities, enter the field of competitive tourism by trying to improve their total image and focus mainly on their events and festivals. Those are the two reasons that make many cities in the world today a preferred destination. This master thesis is inspired by two simple words. “Eventful city”. An initial question is created by these two words, and that is what is exactly an eventful city? According to previous researchers an eventful city, is a city that utilizes on a daily basis events and festivals with a view of accomplishing a variety of aims, such as economy, the shaping of city’s image, social inclusion and urban revitalization. Things that also can lead to the amelioration of quality of life for the residents of an eventful city. (Richards & Palmer, 2010). The aims and objectives for this research are to begin an effort to help communities, institutions, organizers and the citizens of Thessaloniki, to start thinking the benefits that they will get in the future if they decide together to turn incrementally Thessaloniki to an eventful city. In order to fulfil them though, it is vital to run a procedure through a series of questions, like: Is Thessaloniki considered an eventful city; and if not, why it should be; and what are the barriers that the city has to overcome in order to become an eventful city; Those questions can provide throughout interviews and questionnaires many useful information for the main research question. And that is: “Is it feasible to turn Thessaloniki from a city with events to an eventful city; “. The focus on this study will be to the main organizers – responsible for the planning, management and execution of major events and festivals along with the public’s opinion which is the residents of Thessaloniki.

1.Literature review

1.1 Events and Festivals

Events and Festivals are parts of history for lots of years of various civilizations. They contained sports games, feasts days and celebrating different religions. It is worth mentioning that many of these festivals throughout the years, somehow formed the identity, the traditions and even culture for some of today's civilizations (Sofield & Li, 1998).

Tourism industry is constantly growing on global scale and the marketing this industry uses can influence and create a strong brand of a destination. Society and culture are two basic elements that are bound to event tourism. Local events, cultural events and festivals contribute to an extensive popularity of a destination due to the way they are promoted from each industry, culture organizers and off course the communities that are also involved. This type of industry is of vital importance for a country, because it is constantly trying to invent all the more reasons to attract tourists. Hence, individuals utilize tourism as a mean to visit a country, a city and a place thanks to their events (Manavis et al, 2020).

According to researches that have been conducted over the last years, events and festivals are not having one single common definition for everyone. However, there are some famous and really important researchers and institutions that they give a definition from their own perspective.

Events are various sites where people meet each other and their characteristic is that they are financially active and responsible for redeveloping regions and tourism. At the same time, they support education, individuality of local people, urban pride and stimulating diversity and societal coherence. (Richards & Palmer 2010:335), (Bowdin, G. et al., 2006). According to Allen, O'Toole and McDonnell (2005:10), special events are celebrations and performances that are organized carefully and they are used to commemorate remarkable fests, happenings and national days or to fulfill specific society's goals and cultural aims.

Other researches describe the events as occasions that includes various contests particularly in sports. A common characteristic of all the events is that they have a starting date with a limited length, thus, they also have a final date that is premeditated and announced to public in advance (Getz, 2005: p.15). Events are crucial for tourism as they are included on marketing plans which play integral part for the enhancement of a destination. It helps the latter to gain strong competitiveness. If a city wants to be effective, an organized D.M.O. and/or event agencies have to create a network where they could collaborate with any stakeholders related to events (Getz, 2008). However, sometimes apart from “hallmark” and “mega-events” they don’t seem to pay much attention to small-scale events. This leads to a disdain of other festivals and events that are organized by locals in other regions by using an excuse of a low percentage of tourism on small rural areas. By adopting and supporting with the proper mechanisms an understandable portfolio concerning tourism focused particularly on events, it will be proved beneficial for all stakeholders (Getz, 2008).

Tourism based on events is explained throughout literature mainly as a preferred destination with a view of being developed and in order to get the best out the financial benefits that events themselves yield for each destination that are held respectively. (Getz, D. 2005).

The preservation of traditional events and the presence of new ones with high creativity can boost the idea of creative tourism. This happens because the more and various stakeholders are going to participate in such events, the more ideas and experiences can assemble for multiple events that can cover a great range of consumer needs (Richards, 2010). According to (Sedita, 2008), she as well explains that events may play a determined role on concentrating various networks together with a view of creating and developing new types of partnerships, goods and experiences.

Events related with culture are having some standards to fulfil in order to be held. Usually those standards are: Time, open space, starting and ending points, public attendance either by their physical presence during the cultural event or virtual presence in some rare cases (Richards & Palmer, 2010, 41, 42). Overall, cultural events

throughout time managed to become a way of revitalizing a city's open and public spaces and making citizens feel a civic pride (Richards & Palmer, 2010:33). In addition, they could be considered as major events. Such examples are those of worldwide famous musicals like the Phantom of the Opera and Cats which generate revenue on West End of London (Bowdin et al, 2006:18).

Festivals are used frequently to express a cultural celebration. It is said that even though festivals are connected to traditions and history of a culture, a great percentage of them were created the last decades. Parades are one of the standards that someone can watch in festivals. However, there are other types of fests and elements that people celebrate on festivals. (Getz, 2005:21). They are also recognized as a mean of perceptibility and making destinations very popular.

A festival should be wide, attractive for all the citizens that live in the city – place where it is held, without copying though other cities' festivals. Thus, a festival should include elements and activities that provide originality. It is worth mentioned that apart from mega-events, small scale festivals are important too. Thus, a coordination from Mega Events to smaller local festivals would be really positive for a city in order to become eventful. This for example, it could be achieved with a unanimous consent from the organizers and exhibitor, by integrating, developing and promoting all types of events and festivals of a city under the umbrella of a unique website. Therefore, all of the existing and potential organizers, exhibitors would have the opportunity to be considered as family members of an Eventful City (Richards & Palmer, 2010:121).

A cultural festival can be beneficial both in regional and national level of a city that hosts it. Like the events, festivals are part of marketing strategies and they can be used in order to increase the visitation of tourists and motivate them prolong their stay, hence, increase their expenses. Festivals contribute to the amelioration of the image of a destination. This is something that communities that host them and residents want to promote to their potential visitors. (Manavis, A. et al 2020).

1.2 Why is important for cities to be eventful?

As Zukin states: *“In recent years, culture has taken on a more instrumental meaning in cities. It now represents the ideas and practices, sites and symbols, of what has been called the ‘symbolic economy’, i.e., the process through which wealth is created from cultural activities, including art, music, dance, crafts, museums, exhibitions, sports and creative design in various fields. This new concept of culture increasingly shapes city strategies in the face of both global competition and local tensions”*. (Zukin, 2004:3 September)

Individuals sometimes are forming their personal opinion about a city due to its festivals. Festivals can contribute to the creation of innovative urban identities. They give the opportunity to upcoming organizers, artists, groups of people to express their desire to become members of an eventful city by representing alternative forms of entertainment. Thus, it is an instrument that concentrates various types of audiences and entertainers along with organizers. (Silvanto & Hellman, 2005:6)

As the Cape Town Major Events Marketing Strategy (city of Cape town 2001:2) states:

“Events play a significant role in the context of destination planning enhancing and linking tourism and commerce. Some aspects of this role include events as image makers, economic impact generators, tourist attractions, overcoming seasonality, contributing to the development of local communities and businesses and supporting key industrial sectors” (Richards & Palmer 2010:9)

Cities nowadays are coming across to a short of dilemma. They have to take the risk to get transformed and overcome the obstacles that might occur concerning urban evolution and revitalization on global scale, or they choose to remain idle which will possibly drive them to stagnation. Most of the cities are using various events and festivals as key factor for their strategy in order to achieve an urban development. It

is worth mentioning that there are other cities that transformed completely in order to create a series of events, hoping to get them festivalized (Richards & Palmer, 2010).

In the past years, before the era of the industrial revolution, cities were used to be designed in the perimeter of spaces that hosted great events. Such an example is the one of the Roman Forum in Thessaloniki. This was their most important meaning for the ordinary life of their residents. From the moment that industrialization entered “the game”, a necessity was created for cities in order to set new vision. As consequence, cities had the need to be managed (Richards & Palmer, 2010:8).

Cities choose to develop a variety of events due to an extensive feeling that events present a flexibility compared to other types of celebrations that demand a standard infrastructure. They can also contribute positively on the revitalization and sustainability of the city and its environment. Events are well-known for their strong spectacular results and ambiance. They do achieve high social integration and the feeling of a strong presence in a city. The more a city will risk to be eventfully developed, the higher the chances are for certain places to become attractive for their residents and their visitors. As it mentioned earlier, an eventful city has the privilege to create stronger bonds of stakeholders’ networks, which is probably one of the most determining factors of successful eventful cities. What is more, is that they create equal opportunities for up-coming artists and institutions to contribute as well in a city’s benefits. Therefore, it is imperative that cities use major events as a catalyst in order to be transformed and enjoy the pros of “eventfulness” (Richards & Palmer, 2010).

Taking into consideration previous researches about why cities need to be eventful, it is worth mentioning that there are many benefits an eventful city could get from events. It is common to say that the latter brings financial incomes due to prolonged accommodations and food consumption. However, events can be proved beneficial for an eventful city in other sectors. For example, there are many visitors who choose to spend a lot of money on cultural facilities such as theatres, museums (Richards & Palmer, 2010). Moreover, events can be proved a really positive impact for the city’s image not only from the visitors’ perspective but also from residents as well. By having a city full of events, visitors can create a very good ambiance for it

(Richards, 2001). Finally, events can contribute to the creation of a civic pride. It's not only the fact that residents feel proud about the identity of the city they are living, but also the fact that tourists visit their town particularly for their eventfulness.

1.3 Eventful cities.

Eventful cities are locations where there is a development concerning the eventfulness. By creating and increasing events, they cover a great assortment of multiple objectives related to culture, society and economy (Richards and Palmer, 2010) which leads to augmentation for visitors' experiences and choices of creative tourism. Furthermore, they form a set of strategies that support long-term policies which in turn, will reassure sustainability and improvement of the way of living in an eventful city. In addition, (Getz, 2016), he supports the fact that if a city wants to have event portfolios that are sustainable, they have to think of the livability of the events and its people. Thus, a city must produce an environment sustainable, green, viable, with duration in time, concerning the events in a proactive way that will provide positive effects to the society and the city itself. Besides, this is what differentiates an eventful city from a city with events (Richards and Palmer, 2010), (see table 2 and table 3)

During different phases in time, festivals and events were playing an integral part of forming communities and their life along with the cities themselves. The popularity of a city being creative, the whole idea of an intercultural city that provides experiences and not only products, contributed to the conception of the idea known as "Eventful City", the amelioration of life's quality levels and the economic and social regeneration (Richards & Palmer, 2010:5, 13, 16, 21).

The variety and combination of a city full of citizens with different cultures is an opportunity for creativity as it can lead to the development of society, culture of the city as well as financial resources. The increasing numbers of individuals that moving

form a one place to another, mainly to big cities, create a new cultural landscape for the majority of these cities (Richards & Palmer, 2010). The immigrants are those that changing the boundaries of a city's culture as they add their own culture as an identity of the new places they are finally choose to get installed. Once they adapt, they can develop and promote their own traditions. This creates an effort to build an intercultural identity with a view of creating a mutual respect between different cultures, the right of equal opportunities and the utilization of multiple languages in the city's new cultural background (Zukin, 2004).

The fact the cities were utilizing events with a view of accomplishing a variety of aims, such as economy, the shaping of city's image, social inclusion and urban revitalization, blossomed the idea of the "eventful city". The constant need and increase of events and festivals in a city, made the latter and the former to create an interrelationship, where the cities nowadays gaining all the more a leading role. The cities now thoroughly shape, organize, determine the length, the content and the urban locations that events will be hosted. (Richards & Colombo, 2017).

1.4 Developing an Eventful city.

To be able to compete in a very effective way when it comes to urban identity, is a really complicated thing. It requires the activity of multiple stakeholders with a view of creating a city's vision in a long-run process. These days, events are a way to increase urban economy, keep on the epicentre culture, being in charge of redeveloping urban spaces and trigger social inclusion. The combination of the aforementioned can make cities make a strong global presence. (Richards, G. 2015).

There are some cities that they use the term 'S.T.R.A.T.E.G.I.E.S.' as an experiential strategy for their future goals. "*The acronym 'S.T.R.A.T.E.G.I.E.S. stands for Service, Theatre, Research, Advert, Televised or Broadcast, Entertainment, Game or Competition, Interactive technology, Education and Set*" according to Smilansky (Smilansky, S. 2009: 123-127).

The idea of having a city full of events from a strategic approach, made today numerous cities positioned in international level as eventful. Such cities are Edinburgh, Barcelona, Paris, Montreal and Melbourne. What made them eventful cities? The systematic and organized strategic point of view concerning events and festivals, gave them a purpose, a vision of achieving big civic goals. In most of these cities, the concept of eventfulness was developing incrementally, by building their strategy around one Hallmark event (Richards, 2017).

There are some determinant factors on how a city could become eventful and those factors need a proper strategic development (Richards, 2010). As mentioned earlier it is imperative for a city to build a long-term plan if it wants to become eventful. Lots of cities can differ when it comes for culture, history, the development in financial level and the level of the society. However, those are the key factors that a city should consider when they develop a plan:

- Having locals involving with an effective way in this common effort, is one of the most important factors.
- Developing collaborations between various stakeholders plays also an integral part of such long-term projects. In this way, all the more cultural institutions will take the initiative to host and develop new events that will create the need of cooperation with other local organizations and independent groups of people, businesses and people who work in tourism as well as other communities.
- Planning for future: Cities should make such major developing plans in order to be preserved for many years and future generations.
- Setting aims and have clear objectives will determine the progression of a potentially eventful city.
- They have to include strong contents in their project.
- Letting artists act autonomously without the interference of any government. Each government should support and show independency from a political perspective when it comes for events and festivals. Thus, they should concentrate in the city's common benefits and not political benefits.

- Communicating and marketing the events is also essential for the success of an eventful city.
- Funding is always the dominant in this “game”. Without sufficient economic resources there will be a huge blow for such projects. In fact, the sooner the money will be put on the table the better project will be designed from the start.
- Having a Leader: Teams, committees, directors, what-ever the title will be, those who are responsible for such projects, they must have a clear vision on what they want to achieve, how they are going to do it and persuading off course all those who are related in this common effort.
- Make sure to increase the ways of accessibility for the events.

(see table 4)

1.5 Vision.

Eventful Cities who schedule a programme of events, must have a vision. This could be achieved from the successful collaboration of their stakeholders, because even though the vision of what they want to accomplish is set by cities themselves, the stakeholders are those who give their best efforts on fulfilling the city’s vision. In order to create eventfulness, events should follow a holistic way on their strategy (Richards & Palmer, 2010).

1.6 Stakeholders.

Using events to reshape dynamically a city is not enough for the benefits of all of its stakeholders. This is why it already mentioned that the city must focus on long-

term strategy concerning events and festivals so that they will be valuable for many years consecutively. This type of strategy many cities around the world select to emulate. Festivalization, as already mentioned, can be a government's tool to make cities become more attractive, increase civic pride and residents' urban identity. The plurality of stakeholders that participate in events, like city's authorities, private enterprises, volunteers and organizations that manage events create a collaboration which can be successful enough only in long-term goals (Richards, 2017). However, developing a city's plan and a strategy with a view of becoming an eventful city could take 20 – 25 years in some cases (Richards & Palmer, 2010).

What is more, stakeholders are those who participate in a significant level to the forming of cultural events, either economically or politically or even investing on their own in cultural events (Richards & Palmer, 2010).

As the percentage of events is growing, a wide range of stakeholders increases which could lead sometimes to conflicts among them. An example of such potential problems may appear to Mega - Events like the Olympic Games and the European Capital of Culture. Commonly, citizens themselves as part of indirect stakeholders express their dissatisfaction because sometimes events like the above mentioned are focusing more on economic benefits than sports and culture which is the essence at the end of the day.

Stakeholder can be anyone that affects or could be affected from an organization that completes their objectives (Freeman, 1984). More specifically, stakeholders could be divided in two categories. The Direct or Primary and the Secondary (Reid and Arcodia, 2002).

In the Primary stakeholders, people who visit events, musicians and artists along with professional companies, the municipality of the city/place that host the events, people or organizations who are sponsoring the events, volunteers and various types of associations who contribute by participating on festivals are included.

The Secondary consists of the government, various types of hospitality sector, restaurants, suppliers that come from the cities that organize events and contribute

with their products, the means of media and professionals from the world of journalism and magazines (Larson, 2004).

Managing a city full of events could be accomplished by the direct, the indirect stakeholders or in with a collaboration between those two (Richards & Palmer, 2010).

1.7 Destination Management Organization (D.M.O.)

It goes without saying that year by year cities experience a huge competition as preferred destinations. They must have an advantage that will affect positively the potential visitors in order to be chosen by the latter as a touristic destination. That's why cities that want to be recognized internationally as eventful cities must have or create an official D.M.O. A highly successful Destination Management Organization will make such cities destination leaders (Bornhorst et al, 2010).

According to researches that have been conducted, there are three key factors that make a destination and it's D.M.O. successful (see table 5). The input the process and the performance variables. However, without a successful D.M.O., a city will probably fail to become a top destination for tourists. For this reason, a successful D.M.O. is characterized by good relations between stakeholders, organized activities ready to be operated, financial resources and a control concerning the aftermath performance of the events and festivals (Bornhorst et al, 2010).

1.8 Funding.

Usually, the responsibility of funding major events that are hosted in a city is taken by the public sector. Sometimes the latter funds less popular events too. However, cities find themselves fighting challenges that may occur when there is an increasing tendency on new events, thus, they will have to spend more financial

resources. Therefore, they have to examine their choices in order to see which of the potential events must be funded and which not (Richards & Palmer, 2010).

Another crucial financial resource for the events, are sponsors. In addition, cities could use a part of charity's incomes so that they will provide a feeling of trust to their stakeholders and ensure that some of events can provide also ethical values (Richards & Palmer, 2010).

1.9 Volunteers.

Previous researches have indicated that the volunteers of events and festivals differ in a significant level from other cases of voluntarism. It is worth mentioning, that there are partial unique characteristics that have been noticed for the former. What is the definition of a volunteer? A volunteer is an individual who is registered and/or is willing to offer his/her services without waiting to get any kind of economic benefits in return. However, many volunteers would like to achieve some individual goals through voluntarism. Unfortunately, there are others that participate in events with a view of gaining some rewards (Getz, 2005). Regardless, the majority of volunteers are very important factor in building relationships like teams do, for achieving long-term objectives (Richards, Colombo, 2016).

1.10 Open and close spaces

When it comes to organizing events, one of the most important facts is to find spaces where participants can gather around and feel the co-presence in the same place. When cities form these places, they have to bring it to life, make it vibrant and put the participants in this ambiance. Cities are competitive when they do have town

squares, malls, big sports arenas and buildings either public or private. Animating such spaces needs a good management. That's why such locations have to include a harmonic fluency of events otherwise, it might lead to stressful or disappointing circumstances (Richards & Palmer, 2010).

1.11 Visibility.

"Visibility" is one of the most important factors for increasing visitors' attendance. Thus, choosing a location that is visible is of high importance for the operation of Events and Festivals. Usually, this point of view is focused more on open space events (Getz, 2005).

1.12 Accessibility.

Another factor that is correlated with the visibility is accessibility. Visitors must have an easy access to the venues that events and festivals are being held. They should be able to use various means of transport where they would access directly the location of the events. Provisioning extra parking places in major events is one very good effective strategic plan. That's why sports arenas are having big parking spaces disposable. However, a city should predict having adequate parking lots around other public open spaces in order to support events on such areas as well (Getz, D. 2005). Without proper transportation planning, tourists will not be able to attend to multiple events and therefore, this will lead to a series of negative impacts.

1.13 Crowd and Risk Management.

During events that attract a large number of visitors, caution measures must be taken in order to work everything fine and avoid various hazards. Crowd management has to do with the safety and the participants health. The organizers must find several ways to control the mass of participants and their safety. One way to do it is to have a proper number of security forces hired. Having emergency exit signs readable in clear sight is important for directing people potential hazards such as fire. Another thing that may cause crushes to overcrowded places is when events do not use reserved seating. Thus, a lot of people would try to claim the best seats. What is more, queuing is first potential problem that organizers must control because it is the first impression that makes visitors have a great time. If they feel frustrated from the bad queuing process, then this will probably affect their temper (Getz, 2005). For this reason, events should form a strategy to split large number of people as Paris does. In Paris, there are events, art galleries, exhibitions where the hours of operation for those who booked online tickets is earlier than the rest of the public who will buy tickets the same day of such events in tickets vending stations. As a result, the former will skip the line and this will help to bring balance in crowded places (https://booking.parisinfo.com/il4-paris_p41-skip-the-line-tickets.aspx).

When it comes to management, cities have to consider risks. The reduction of potential costs, economic losses, setbacks for an eventful programme coordinated by the stakeholders are included in risks that a city has to take, if it wants to be positioned internationally as “Eventful City” (Getz, 2005).

1.14 Social Media.

The role of social media is very significant nowadays in the event tourism. Posts on Facebook, videos uploaded on YouTube, photos on Instagram and the use of Twitter is an excellent way to promote various events. Even if a city organizes a festival

that will last only once, it has to be promoted in such a way so that the visitors will feel that it is a festival that they must see (Hall, C. M., 1992). A research that was conducted by an IT supplier in Ehterlive has indicated that more than 90% of success to their event was due to the use of social media by the participants (Hassanien & Dale, 2013).

A combination between event marketing and Social Media leads to a friendly ambiance and “partnership” that creates a strong bond for the events and their target groups in all phases of an event. Social Media is mean to build good relationships between communities, create forums where discussions for further improvements could be made and provide to the public a small taste of the experiences potential visitors could get throughout videos and images (Kriva & Malama, 5th I.C.C.M.I., 2017).

1.15 Sustainability.

When cities develop event programmes they have to consider the duration of sustainability. The latter, is connected to the events and festivals that should preserve a continuation and not being a one-time event. Sustainability also refers to the environment. However, it doesn't mean that events and festivals must avoid harming the environment itself. It also means fulfilling other goals as well. One of these goals is to ameliorate the relations of stakeholders through the use of media in order to expand their organizing plans and attract more and more attendees. Another one has to do the society. If locals feel that the events and festivals create a social inclusion and improve their quality of life in terms of equality, then they would feel proud about their culture, thus, they will feel sustainability in social level as well (Richards & Palmer, 2010).

2. Confirmed eventful cities.

2. 1 Edinburgh

In the United Kingdom, there is a long history of culture, events and festivals for ages (Allen et al, 2005). Their cultural tradition ameliorated the lives of residents inside the society by the help of upgrading urban spaces and the co-existence between civilians with different cultures. Lots of their events still celebrated today, are owed to their multicultural identity (Palmer & Lloyd, 1972).

A great example of how an eventful city should be is that of Edinburgh, if they want to achieve their goals and enjoy all the benefits. The festivals of this city play an integral part for its culture, its economy along with the public image that promotes. The percentage of occupied hotels are over 75% during the International Book Festival with the 36% of visitors being locals. What is more, is that Edinburgh uses many of its festivals to improve the city, create activities for the public hence, increase the participation of the audience, create collaborations with stakeholders, give students the chance to get educated in multiple fields and finally meet civic objectives (Graham Devlin Associates, 2001).

Edinburgh gained a recognition in global level as a “festival city” although more than 40 cities are also positioning themselves as festivals cities. It hosted so far 12 International Festivals that have proved beneficial for its visitors and the incomes of this city based on the positive visitors’ experiences (Todd et al, 2017).

Edinburgh is also a city that can be characterized as “festivalized city” due to the fact that it runs various events and festivals on a daily basis that are proved beneficial for their local and foreign audiences. What makes this city “Eventful”, is the fact that it hosts the biggest and internationally recognized art festival of all the cities of UK (Richards & Palmer, 2010). Since Edinburgh has a long history of events and festivals and the city’s positioning is “Eventfulness”, it is very common to see other cities borrowing - copping initial ideas of Edinburgh’s festivals and reorienting them for their

own benefits. Manchester for example is one of the cities that its International festival was definitely affected by Edinburgh.

Moreover, what makes this city stand out, is the fact that it knows how to make good use of its events programming. It makes it so vibrant and popular that would rightfully deserve to be positioned as a leader festival city around the world. With great programming comes liveliness and recognition (Richards & Palmer, 2010).

The use of websites that are all included as links under the umbrella of one central website (D.M.O.) concerning the events is what gives Edinburgh the Identity of Eventful city. By visiting eventful-edinburgh.com locals and visitors have the opportunity to be constantly informed about the things that are happening in this wonderful city (Richards & Palmer, 2010).

2.2 Barcelona

Barcelona is also another case of an eventful city. It is earning so much things with the use of events. The marketing sector along with the way it is promoted and the constant development are all positive results of the events and festivals (Smith, 2012). The World exhibitions and the Olympic games on 1888 and 1992 respectively managed to give a new image to Barcelona and today it is considered as a capital of culture in the Mediterranean. By hosting the Olympic games at 1992, Barcelona took completely advantage of this Mega – Event in order to revitalize the city and bring the modernization and the amelioration in the quality of life of its residents (Richards & Palmer, 2010).

Seeing the positive impact of the events mentioned above, Barcelona decided to move on another big event. The Universal Forum of Cultures at 2004. An event that contributed to Barcelona's sea front upgrade and it was sponsored by UNESCO. It was a year-long event that was successfully accomplished thanks to the network that Barcelona as a city had created (Richards & Colombo, 2010).

The fact that Barcelona has some Mega Events happening around urban spaces, gave the city the opportunity for a great urban revitalization, increase their festivals and create more specific strategies on market about them. As a result, this leads to a festivalization of the city's spaces (Richards & Palmer, 2010).

2.3 New Orleans

Since the 1980s, Superdome, the Riverfront Mall, the Ernest Morial Convention Center, the Aquarium of the Americas, and a variety of other tourist attractions in the city has hosted many mega-events, including the 1984 World's Fair, periodic Super Bowls and (Nokia) Sugar Bowls, the NCAA basketball tournaments, the Jazz and Heritage Festival, and the Essence Festival (Lauria, Whelan, and Young 1995). This is the reason why there is a significant increasing number of hotel rooms from 4,750 to more than 33,000 from 1960 until 2004 respectively. The New Orleans Jazz and Heritage Festival and the Mardi Gras, are also two major events-festivals that make the Big Easy well – known internationally (neworleans.com). All these events and festivals are orchestrated and promoted under the umbrella of their official D.M.O. website “neworleans.com”. A website where residents and visitors can access and be informed about all the events and festivals depending the month the season and the content of the event – festival itself.

This city lives to celebrate events and festivals. That's how they live. Each year they organize hundreds of festivals related with sports, entertainment and culture. They are also experts concerning the support, organization and execution of an event or a festival (<https://www.nola.gov/special-events/>).

3. Thessaloniki: First steps on becoming an eventful city.

3.1 ECOCT97

This is where it's worth mentioning Thessaloniki's efforts so far that have been done so as to become incrementally an eventful city in the future. Cities all over the world are all the more take advantage of their cultural assets with a view of creating or changing their image, boost their economy and affect positively their new form of society and culture. For this reason, many of them seize the opportunity of huge and famous events like the European Capital of Culture (ECOC). ECOC was a remarkable idea that was conceived by Melina Merkouri in 1983 who was the Minister of Culture at that time. The main idea was to declare every year a European city as ECOC. This huge event over the years gave to the world the opportunity of exploring various cultures that were all part of Europe and made Europeans feel pride while their sense of belonging under the same "cultural roof" got bigger. In 1985 The European Commission embraced this idea and at the same year, Athens was the first that was named European Capital of Culture (Richards & Palmer, 2010), (European Commission, 2016).

Thessaloniki made its first steps on becoming an eventful city on 1997. It was the year where it was named as European Capital of Culture (ECOCT97). Given this opportunity, the former, hosted a great number of activities. Specifically, over 1300 events and documentaries were organized and executed, while more than 50 books and magazines were available to public (Antonis, 1998), (Theodoridis, 1998). The majority of the events that were organized in Thessaloniki were related with music and exhibitions (see table 6), (Deffner & Labrianidis, 2005).

ECOCT97 was a new way to present cultural activities. It organized many workshops and special - formed halls where all kinds of people and especially children around the world had the opportunity to have fun and educated themselves by taking classes on foreign languages and other types of recreational activities. Furthermore, it highlighted and divulged the "Greek Diaspora" as part of global history and organized a numerous of activities for people with special needs. Thessaloniki is a city

that comprises of many ethnicities – nationalities for lots of years until today. Apart from Greeks, Jews people as well as Turks were the majority of the people that were living in Thessaloniki. During ECOCT97 over 80% of the events seemed to focus on its residents, thus, a multicultural audience (Deffner & Labrianidis, 2005).

3.2 TIF – HELEXPO

A great chapter for Thessaloniki's history of events and festivals is that of TIF – HELEXPO. TIF – HELEXPO is an institution – organization established on 1926 after the proposal by the minister Nikolaos Germanos and it plays an integral part of the city's financial income for more than 80 years. It hosts a great number of events and festivals annually. Thessaloniki International Fair, Philoxenia, Hotelia, Detrop - Oenos, Agrotica and Thessaloniki International Book Fair are few of the most well – known events and festivals where Greeks, Balkans as well as other people around the world visit them either as audience or as exhibitors. (<https://www.helexpo.gr>). Thessaloniki International Fair is a huge event and thanks to its exquisite organization chart (see table 7), it makes lots of stakeholders participate and communities of the city support it with a view of affecting positively not only the economy, but also the cultural and the social environment of this city (Getz, 2012). That is why it is considered as a Halmark event and as the city's landmark.

3.3 Thessaloniki's D.M.O.

For every city that wants to be recognized as eventful, there is a fundamental element that must have in order to be considered as an eventful city. That is the Destination Management (or/and Marketing) Organization (D.M.O.). Each of the previous cities that have been mentioned have at least one D.M.O. where residents and tourists can visit their main website and get informed about every hotel, place, restaurant and of course event and festival that is happening the whole year (Bornhorst et al, 2010).

Thessaloniki uses as a D.M.O. the “Thessaloniki.travel”, an official website where everyone can learn about the city’s culture, explore the city itself and of course its annual events and festivals calendar. “Thessaloniki.travel” is an essential part of Thessaloniki Tourism Organization (T.T.O.), an organization without profits that promotes Thessaloniki’s region to the people and the city’s potential visitors (Thessaloniki.travel).

What is more, Thessaloniki.travel gives the opportunity for visitors to read all the useful information in 8 different languages. They can also be informed for crucial events that happened in the past or/and still happening each year such as the Thessaloniki Food Festival that started in 2011 as an effort to promote the local gastronomy and connect it to Thessaloniki as an alternative form of tourism. That of culinary tourism (Chatzinakos, 2016).

Another landmark event is the Dimitria Festival. A Festival that started around 10th century A.D. and thrived on 14th century. It took its name as an honor to the patron saint of Thessaloniki, “Saint Dimitrios.” This is a festival where workshops are held, dancers, actors, poets and various individuals from the world of art and culture are performing and create a cultural pluralism in Thessaloniki (Thessaloniki.travel).

Furthermore, Thessaloniki.travel gives the opportunity to the public to be informed about another great event that counts lots of years as well and that is the Thessaloniki Film Festival (TiFF). It is a famous festival where film fans and not only can find different film categories to watch if they visit Thessaloniki each November (Kavoura et al, 2020), (Wikipedia.org).

Finally, a great event that’s worth participating is the “Thessaloniki Walking Tours”. A team that is cooperating and organizing walks throughout the city with specific themes that features the city’s culture and products that make this city a cultural destination concerning the field of tourism. (Kavoura et al, 2020), (Mavini, 2020).

4. Methodology

This survey aims to explore if there is a possibility for Thessaloniki to become and introduce itself to the public as an eventful city in the future, like other cities do around the world. Thus, a thorough research had to be carried out with specific steps in order to reach on some conclusions.

For this research, multiple styles and techniques have been chosen. First and foremost, as it is already mentioned, the general research question was “Is it feasible to turn Thessaloniki from a city with events to an Eventful city?”. However, in order to reach on this conclusion and see whether the data prove or refute this hypothesis, it was necessary the creation of 4 sub-questions with a more specific goal to be explored. Therefore, the creation of those 4 questions are the following ones:

1. Why Thessaloniki needs and could become an Eventful city?
2. What is the planning and management of the events from the city’s main organizers?
3. What are the basic barriers that city needs to overcome, with a view of becoming incrementally an eventful city?
4. Are Thessaloniki’s main organizers and residents willing to cooperate and attend respectively in the creation of new events and revitalization of more urban places?

These questions were formed after an elaborating study of the literature review about other examples of eventful cities. To continue with, a lot of researches depending the nature of their subjects, usually are carried out either with qualitative or a quantitative methodology. For this master thesis it was deemed necessary a mixed type of both qualitative and quantitative methodology with a view of proving or refuting it.

Since the main research question required a hybrid method for data to be collected, there was a process of 3 interviews by distance for 3 individuals – representatives of entities - institutions that play an integral part for some of

Thessaloniki's main events and festivals. The 1st one (i1) was for TIF - Helexpo, the 2nd one (i2) was for a member of the Municipality's Events and Festivals Department and the 3rd one (i3) was for the Scientific Director and responsible of the Festival of Multilingualism, a festival that is organized and carried out in collaboration with the Department of Programs and Lifelong Learning of the Directorate of Education of the Municipality of Thessaloniki.

Furthermore, a questionnaire was formed also for the public (P4). The latter represent individuals of all ages that they are living as permanent residents in Thessaloniki. The majority of the questions for all of the 4 samples are the same or similar in way so that they could point out the most important information for the 4 research sub-questions in order to provide answers for the main topic this master thesis (see figures 65 – 70).

4.1 Primary and Secondary Data

To be more specific, primary and secondary data were used in order to collect all the necessary answers that needed for the empirical approach of this master thesis. Academic books, articles and journals published in online research sites such as emerald.com, researchgate.net, tandfonline.com and academia.edu, along with websites of eventful cities were the secondary data that contributed for the literature review collection. Thus, the creation in google forms of a questionnaire for the public with checkboxes, linear – scale and multiple questions and the close ended and open-ended interview questions for the representatives respectively, was the approach that was used for the collection of useful information as part of primary data.

The choice of these combined techniques was taken because it was such the content of the research. It is worth mentioning that before the final survey for the public, a pilot-testing process was executed so as to spot any drawbacks – mistakes that would corrode the conclusions. As a result, it was imperative that the data contain information from organizers and experts of events, while people would also play a

crucial role, as the events and festivals are made for those. To put it simply, the collection of secondary data is going to be crossmatched with the collection of primary data.

The construction of the questionnaire and the interview questions as it is mentioned above, were created to serve a purpose. Each of these questions correspond to one of the four sub-questions of this research (see figure 71). Therefore, from the first two interviewers [(i1), and(i2)], (see figures 52 – 61) questions 1,2 and 4 correspond to sub question 1 as an effort to justify the reasons that could make or not Thessaloniki an eventful city. Questions 3, 5, 6, 7 and 15, correspond to sub question 2 with a view of testing the planning and management skills for events and festivals form the city's main organizers compared to other examples of existing eventful cities. To continue with, interview questions 8, 9, 10, 11 and 14 correspond to sub question 3 as it is necessary to be pointed out any cons, drawbacks, mistakes and problems in general that stand as obstacle for the city's transformation to an eventful city. Finally questions 12 and 13 correspond to sub question 4 and their purpose is to examine whether there is a common consent between the main event organizers and residents to proceed to an urban revitalization that would also create new events.

Concerning the 3rd interviewer (i3), (see figures 62 – 64), questions 1,2 and 4 again correspond to the 1st sub question of the research. These questions are aiming to justify again why Thessaloniki could be an eventful city in the near future. To continue with, questions 3, 5 and 9 are made to cover sub question number 2. Those questions were formed in order to examine the management and planning of a remarkable festival directly from an organizer. Thus, the answers are going to be first-hand and it they will be considered as very reliable information. Furthermore, questions 6, 7 and 8 correspond to sub question 3. In that way, the 3rd interviewer will point out again any difficulties – problems that the city has to overcome in order to put itself to the truck of becoming an Eventful City. Finally, again question 8 corresponds as well to sub question 4. With this question, an opportunity is given to explore whether two organizers- stakeholders can agree to collaborate for the city's festivals, its residents and visitors benefits.

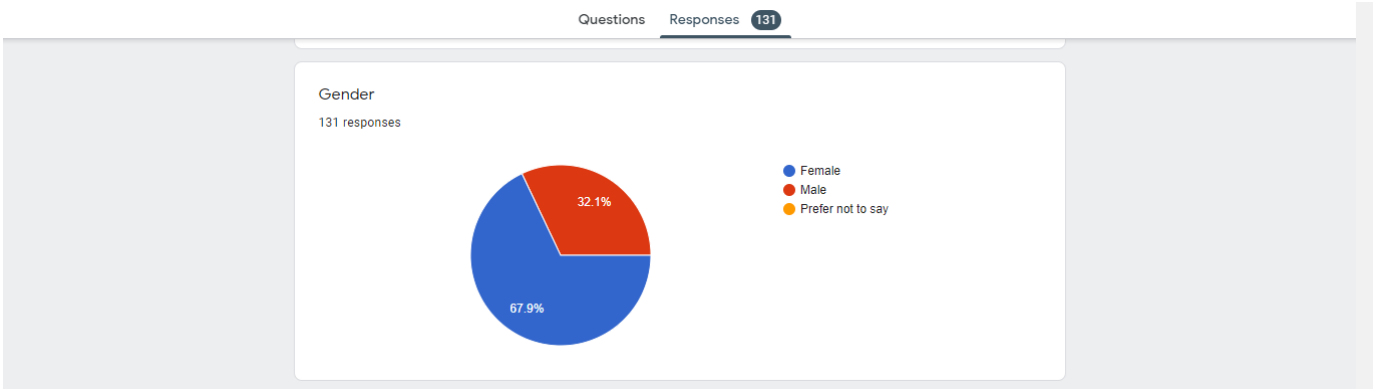
Last but not least as it's already mentioned a questionnaire was created, (see figures 65- 70) for the public. It was imperative for the public express its opinion, as their answers would come to an agreement or to a disagreement with the answers of the organizers and off course with all the literature review that was collected about turning a city with events to an eventful city. Again question 1 and 2 were formed for sub question 1 as an effort to justify why this city deserves to be an eventful city. Question 9 was made for the sub question 2, in order to examine and cross match whether the city's events and festivals organizers are doing a great job or not with the feedback of the public's opinion. The questions 3, 4, 5, 6 and 10 were formed for sub question 3. In that way, a great sample would be concentrated on what are the basic problems that the city has to solve, so that it could follow the footsteps of other cities in order to become eventful. To conclude, questions 7 and 8 correspond to sub question 4. Those questions would provide useful information on whether the public is willing to make good use of new upgraded urban places and events and festivals.

5. Data Analysis & Discussion

5.1 Questionnaire for Public

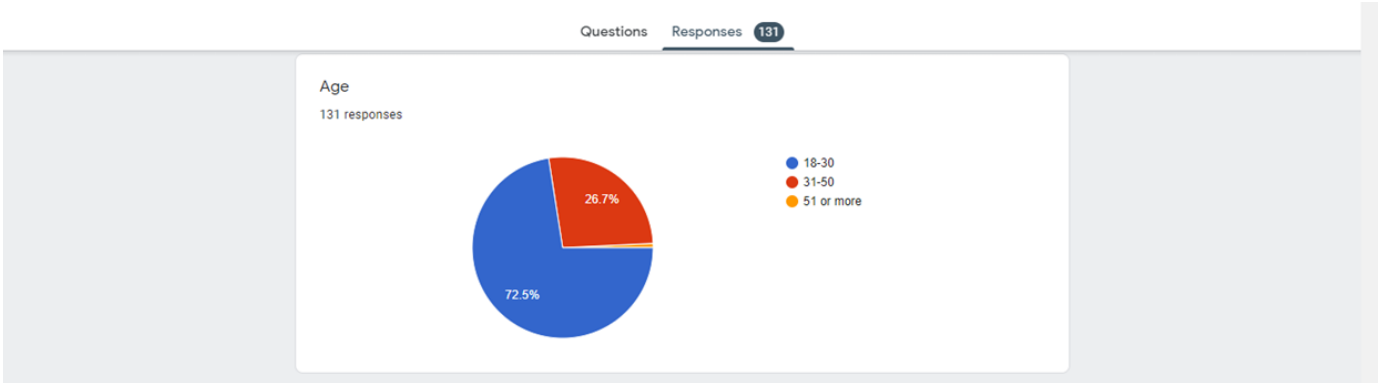
As it's mentioned earlier, the collection of primary and secondary data was crucial for this research. Thus, the data that have been collected are 3 individuals who represent an entity- institution that hosts or organize important events and festivals and a sample of 131 people, residents of Thessaloniki. The latter could be analyzed in detail by the following stats.

Therefore, starting from the demographics of this sample, concerning the gender, almost 68 % was Female while the 32% was Male in (figure1).



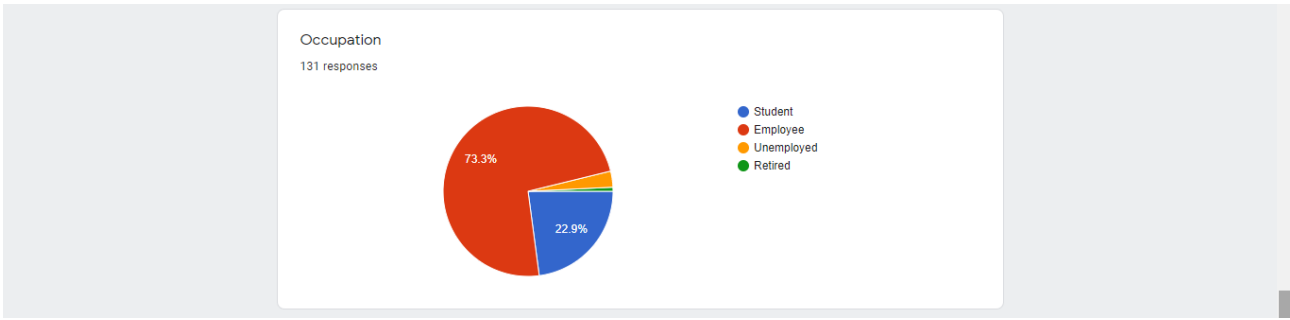
(Figure 1. Demographics a)

As for the ages, there was a division on 3 categories. Thus, as figure 2 shows, 72,5% of them was between 18-30 years old, 26,7% was between 31-50 years old while there was 1 individual that was mor than 50 years old.



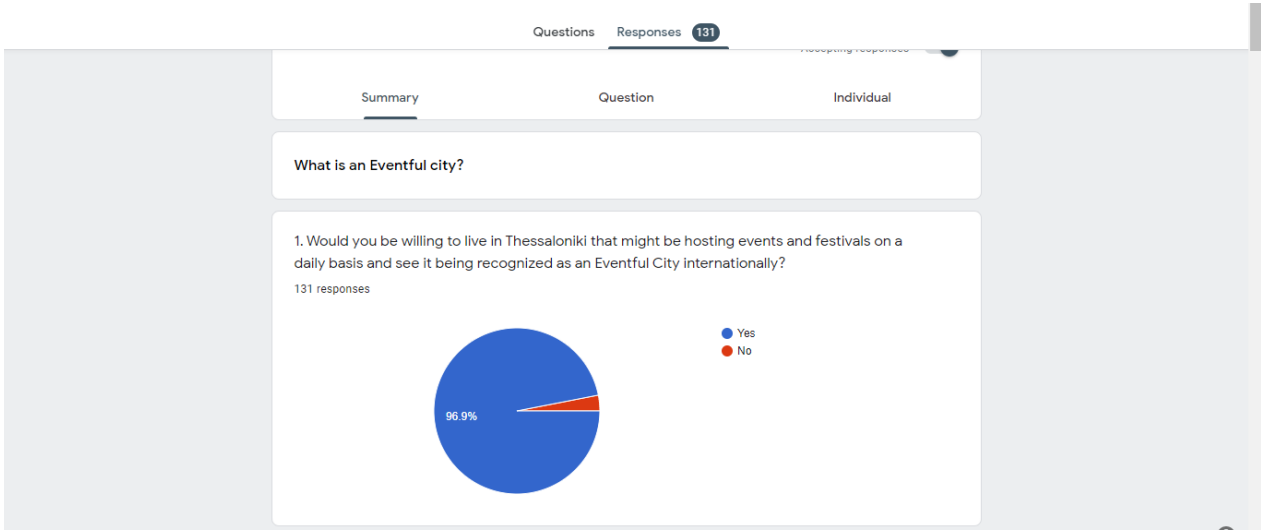
(Figure 2. Demographics b)

For the last part of the demographics, there was a division again on 4 categories concerning their current occupation. Those 4 categories were Student, Employee, Unemployed and Retired. According to figure 3, one individual was in retirement, 73,3% are employees, 22,9% are students while there was 3,1% of unemployed.



(Figure 3. Demographics c)

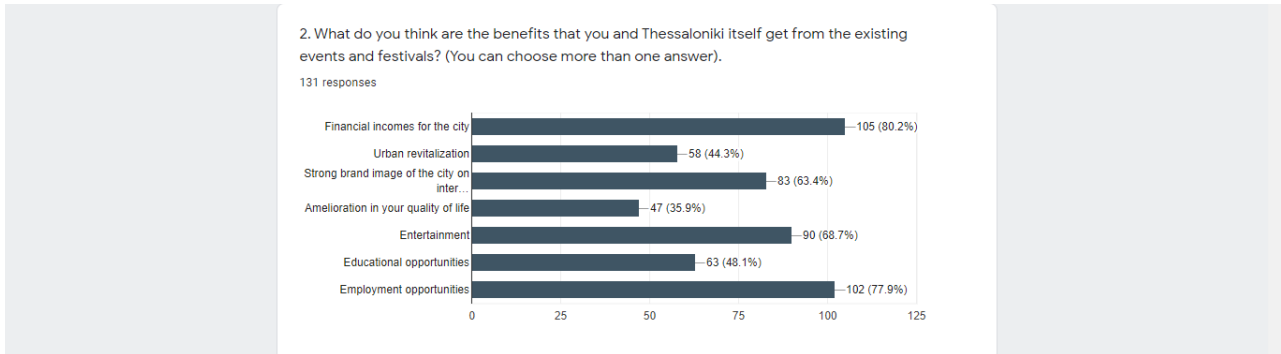
According to the literature review of this research, there are several criteria that are considered as prerequisites if a city wants to be recognized as an Eventful city. One of the basics is if the residents themselves want their city to be promoted as an eventful city. Thus, figure 4 shows that almost 97% of the residents would welcome the idea of having a city introduced as an eventful city internationally.



(Figure 4. Placing Thessaloniki as eventful city)

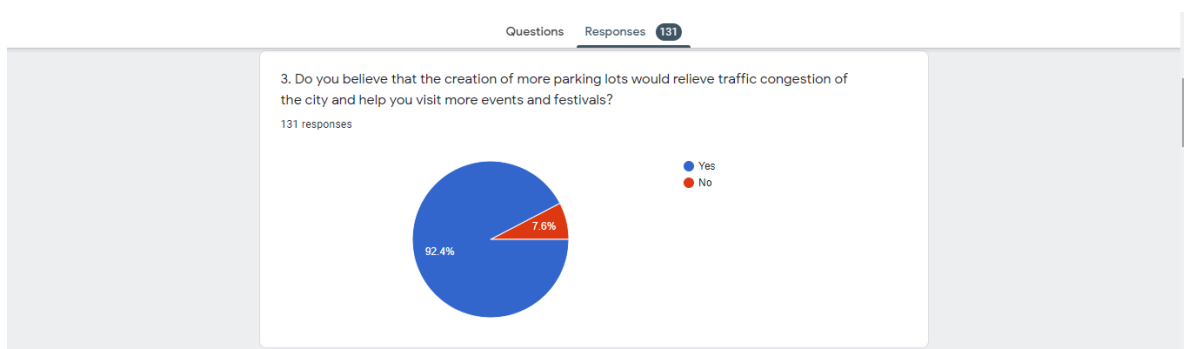
Concerning the existing events in Thessaloniki, it was asked to the public to express their opinion about what are the benefits they get along with the city. It goes without saying that most of them notice a financial income effect as well as an upgrade on the city’s strong brand image. In addition, they think that entertainment and employment opportunities are also positive effects of the existing events and festivals

which comes totally in an agreement with the literature review. Nonetheless, an eventful city provides also high urban revitalization, amelioration in the residents' quality of life and educational opportunities, things that lacking from the city. (see figure 5).

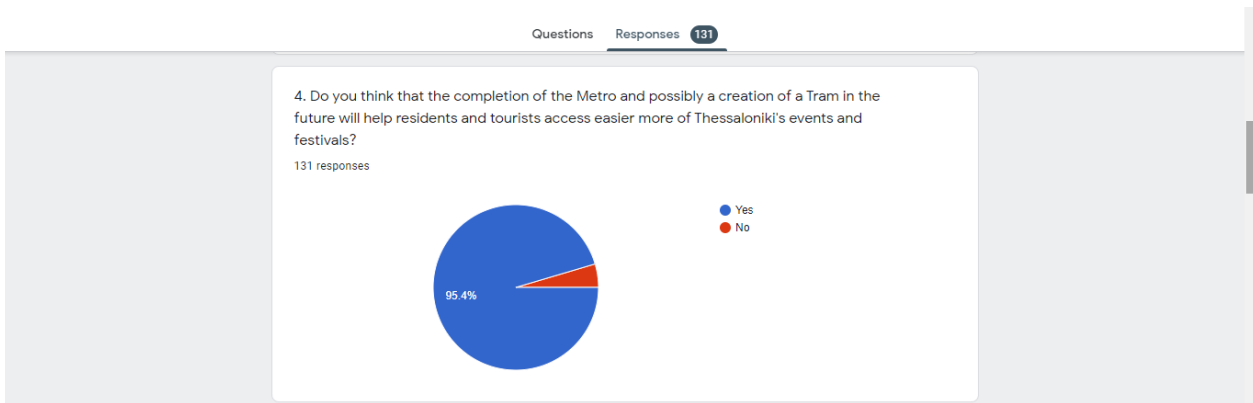


(Figure 5. Events and festivals benefits)

Transportation and accessibility are two major key factors that help eventful cities to be considered successful. According to the research results this comes to an agreement with the majority of this sample, as the 92,4% (figure 6) thinks that having more parking lots will be beneficial for the increase of the attendees and reduce of traffic congestion, while 95,4% (figure 7) totally agrees to the existence of a Metro in Thessaloniki and/or the presence of a Tram potentially.

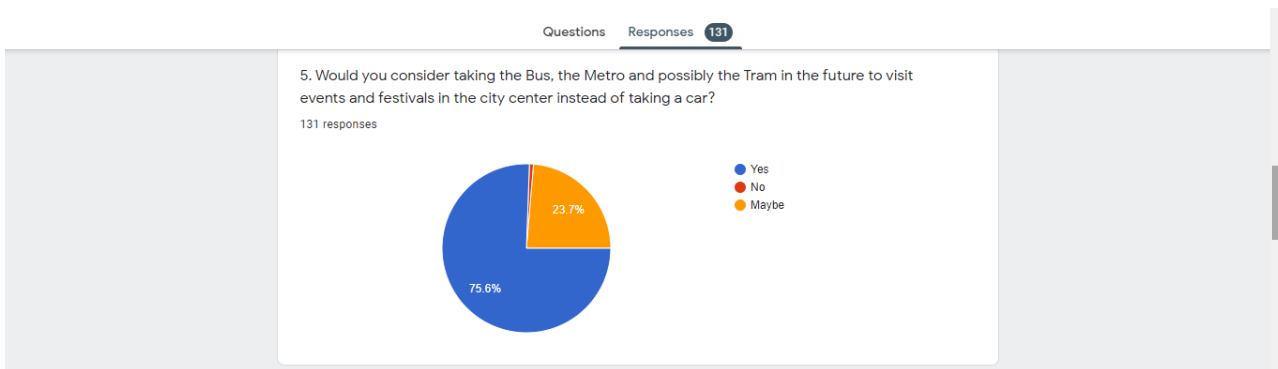


(Figure 6. Public's opinion for the creation of more parking lots)



(Figure 7. Public's opinion for city's transportation)

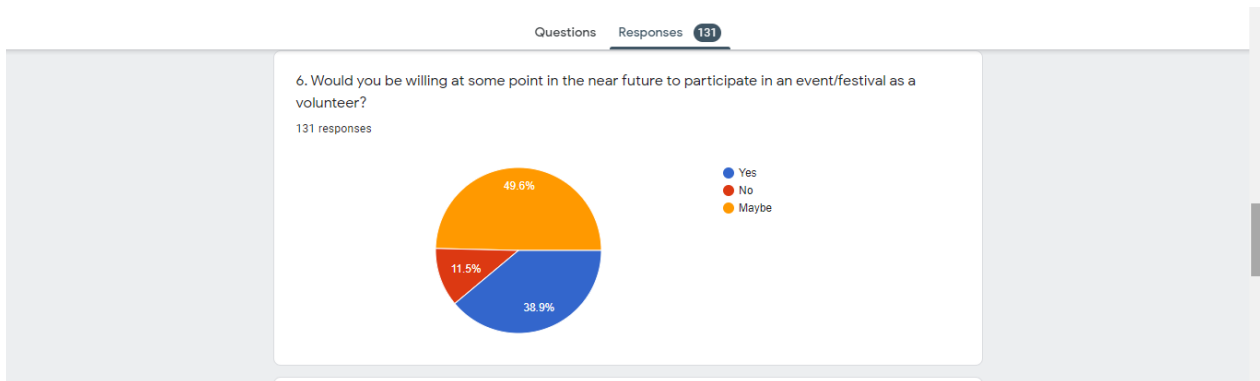
If the city chooses to upgrade for good the means of transport, then willingness and motivation will be positive enough for the attendees of events and festival. In that way, not only Thessaloniki will witness an increase of visitors for the events and festivals, but also it would help them to make good use of the transportation and as a result, bring sustainability on the environment by reducing the use of cars in general (see figure 8).



(Figure 8. Public's preference for city's transportation)

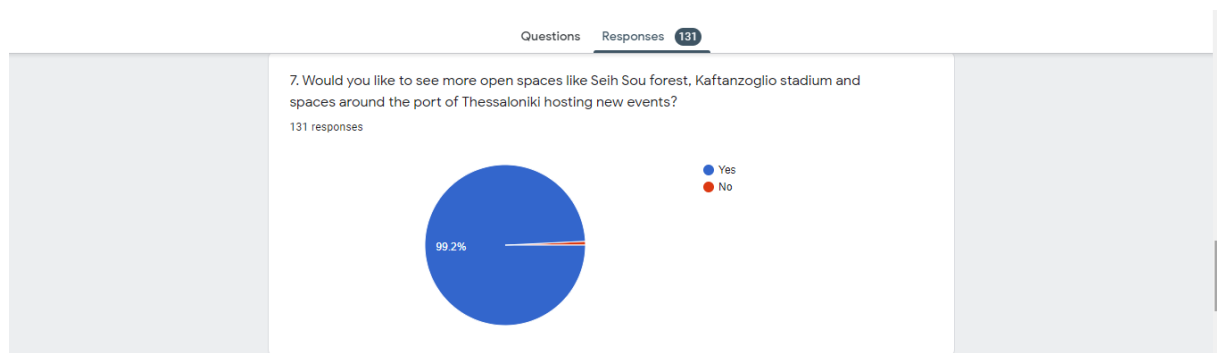
Based on the example of other eventful cities, volunteering plays an important role on running an event or a festival successfully. In this part, surprisingly the willingness of the people that were asked to participate at some point in the future as a volunteer was below the expectations. It showed a contradiction with the percentage of the same people that wanted Thessaloniki to be recognized as Eventful

City internationally. The 49,6% shows that almost one out of two might not participate as a volunteer by answering the option maybe (see figure 9). Only 38,9 % answered Yes and the rest answered No. Thus, it is a stat that perhaps needs to be examined elaborately and see whether people who answered maybe, they expect something in return like a financial reward in order to participate, which is something that according to literature review isn't the definition of voluntarism (Getz, 2005).



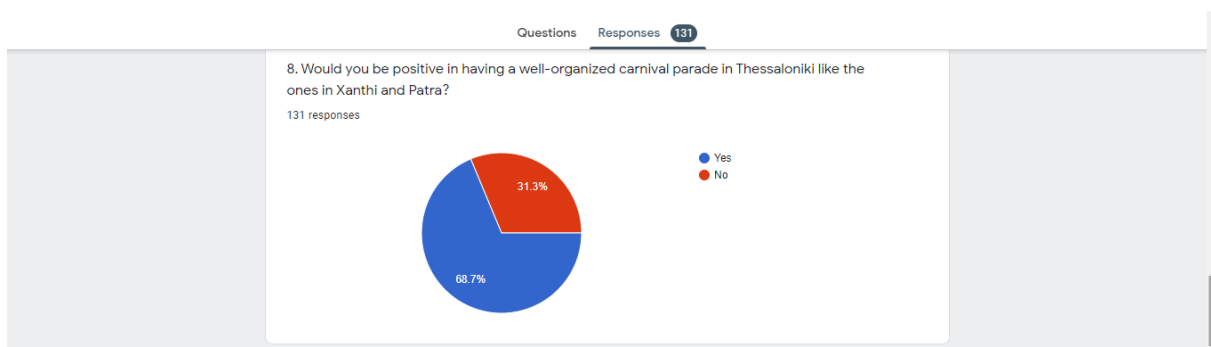
(Figure 9. Public's willingness for volunteering)

One of the goals that eventful cities have to fulfil is the urban revitalization and rejuvenation. Figure 10 shows that people want in a huge percent of 99,2 to see more open spaces get upgraded and host new events and festivals that will help also to ameliorate the image of neighbourhoods inside Thessaloniki.



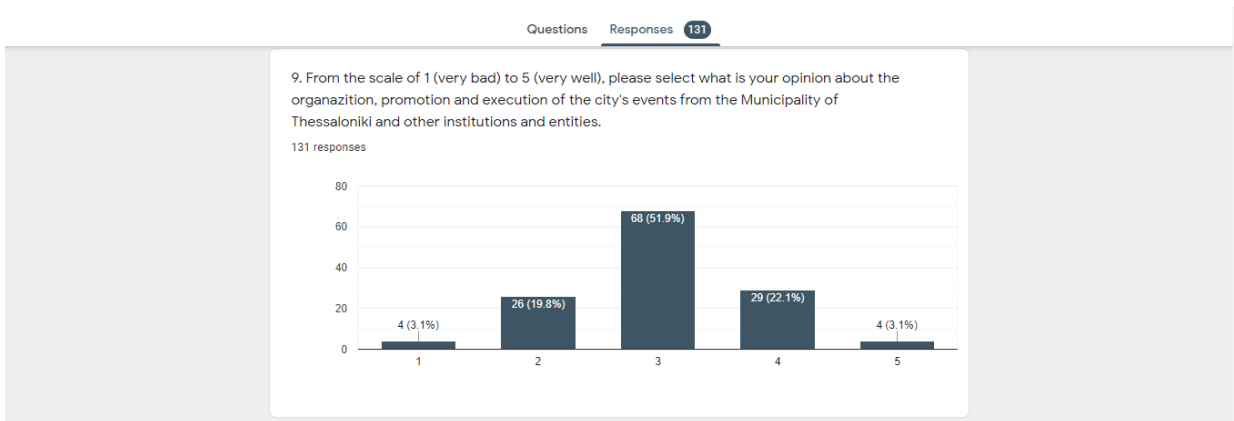
(Figure 10. Public's reaction to new events at new open spaces)

Question 8 was formed to see the opinion of the residents in relation to the creation of an organized carnival parade like those of Patra and Xanthi. It was necessary to have their opinion, because all the eventful cities have such carnivals each year. Edinburgh and Barcelona have their own carnivals, New Orleans has Mardi Gras. Thus, if Thessaloniki want to become an Eventful city, it surely must have one as well and the stats shows that 68,7% want such an event (see figure 11).



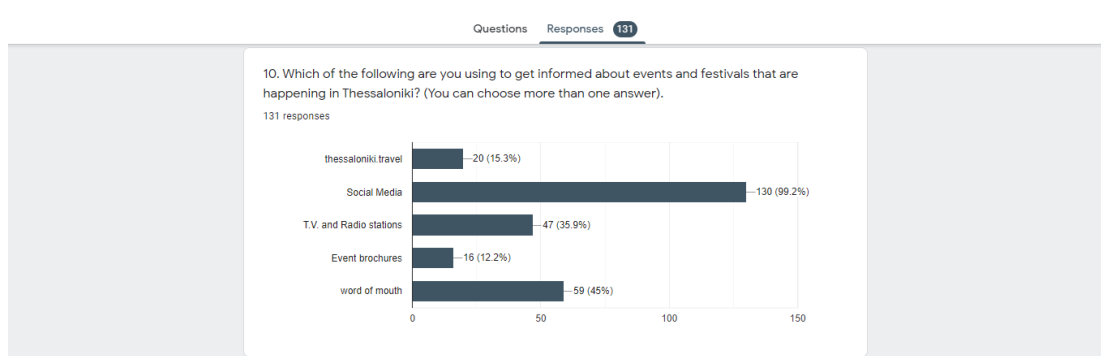
(Figure 11. Resident's reaction to a creation of carnival)

The proper organization, planning and management of events and festivals by the main Institution – Entity (usually the Municipality of the city), is really important concerning the success of cities being considered eventful in the long-term. Therefore, question number 9 for the citizens (figure 12), shows that The Municipality of Thessaloniki is in a mediocre level of the aforementioned.



(Figure 12. Resident’s opinion about organization and promotion of events)

In the field of planning and organizing again, it is imperative that an Eventful City promotes their events and festivals in various ways so that it can be noticed by the potential visitors on international level. Thus, while Social Media (Facebook, Instagram) is on the top, the word of mouth and TV advertisements along with radio stations are also an alternative way that people choose to get informed about events and festivals (see figure 13), it is worth mentioning that Thessaloniki’s official D.M.O. (Thessaloniki.travel) needs a lot of work as only 20 out of 131 individuals know about its existence. It surely needs to get advertised much better, because in most of the Eventful Cities, it is the cornerstone that helps attract more and more visitors each year from abroad.



(Figure 13. Types of media for the promotion of events)

5.2 Interviewer No.1 (i1).

The first interviewer is a really important representative of events and festivals that are happening in Thessaloniki. Mrs. Traptioni represents TIF – Helexpo. One of the most important institutions – organizations in Thessaloniki that hosts numerous events and festivals each year including the Halmark event of Thessaloniki International Fair. Her answers in questions 1, 2 and 4 (see figures 14, 15 and 16), can justify Thessaloniki's rich history about the existence of various cultures along with some important events and festivals. She underlines that probably in a decade this city will change positively by ameliorating the transportation system and the alternative ways of accessibility, like the airport and the port of Thessaloniki. By mentioning the creation of a new Exhibition center, it points out their vision. In question number 4 she explains the benefits that the city and its residents get from the events and festivals. The majority of those come to an agreement with the publics' answers and the literature review of this research.

1. What makes Thessaloniki so cultural and special that hosts a great variety of events each year?

1 response

Thessaloniki with such a long history through the centuries is a live monument itself. With over 2000 years of culture and its mixture of civilisations and nations -Ottoman, Greeks, Jews, etc. - is an ideal "venue" for cultural events. The existence of Thessaloniki International Fair during the last century along with the International Festivals of Film and Documentary are assets to the event portfolio of Thessaloniki.

(Figure 14. Thessaloniki as a cultural and special city i1)

2. What is your vision about Thessaloniki concerning its events?

1 response

We believe that Thessaloniki will be quite a different city in the next 10 years. The completion of the great infrastructure projects, such as the airport, the port, the metro network and the new exhibition centre will totally change its image as a city of events.

(Figure 15. Vision of the events in Thessaloniki i1)

4. What are the benefits that the city, its residents and stakeholders get from the events?

1 response

Apart from the evident benefits of the events that affect mostly the organizers of an event (Venues, PCOs, Exhibitions Companies, AV companies) there are many benefits that are not so obvious. Those are the benefits that affect the peripheral services of an event such as accommodation, transfer, retail, catering, etc. And also the effect on the employment is another factor to be considered.

(Figure 16. Benefits from events and festivals i1)

Moving on to questions 3, 5, 6, 7 and 15 (see figures 17, 18, 19, 20 and 21), their answers are interesting in relation to the literature review. Q3, contrary to the literature review, it shows us that there isn't only one main organizer for the whole calendar of events and festivals of the city. Multiple institutions- entities are engaged in this procedure. However, in Q6 and Q7, when it comes to crowd management control, the preparation of the exhibitors for their products presentation, the promotion in general of TIF – Helexpos' events and festivals they are well-organized. In Q5 we observe that the participation of volunteers is good enough relating with the lower participation of stakeholders. That's why she mentions that an emotional motivation and a better promotion for long time period events could help the latter increase their presence in the coming years.

3. Apart from Helexpo in general, who else is responsible for the planning, organization and operation of the city's events?

1 response

Helexpo has a large portfolio of events indeed. However the city has also two major film festivals and a lot of congress and open air venues to host events. Thessaloniki Convention Bureau has undertaken the duty to register all events that take place in Thessaloniki and also receives requests for International Congresses that are delegated to its members for bidding.

(Figure 17. City's main organizers of events i1)

5. Do you think that the participation of stakeholders and volunteers is adequate enough? If not, what are the motives that according to your opinion would increase the number of stakeholders and volunteers?

1 response

We believe that there is great engagement from volunteers even though the number of stakeholders is not always adequate. A better promotion and even emotional motivation for the longer-running events could also be used to increase participation.

(Figure 18 stakeholders and volunteers' participation i1)

6. What are the criteria-steps that a potential exhibitor-institution has to meet in order to create his/her own event or take part on already existing events and festivals?

1 response

An exhibitor must be well prepared for the participation in an event. First of all, they must choose the right event for their needs and the one that meets their goals. After setting their target markets and target visitors, they must decide on the budget and the style of their presence. Do they aim for an imposing stand or a smaller and more discreet presence? After that, they should prepare their onsite and during the exhibition meetings. They must invite their clients and promote by all means provided by the organizer their participation.

(Figure 19 Criteria – steps for taking part in events and festivals)

7. How do you manage the risk of bad weather conditions, as well as the safety and health of people in overcrowded spaces from potential criminality during major events such as the Thessaloniki International Fair and Philoxenia?

1 response

The forces of nature must always be considered before a major event with a lot of attendees. From the exhibitor' side we offer the choice to the companies to choose between covered exhibition areas inside our 19 pavilions and the open air space. Since the weather in September is usually good, we have many outdoor exhibitors in Thessaloniki International Fair. It is possible to have rainy days during TIF but it is rare. Philoxenia, which takes place in November, is more susceptible to bad weather conditions and that is why we do not have a lot of outdoor exhibitors.

As far as security and health are concerned, we see to provide health care and a doctor to every event. The presence of security is intent and frequent inside the pavilions and the surrounding spaces, such as parking lots and outdoor space to prevent criminality.

(Figure 20. Control – crowd management by Helexpo)

15. What types of Media are you using to promote – advertise Thessaloniki's Events and Festivals?

1 response

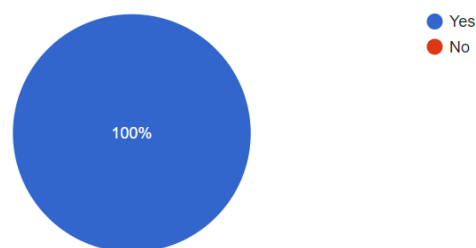
We use local, panhellenic and international media to promote our events. Helexpo has a large network of media associates in the Balkans and in Greece. For example, if we want to promote Philoxenia or other sectoral exhibitions, we use sectoral media and mainstream media. Nevertheless, further emphasis on digital media must be given for even better results.

(Figure 21. Types of media for Helexpo events)

Thessaloniki is described as a city with events. Thus, in order to become an eventful city, it has to overcome some barriers. Questions 8, 9, 10, 11 and 14 are formed to explore what are those barriers (see figures, 22, 23, 24, 25 and 26). The i1 responded in these questions and the results showed that the completion of the Metro, the creation possibly of a Tram in the near future and the proper promotion of even the smaller – scale events are necessary to start getting in to the truck of becoming an Eventful City. However, she responded that they do have the proper funding (for the current events) and support of different governments the last years, which are crucial facts as they were mentioned on the literature review.

8. Do you believe that the creation of more parking lots would relieve traffic congestion of the city and increase the number of attendees for the events of the city?

1 response



(Figure 22. Helexpos' opinion for more parking lots)

9. In what way do you think that the completion of the Metro and possibly a creation of a Tram in the future will be beneficial for Thessaloniki and its events?

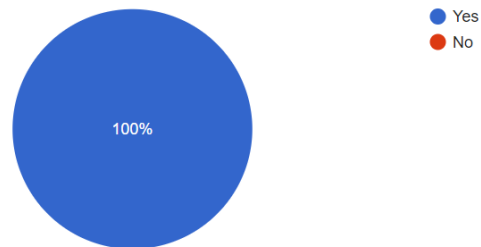
1 response

They would have a major impact on the daily life of both citizens and visitors. The completion of the Metro is urgent also for the reason of aesthetics of the streets and centre of Thessaloniki.

(Figure 23. The benefits from Metro's completion i1)

10. Did you have the proper and equal support you needed from the last three governments?

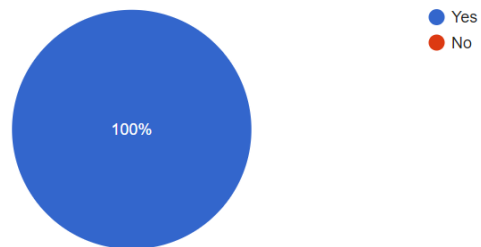
1 response



(Figure 24. Support from governments i1)

11. Do you have enough sponsors and funds each year in order to organize major annual events and create new ones?

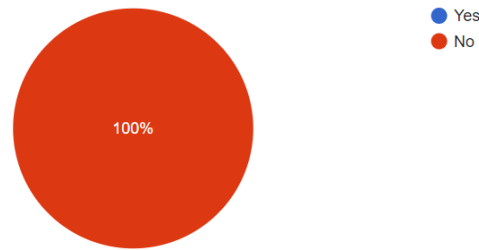
1 response



(Figure 25. Funds and sponsors i1)

14. Do you think that small-scale Events and Festivals are well-advertised on both national and international level?

1 response



(Figure 26 small – scale events advertisement)

Finally, questions 12 and 13 were formed to examine the willingness of main organizers in the creation of new events and the re-establishing of past events, along with the improvement of the infrastructures. Figures 27 and 28 show that there are positive on the aforementioned, however, it would take a lot of resources to proceed on such changes.

12. What is your opinion and what it will take on reestablishing past events such as the Thessaloniki Song Festival?

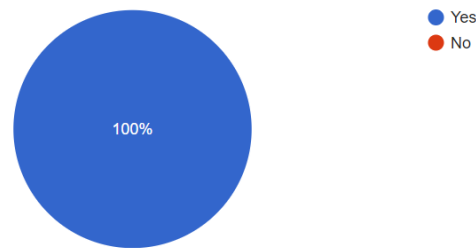
1 response

Thessaloniki Song Festival was last organized by Thessaloniki International Fair in 2009. It was a very popular event of high quality and a significant contribution to Greek Music for 5 decades. However, the high costs of organization along with the financial crisis that led to the lack of financial resources forced it to stop. It would be a major event if TIF decided to reestablish it, but it would take a lot of resources for such a venture.

(Figure 27. Re-establishing past events)

13. Would you be willing to improve infrastructures or even use and upgrade other open spaces like Seih Sou forest, Kaftanzoglio stadium and spaces around the port of Thessaloniki in order to host new events?

1 response



(Figure 28. Willingness for upgrading infrastructures)

5.3 Interviewer No 2 (i2)

The second interviewer, Mrs. Papadopoulou, plays also an integral part of this research as she worked for the Municipality of Thessaloniki and especially in the events and festivals department. Like the in the case of the 1st one, the structure of the interview was to make the same questions for the 2nd representative in order to see how she responds with the 1st representative and if she comes to an agreement with the public and off course the literature review of this research.

Therefore, questions 1,2 and 4 (see figures 29, 30, 31) were formed to examine the reasons that make Thessaloniki so special for the other cities of Greece that deserves and could become potentially an Eventful city. The answers in questions 1 and 4 more less seems to come to an agreement with the 1st interviewer. However, it is a huge surprise the fact that in question 2, it seems that the Municipality of Thessaloniki has not in its priorities to promote, introduce this city as an eventful city in a long-term vision.

1. What makes Thessaloniki so cultural and special that hosts a great variety of events each year?

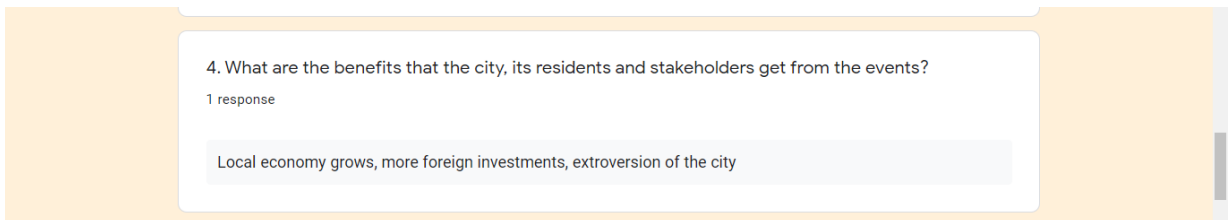
1 response

Unesco monuments, multicultural history, geographical region in the Balcan area

(Figure 29. Thessaloniki as a cultural and special city i2)



(Figure 30. Vision of the events in Thessaloniki i2)



(Figure 31. Benefits from the events and festivals i2)

Questions 3, 5, 6, 7 and 15 (see figures, 32, 33, 34, 35 and 36) were formed as it's said earlier to respond on the sub question 2 of this research. Thus, concerning the management, planning and organizing part of the Municipality of Thessaloniki for the existing events and festivals, it can be noticed that there are indeed several entities – institutions engaged. As a result, there is not one main organization that leads to the planning and execution of the events and festivals. In addition, we notice that stakeholders and volunteers need a strategy plan that will provide them some benefits in order to increase their participation percentage. As for questions 6, 7 and 15 we observe almost the same responds with the 1st interviewer and they come to an agreement with the literature review.

3. Apart from your department and the Municipality of Thessaloniki in general, who else is responsible for the planning, organization and operation of the city's events?

1 response

TIF, tourism organization of thessaloniki, hotel association, regional government

(Figure 32 City's main organizers of events i2)

5. Do you think that the participation of stakeholders and volunteers is adequate enough? If not, what are the motives that according to your opinion would increase the number of stakeholders and volunteers?

1 response

The existence of a common strategy, the common benefits for the engaged stakeholders and volunteers

(Figure 33. Stakeholders and volunteers' participation i2)

6. What are the criteria-steps that a potential exhibitor-institution has to meet in order to create his/her own event or take part on already existing events and festivals?

1 response

Economic (to pay the expenses), thematic (consistent with the event).

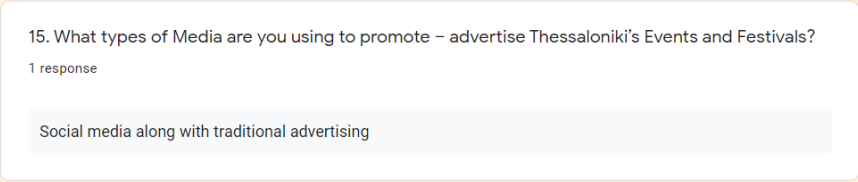
(Figure 34 Criteria – steps for taking part in events and festivals)

7. How do you manage the risk of bad weather conditions, as well as the safety and health of people in overcrowded spaces from potential criminality during major events of the city?

1 response

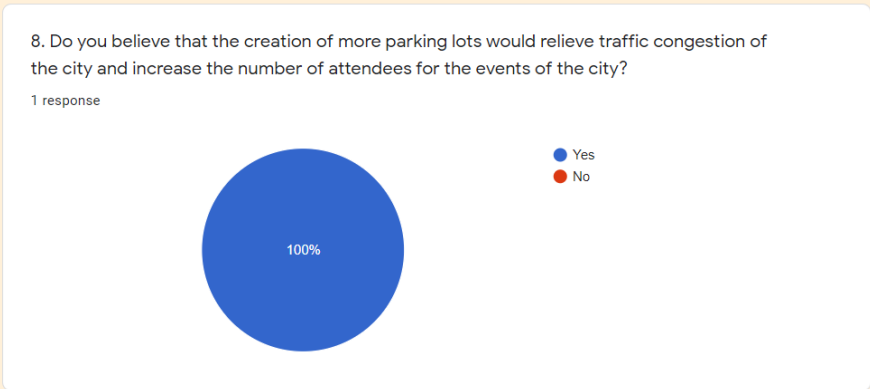
We always cooperate with the police and the municipal police. They are always aware of the upcoming events days before

(Figure 35 Control – crowd management of Municipality of Thessaloniki)

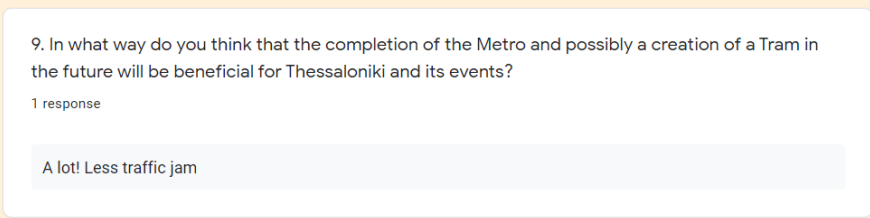


(Figure 36. Types of media for the Municipality of Thessaloniki’s events)

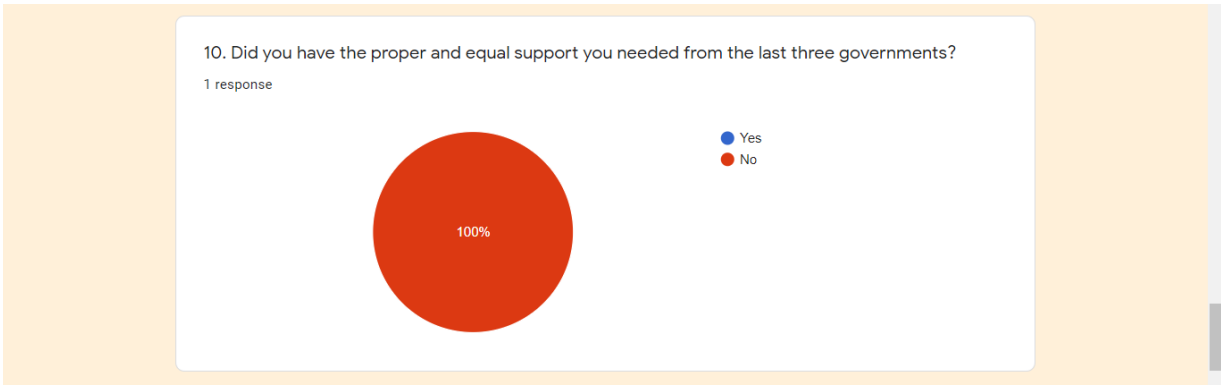
Concerning the barriers that the city needs to overcome in order to start turning itself to an eventful city, questions 8, 9, 10, 11 and 14 (see figures 37, 38, 39, 40 and 41), point out these barriers. More specifically, the completion of the Metro and possibly the creation of a Tram in the near future will be proved really beneficial. The promotion of smaller – scale events seem to be a common problem with the 1st interviewer. What is worth mentioning though, it seems that Municipality of Thessaloniki has not the equal support of each government and it has not adequate number of sponsors - funding that could help the former to maintain long-term events and create new ones.



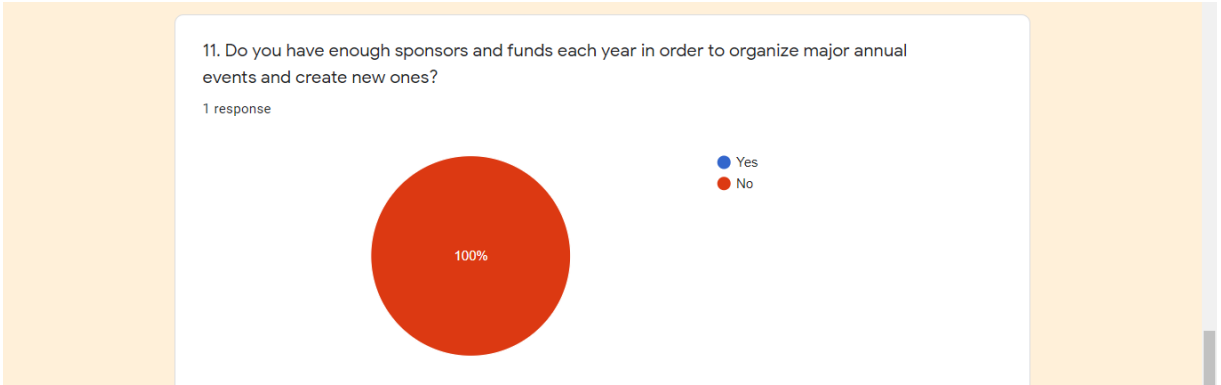
(Figure 37. Municipality’s opinion for more parking lots)



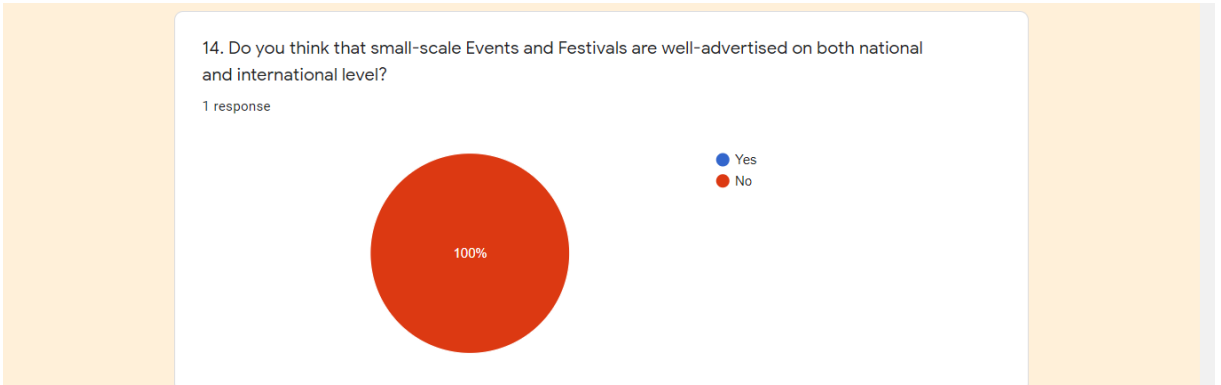
(Figure 38. The benefits from Metro’s completion i2)



(Figure 39. Support from governments i2)

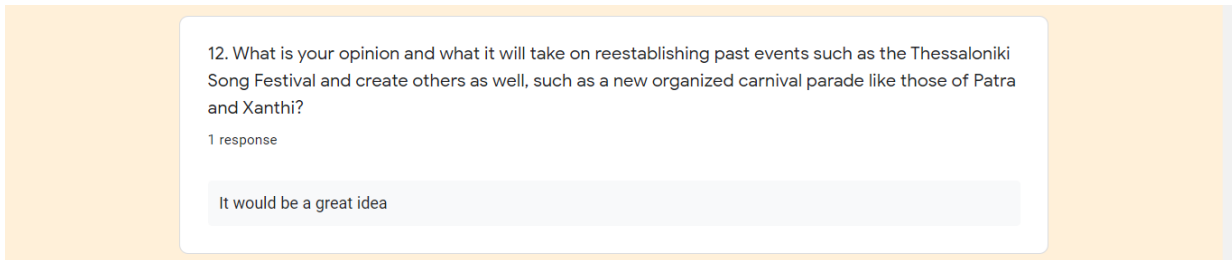


(Figure 40. Funds and sponsors i2)

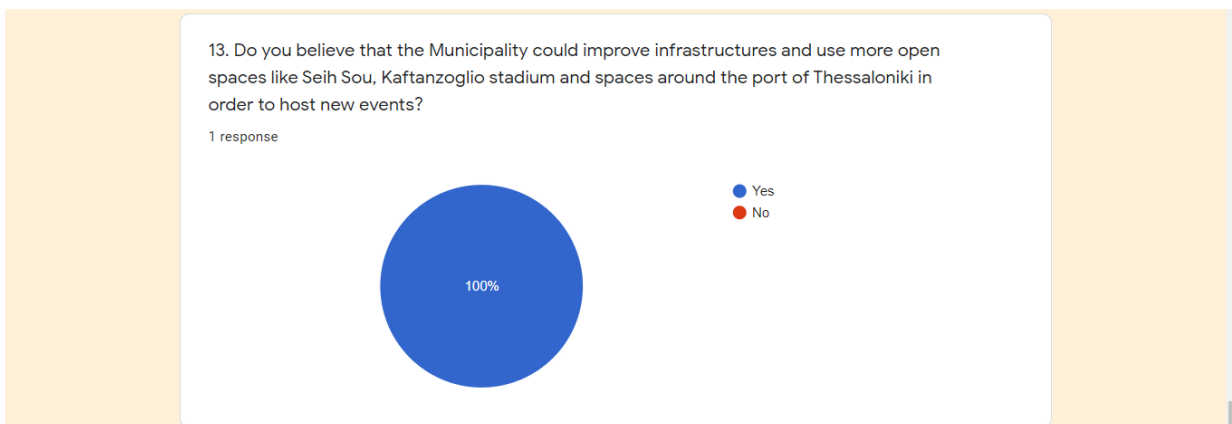


(Figure 41. Small scale events advertisement i2)

Finally, questions 12 and 13 (see figures 42 and 43) were formed with a view of examining the willingness of the organizers in relation with the residents of this city concerning the creation of new events and the improvement of the infrastructures. The 2nd interviewer responded positively and thinks that it would be a great idea to re-establish past events as well along with the infrastructures' improvement.



(Figure 42. Re-establishing past events i2)



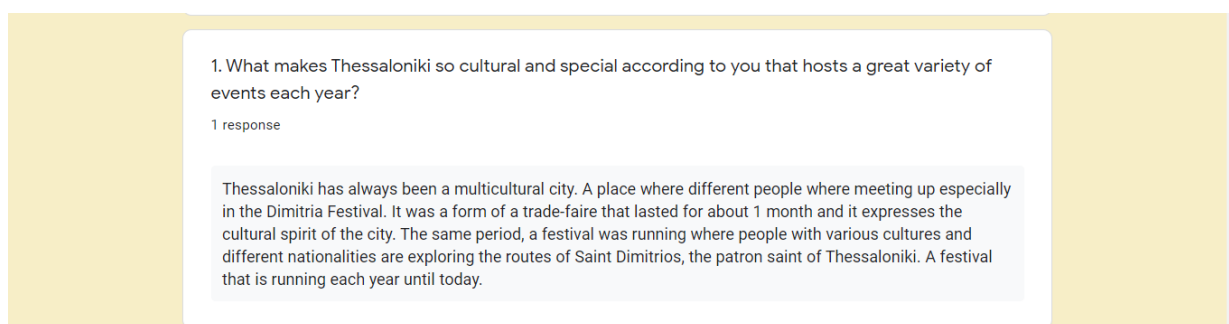
(Figure 43. Willingness for upgrading infrastructures i2)

5.4 Interviewer No 3 (i3)

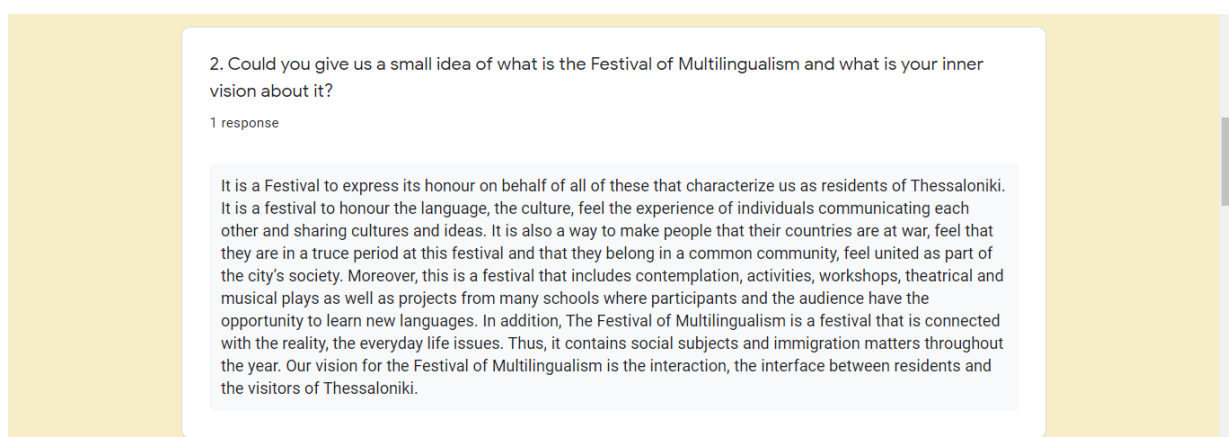
The third and last interviewer is also an important representative. Mrs Moutzidou runs one of the most important festivals for 8th consecutive year. The festival of Multilingualism. It is worth mentioning that this festival is heavily linked

with the Municipality of Thessaloniki. Thus, it is a festival that is a result of a collaboration between two organizers of this city.

Having formed questions 1 and 2 (see figures 44 and 45), it is an effort to explore from a third organizer and see whether she comes to an agreement with the previous interviewers along with the literature review. Therefore, her answers come to an agreement and indicate again the long history of Thessaloniki being a multicultural city. What is more, she points out the reason that she organizes this festival which gives a justification that an event- festival must have a clear, sustainable, long-term goal as a vision.



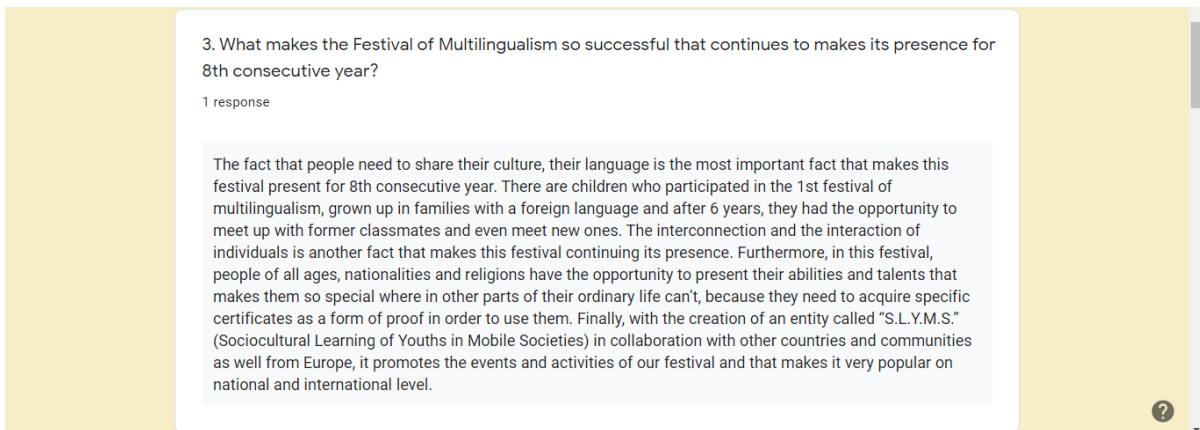
(Figure 44. Thessaloniki as a cultural and special city i3)



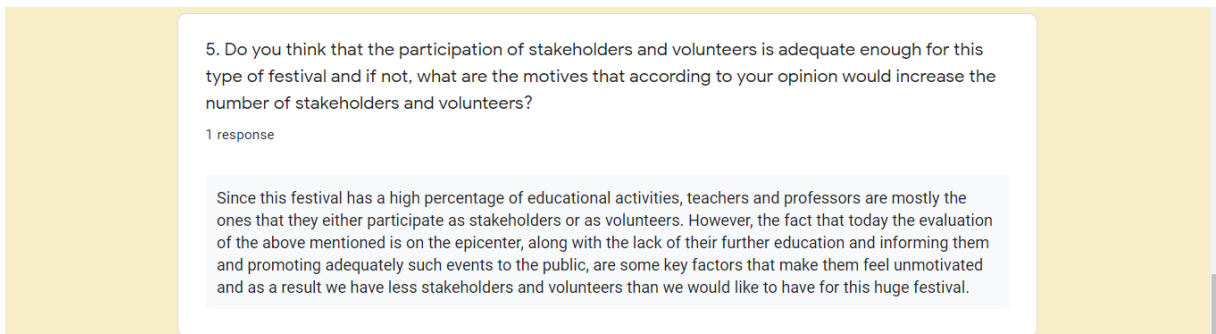
(Figure 45. The Festival of Multilingualism)

In questions 3, 5 and 9 (see figures 46, 47 and 48), it is worth mentioning that the answers show that there is a clear organization- planning and management

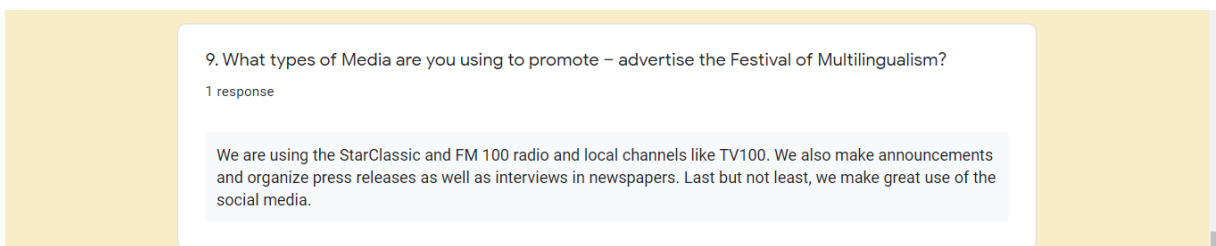
concerning the whole identity of this festivals, the reasons that make this festival so successful and sustainable for the last 8 years and the problems that occur when it comes to stakeholders and volunteers' participation. What is more, she points out the types of Media that this festival uses to be promoted to the public.



(Figure 46. The festivals' success)

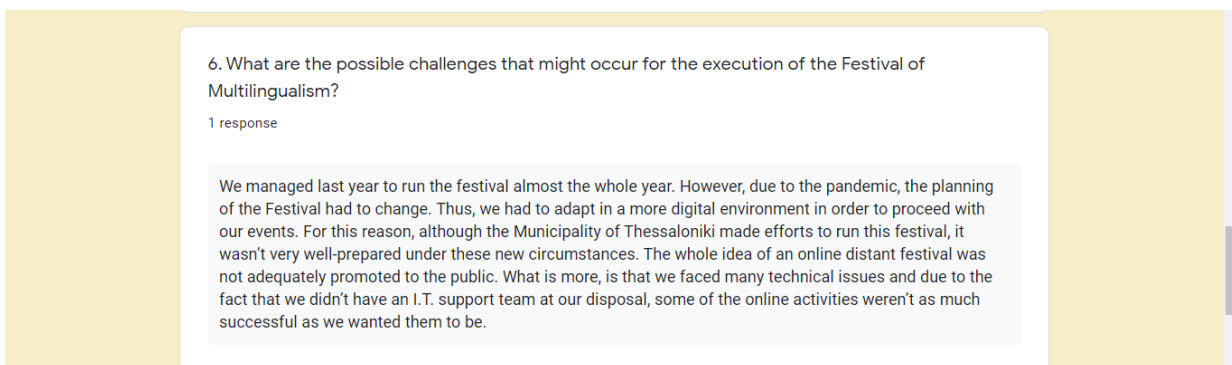


(Figure 47. Stakeholders and volunteers' participation i3)

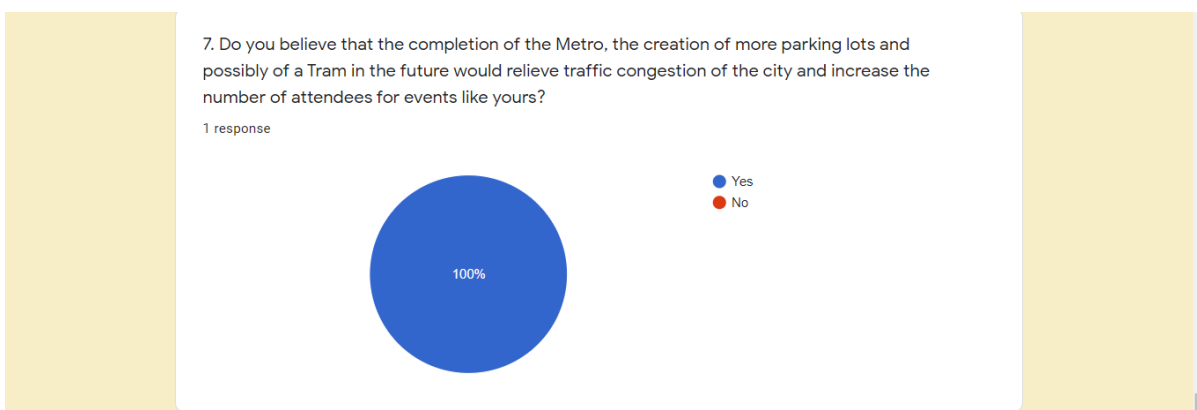


(Figure 48. Types of media for promoting festival of Multilingualism)

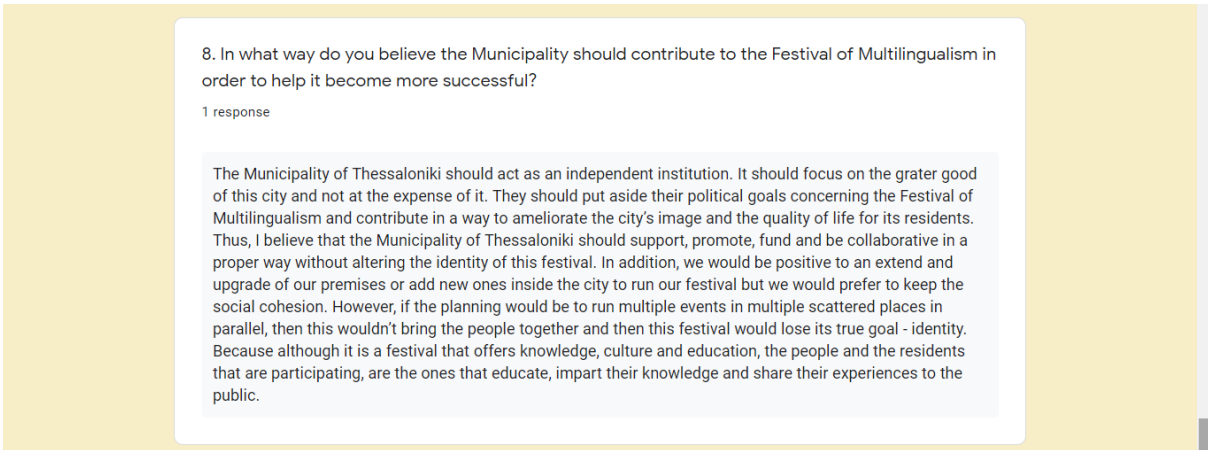
Questions 6, 7 and 8 (see figures 49, 50 and 51) were formed once again to indicate the barriers that the city must surpass so that it can start turn itself to an eventful city. The main problems that occurred for this specific festival was the lack of technical support as the festival was running virtually in 2020-2021 due to the pandemic of COVID 19. What is more, once again, there is a unanimous opinion that the completion of the Metro of Thessaloniki would be really beneficial. Finally, it seems to be a problem for the city the lack of proper advertisement by the Municipality of Thessaloniki. As it's mentioned on the literature review, an eventful city must be supported by each government without political scopes and benefits. That's why question 8 also covers the sub-question 4. The answer shows us that there is a will for an urban revitalization that could help existing festivals like the festival of Multilingualism thrive and ameliorate the city's image and the quality of life for its residents.



(Figure 49. Challenges for a festival's execution)



(Figure 50. The benefits from Metro's completion)



(Figure 51. Municipality's contribution to the Festival of Multilingualism)

6. Conclusion and Recommendations

The concentration of primary and secondary data which were analysed above, lead to some key points that are worth mentioning in order to explore in the end of the day, whether Thessaloniki can turn itself from a city with events to an eventful city. The conclusion that occurred throughout the data analysis led to a formation of a S.W.O.T. (Strengths, Weaknesses, Opportunities, Threats) analysis, in relation to the most important characteristics of other eventful cities that have been examined.

Therefore, the S.W.O.T. analysis of the research for Thessaloniki's potential transformation to an eventful city that occurred from the three interviewers and the residents of the city as a sample, compared to the literature review is imprinted on the following chart (Table 1).

S.W.O.T. ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ A great variety of events and festivals each year. ✓ The existence of a Halmark event annually. ✓ City's rich and long multicultural history. ✓ Great, sustainable and long duration events and festivals throughout time. ✓ Health and safety measures during big events. ✓ Great number of visitors for big and famous events and festivals. ✓ Financial incomes and job opportunities from major events. 	<ul style="list-style-type: none"> ✓ Lack of a main organization for the planning and management of all the events and festivals. ✓ Lack of big funding and sponsors. ✓ Poor transportation system. ✓ Inadequate promotion of all kind of events. ✓ Lack of parking areas. ✓ Lack of politically independent support from the governments.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Completion of the Metro. ✓ Creation of a Tram. ✓ Creation of more parking lots. ✓ Upgrade of the Airport infrastructures. ✓ Upgrade of the Port infrastructures. ✓ Willingness of residents and organizers for the creation of new events. ✓ Exploitation of more open spaces for the creation of new events and festivals. 	<ul style="list-style-type: none"> ✓ Risk of city's stagnation as a destination due to the lack of collaboration between organizers. ✓ Limited financial incomes for the city. ✓ Risk of not sustainable and long duration events ✓ Deterioration of the environmental pollution.

(Table 1. SWOT Analysis) personal formation

From the S.W.O.T. analysis in table 1, it is clearly visible that Thessaloniki is a city with common characteristics with the above-mentioned eventful cities. Nonetheless, it has a lot of work to do as we see in its weaknesses, opportunities and threats, in order to see whether it could become an eventful city in the future. Having imprinted the pros and cons of the city, after the three interviews and the 131 answers from the public, it is arguable that Thessaloniki has the potentials to become incrementally an eventful city.

During the construction of this project, it had been created a specific plan on how to approach this research. The aims and objectives of this master thesis was to initiate an effort that would help communities, institutions, organizers and generally the public, to seize an opportunity and try to turn incrementally Thessaloniki to a city full of events and festivals, that would provide many benefits in long time period. Thus, the majority of the city's residents and organizers would probably enjoy a better quality of life and feel that there is a city that's worth visiting and live as well in the future.

However, things don't go always as planned. That's why it's worth mentioning the limitations that came up throughout the research of this dissertation. In times like these, where a pandemic called COVID 19 strikes in global scale, things may change.

It goes without saying, that due to the COVID 19, hotels were closed, Municipality of Thessaloniki was far too busy and meetings in person with various organizations concerning events and festivals couldn't take place for a long period. Thus, the data that have been concentrated might seem to some extend inadequate to advance to an immediate conclusion for this master thesis. More specifically, if it weren't for COVID 19, meetings with top hierarchy organizers from the Municipality of Thessaloniki as well as from the international film festival would have taken place. What is more, the pandemic stood an obstacle to concentrate a much higher number of the sample that answered the questionnaire. Since this project is totally related with the city, then it would be much better to have as many residents as possible for sample.

Furthermore, judging by the work of other researchers and concrete examples of other eventful cities, like Edinburgh, Barcelona and New Orleans, it can be said that a six-month period might not be enough for such a big project even if the circumstances are favorable.

For all the reasons noted above, it can be stated that there is a need for further investigation in the future. Consequently, a more elaborated conversation with the Mayor himself and his team, the Thessaloniki Convention Bureau, the Thessaloniki's Hotel Association and other significant stakeholders, including more residents of this city, will provide bigger and better results for this huge project. As a consequence, this procedure will take more than a six-month period. Actually, it might take years. After all, according to the literature review, the efforts of turning a city with events to an eventful city might take up to two decades (Richards & Palmer, 2010).

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<https://www.helexpo.gr>

<https://www.neworleans.com>

<http://www.nola.gov/special-events/>

<https://thessaloniki.travel/en/>

Appendices

1. What makes Thessaloniki so cultural and special that hosts a great variety of events each year? *

Long-answer text

2. What is your vision about Thessaloniki concerning its events? *

Long-answer text

3. Apart from Helexpo in general, who else is responsible for the planning, organization and operation of the city's events? *

Long-answer text

(Figure 52. Questionnaire 1-3 for i1)

4. What are the benefits that the city, its residents and stakeholders get from the events? *

Long-answer text

5. Do you think that the participation of stakeholders and volunteers is adequate enough? If not, what are the motives that according to your opinion would increase the number of stakeholders and volunteers? *

Long-answer text

6. What are the criteria-steps that a potential exhibitor-institution has to meet in order to create his/her own event or take part on already existing events and festivals? *

Long-answer text

(Figure 53. Questionnaire 4-6 for i1)

7. How do you manage the risk of bad weather conditions, as well as the safety and health of people in overcrowded spaces from potential criminality during major events such as the Thessaloniki International Fair and Philoxenia? *

Long-answer text

8. Do you believe that the creation of more parking lots would relieve traffic congestion of the city and increase the number of attendees for the events of the city? *

Yes

No

9. In what way do you think that the completion of the Metro and possibly a creation of a Tram in the future will be beneficial for Thessaloniki and its events? *

Long-answer text

(Figure 54, Questionnaire 7-9 for i1)

10. Did you have the proper and equal support you needed from the last three governments?

Yes

No

11. Do you have enough sponsors and funds each year in order to organize major annual events and create new ones? *

Yes

No

12. What is your opinion and what it will take on reestablishing past events such as the Thessaloniki Song Festival? *

Long-answer text

(Figure 55. Questionnaire 10-12 for i1)

13. Would you be willing to improve infrastructures or even use and upgrade other open spaces *
like Seih Sou forest, Kaftanzoglio stadium and spaces around the port of Thessaloniki in order to
host new events?

Yes

No

14. Do you think that small-scale Events and Festivals are well-advertised on both national and *
international level?

Yes

No

15. What types of Media are you using to promote – advertise Thessaloniki's Events and *
Festivals?

Long-answer text

(Figure 56. Questionnaire 13-15 for i1)

1. What makes Thessaloniki so cultural and special that hosts a great variety of events each *
year?

Long-answer text

2. Would it be a vision according to your opinion for the Municipality of Thessaloniki to see the *
city hosting various events and festivals on a daily basis and being recognized as an Eventful
City internationally?

Yes

No

3. Apart from your department and the Municipality of Thessaloniki in general, who else is *
responsible for the planning, organization and operation of the city's events?

Long-answer text

(Figure 57. Questionnaire 1-3 for i2)

4. What are the benefits that the city, its residents and stakeholders get from the events? *

Long-answer text

5. Do you think that the participation of stakeholders and volunteers is adequate enough? If not, what are the motives that according to your opinion would increase the number of stakeholders and volunteers?

Long-answer text

6. What are the criteria-steps that a potential exhibitor-institution has to meet in order to create his/her own event or take part on already existing events and festivals? *

Long-answer text

(Figure 58. Questionnaire 4-6 for i2)

7. How do you manage the risk of bad weather conditions, as well as the safety and health of people in overcrowded spaces from potential criminality during major events of the city? *

Long-answer text

8. Do you believe that the creation of more parking lots would relieve traffic congestion of the city and increase the number of attendees for the events of the city? *

Yes

No

9. In what way do you think that the completion of the Metro and possibly a creation of a Tram in the future will be beneficial for Thessaloniki and its events? *

Long-answer text

(Figure 59. Questionnaire 7-9 for i2)

10. Did you have the proper and equal support you needed from the last three governments?

Yes

No

11. Do you have enough sponsors and funds each year in order to organize major annual events * and create new ones?

Yes

No

12. What is your opinion and what it will take on reestablishing past events such as the Thessaloniki Song Festival and create others as well, such as a new organized carnival parade like those of Patra and Xanthi? *

Long-answer text

(Figure 60. Questionnaire 10-12 for i2)

13. Do you believe that the Municipality could improve infrastructures and use more open spaces like Seih Sou, Kaftanzoglio stadium and spaces around the port of Thessaloniki in order to host new events? *

Yes

No

14. Do you think that small-scale Events and Festivals are well-advertised on both national and international level? *

Yes

No

15. What types of Media are you using to promote – advertise Thessaloniki's Events and Festivals? *

Long-answer text

(Figure 61. Questionnaire 13-15 for i2)

1. What makes Thessaloniki so cultural and special according to you that hosts a great variety of events each year? *

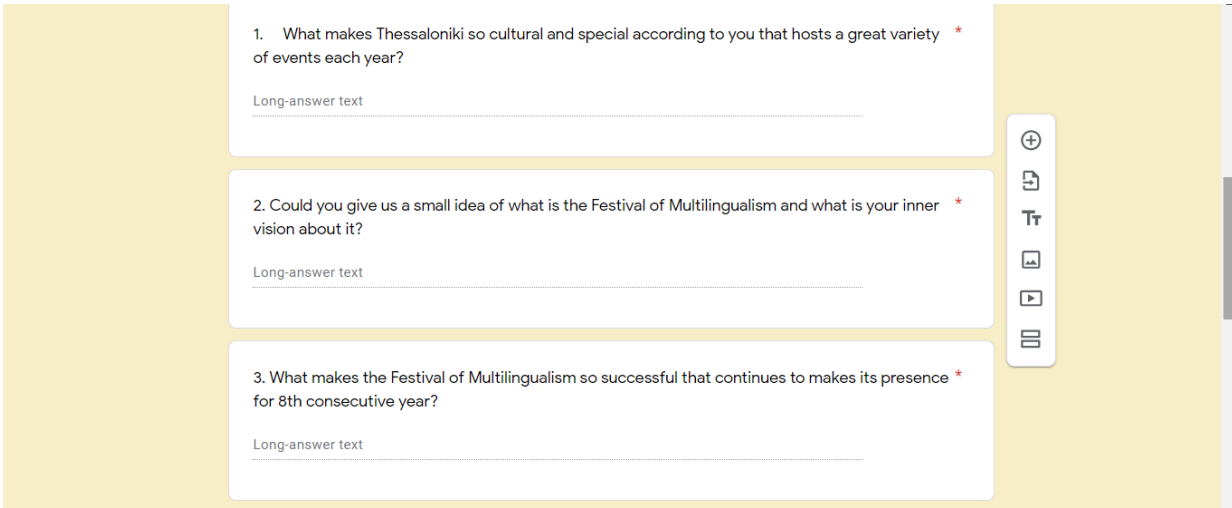
Long-answer text

2. Could you give us a small idea of what is the Festival of Multilingualism and what is your inner vision about it? *

Long-answer text

3. What makes the Festival of Multilingualism so successful that continues to makes its presence for 8th consecutive year? *

Long-answer text



(Figure 62. Questionnaire 1-3 for i3)

4. What are the benefits that the city, its residents and probably other stakeholders get from the Festival of Multilingualism? *

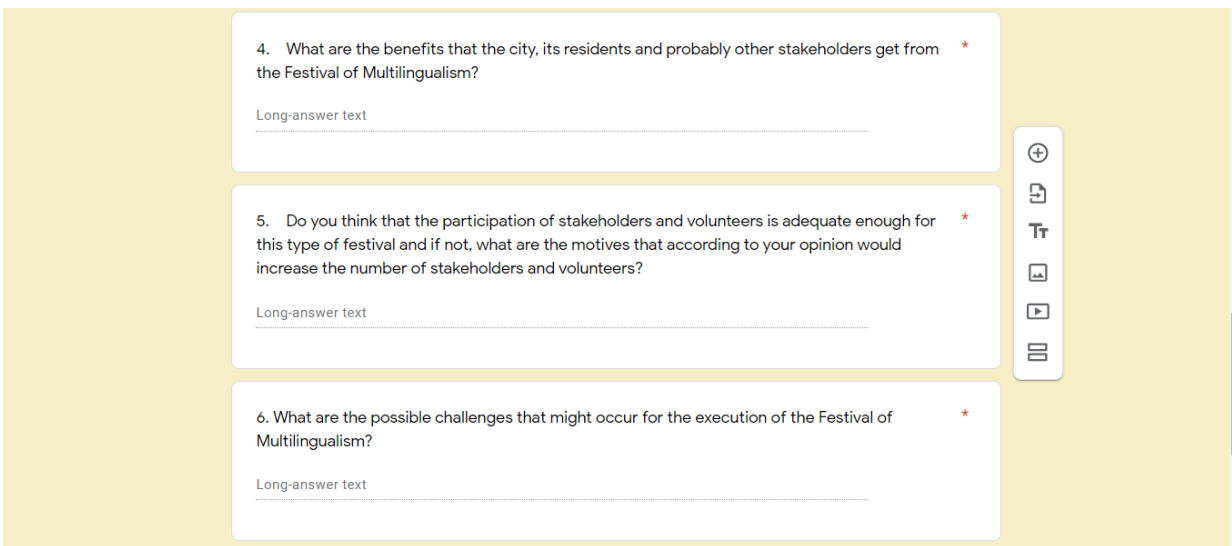
Long-answer text

5. Do you think that the participation of stakeholders and volunteers is adequate enough for this type of festival and if not, what are the motives that according to your opinion would increase the number of stakeholders and volunteers? *

Long-answer text

6. What are the possible challenges that might occur for the execution of the Festival of Multilingualism? *

Long-answer text



(Figure 63. Questionnaire 4-6 for i3)

7. Do you believe that the completion of the Metro, the creation of more parking lots and possibly of a Tram in the future would relieve traffic congestion of the city and increase the number of attendees for events like yours? *

Yes

No

8. In what way do you believe the Municipality should contribute to the Festival of Multilingualism in order to help it become more successful? *

Long-answer text

9. What types of Media are you using to promote – advertise the Festival of Multilingualism? *

Long-answer text

(Figure 64. Questionnaire 7-9 for i3)

1. Would you be willing to live in Thessaloniki that might be hosting events and festivals on a daily basis and see it being recognized as an Eventful City internationally? *

Yes

No

2. What do you think are the benefits that you and Thessaloniki itself get from the existing events and festivals? (You can choose more than one answer). *

Financial incomes for the city

Urban revitalization

Strong brand image of the city on international level

Amelioration in your quality of life

Entertainment

Educational opportunities

Employment opportunities

(Figure 65. Questionnaire 1-2 for public)

3. Do you believe that the creation of more parking lots would relieve traffic congestion of the city and help you visit more events and festivals? *

Yes

No

4. Do you think that the completion of the Metro and possibly a creation of a Tram in the future will help residents and tourists access easier more of Thessaloniki's events and festivals? *

Yes

No

5. Would you consider taking the Bus, the Metro and possibly the Tram in the future to visit events and festivals in the city center instead of taking a car? *

Yes

No

(Figure 66. Questionnaire 3-5 for public)

6. Would you be willing at some point in the near future to participate in an event/festival as a volunteer? *

Yes

No

Maybe

7. Would you like to see more open spaces like Seih Sou forest, Kaftanzoglio stadium and spaces around the port of Thessaloniki hosting new events? *

Yes

No

(Figure 67. Questionnaire 6-7 for public)

8. Would you be positive in having a well-organized carnival parade in Thessaloniki like the ones in Xanthi and Patra? *

Yes

No

9. From the scale of 1 (very bad) to 5 (very well), please select what is your opinion about the organization, promotion and execution of the city's events from the Municipality of Thessaloniki and other institutions and entities. *

1 2 3 4 5

very bad very well

(Figure 68. Questionnaire 8-9 for public)

10. Which of the following are you using to get informed about events and festivals that are happening in Thessaloniki? (You can choose more than one answer). *

thessaloniki.travel

Social Media

T.V. and Radio stations

Event brochures

word of mouth

(Figure 69. Questionnaire 10 for public)

Questions Responses 131

Gender *

Female

Male

Prefer not to say

Age *

18-30

31-50

51 or more

Occupation *

Student

Employee

Unemployed

Retired

(Figure 70. Demographics a.b.c.)

Basic Research Questions

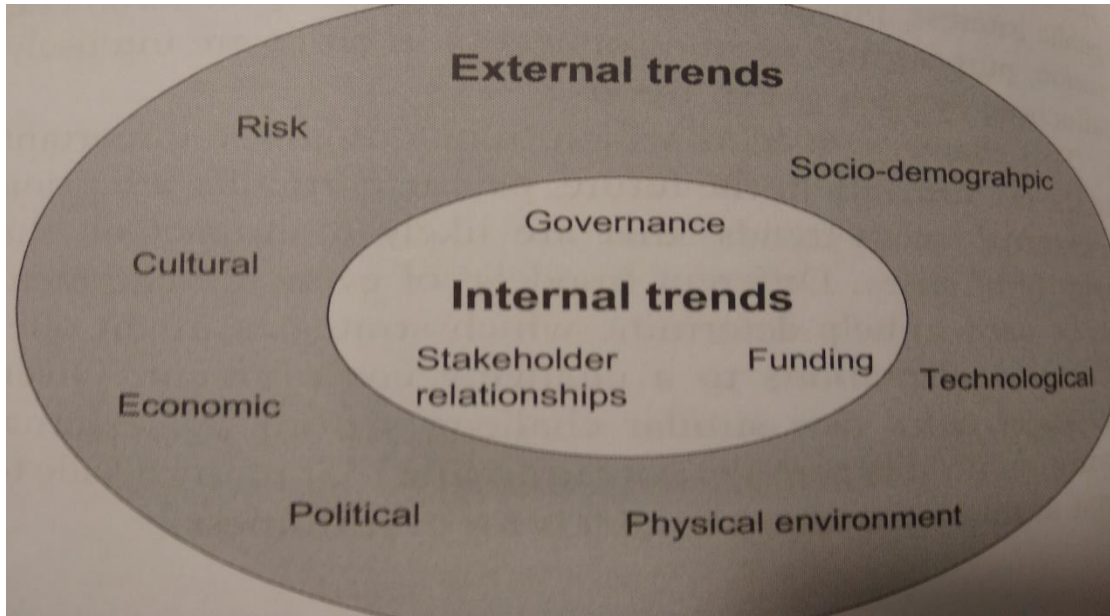
- 1) Why Thessaloniki needs and could become an Eventful city?
- 2) What is the planning and management of the events from the city's organizers?
- 3) What are the basic barriers that city needs to overcome with a view of becoming incrementally an eventful city?
- 4) Are Thessaloniki's main organizers and residents willing to cooperate and attend respectively in the creation of new events and revitalization of more urban places?

(Figure 71. Basic research sub questions)

A city with events	The eventful city
Sectoral	Holistic
Tactical	Strategic
Reactive	Proactive
A container of events	A generator of events
Ad hoc	Coordinated
Competition	Cooperation
Pandering to audiences	Provoking publics
Left brain thinking	Right brain thinking
Event policy	Events as a policy tool
Market led	Market leader
City marketing	City making
Spectacle	Involvement

Source : Richards & Palmer, 2010. Page 43

(Table 2. A city with Events versus the eventful city)



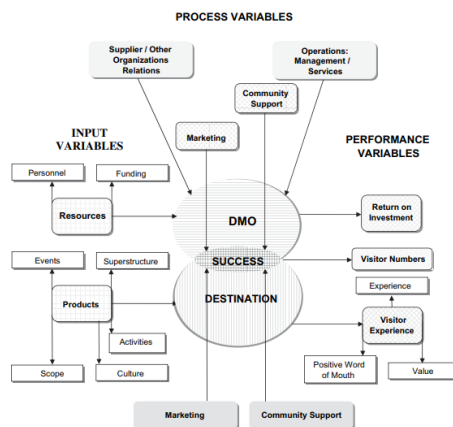
Source : Richards & Palmer, 2010. Page 436

(Table 3. External and Internal trends affecting the eventful city)

Event capacity building aspects	Socio-cultural aspects	Environmental aspects	Governance	Economic aspects
Events leadership and governance	Resident attitudes towards the city	Minimising environmental footprint of events	Representation of stakeholders in decision-making bodies	Expenditure on events
Event management systems	Quality of life improvements	Appropriate use of public space	Responsiveness of governance structures to stakeholder needs	Visitor numbers
Event organisation skills and know-how	Participation level of population as a whole and of minority groups	Minimising noise pollution, litter	Independence of governance structures	Job creation
Ability to deliver planned events on time	Social inclusion	Events contribute to environmental awareness	Building creativity in events policy	Levels of media coverage
Effective event planning	Increased cultural production	Use of public transport		City image locally/nationally/globally
Effectiveness of risk management	Development of external cultural links	Event security		Development of external business links
Willingness of residents to volunteer for events	Involvement of local businesses, schools, etc.	Quality of public space		Sponsorship
Programming quality	Enjoyment of events	Event accessibility		Maximising event expenditure with local suppliers
	Feeling that events are worthwhile			Visitor spending
	Feeling that events contribute to the local community			Ticket prices, distribution
	Involvement of local cultural sector			Ticket revenue
	Awareness of events			Brand recognition
	Education and training			

Source : Richards & Palmer, 2010. Page 344

(Table 4. The Quintuple Bottom Line Assessment Model for the Eventful city).



Source : Bornhorst et al, 2010. 31(5), 572–589. Page 585.

(Table 5. Comparison of success determinants for an ideal DMO and destination)

	Marketing budget €	Population	Total visits	Spend per visit €	Spend per head of population €
Luxembourg 1995	2,200,000	412,000	1,100,000	2.00	5
Copenhagen 1996	4,700,000	1,362,000	6,920,000	0.70	3
Thessaloniki 1997	8,168,245	1,084,000	1,500,000	5.40	8
Stockholm 1998	12,510,000	736,000			17
Helsinki 2000	6,700,000	555,000	5,400,000	1.20	12
Bologna 2000	8,198,000	380,000	2,150,000	3.80	22
Brussels 2000	3,170,000	959,000			3
Prague 2000	2,120,000	1,181,000			2
Reykjavik 2000	1,380,000	111,000	1,473,724	0.90	12
Porto 2001	9,500,000	257,800	1,246,545	7.60	37
Salamanca 2002	3,673,330	156,000	1,900,000	1.90	24
Brugge 2002	5,943,520	116,000	1,600,000	3.70	51
Graz 2003	14,139,400	226,000	2,755,271	5.10	63
Luxembourg Reg. 2007	7,500,000	480,222	3,327,678	2.20	16

Where cities gave two budget estimates, the lowest figures have been used.
 Source: Adapted after Palmer/Rae, 2004.

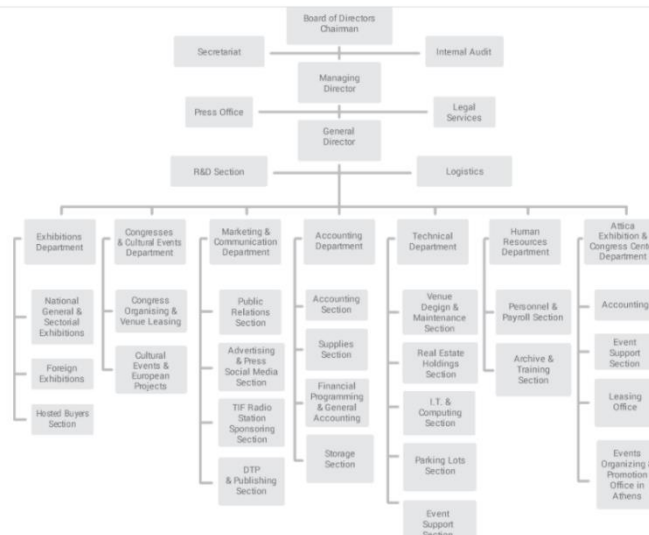
Source: Richards & Palmer, 2010. Page 289. (Adapted after Palmer/Rae, 2004)

(Table 6. Marketing Budgets of ECOCs)

Type of event	Events		Performances	
	No.	%	No.	%
Conjectural arts: exhibitions, Design Museum of Thessaloniki; photography: Museum of Photography	198	15.6	5,953	58.0
Workshops; educational programmes	75	5.9	1,486	14.5
Sports	10	0.8	30	0.3
Archaeology	12	0.9	203	2.0
General: various	119	9.4	596	5.8
Special actions	5	0.4	45	0.4
Lounges	17	1.3	17	0.2
Theatre	189	14.9	601	5.9
Cinema	40	3.1	161	1.6
Literature	95	7.5	125	1.2
Music; opera	352	27.7	515	5.0
Conferences	95	7.5	390	3.8
Dance	64	5.0	135	1.3
Total	1,271	100.0	10,257	100.0

Source: Labrianidis *et al.*, 1998.

(Table 7. Total Events and performances)



Source : <https://www.helexpo.gr/en/chart>

(Table 8. Organization chart of TIF – Helexpo)

