An Application of the Events Management Concept in the

Marketing Success of Clubs and Bars

(Name)

(University)

(Course)

(Professor)

(Date)

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Executive Summary

This research explored the events management concept and how it applied to the marketing strategies that provided the marketing success of clubs and bars. This paper focused on the bar and club scene in London. This research was designed to reveal the significance of events management as a marketing strategy of bars and clubs. In order to have a substantial knowledge and relevant understanding of events management concepts in the context of bars and clubs establishments, the research presented the factors leading to the identified issue as supported by aims and objectives of the project. These were as follows:

- To develop a framework of evaluation on the applicability of events management concepts as integral elements to the marketing success of bars and clubs;

- To create a workable research framework based on the assessment of actual movements and developments in the dynamics of bar and club business in the city, especially as to how the application of events management concepts make a difference to the business of the bars and clubs; this includes both primary and secondary research; and

- To identify the factors leading to entertainment establishment success in the context of the marketing mix, with an emphasis on the promotional dimension.

In order to build the foundation for this research, a preliminary review of related literature was conducted. The identified literature examined topics on events management, promotional marketing, and background research on nightlife in the context of bars and clubs. This study therefore approached the research from a theoretical application based from the different theories and concepts that would be utilized for a specific nightclub. This initiative would feature specific bars or clubs that would be willing to have their business examined through the observation of the application of a specific set of events management concepts. Because of this, one of the main concerns of this study involved the receipt of cooperation

from bars or clubs in addition to the stated limitations of this project, which were discussed in details the next sections of this paper.

The approach to the methodology mixed qualitative factors through interviews and the comparison of gathered data from the participating establishments and quantitative approaches based on surveying bar and club customers in which they determined which applied events management concept works for them best. The findings of the research revealed the significant use of events management concepts in the operations of the subject of this study. It reflected the importance of events on a long-term basis.

Introduction

Problem Background and Definition

In order to establish the important fundamentals of the problem of this research, it was important to look at the background of events management, especially the concepts that surround this practice and strategy. By definition, Silvers (2009, p.89) discussed project management as:

> '... the process by which an event is planned, prepared, and produced. As with any other form of management, it encompasses the assessment, definition, acquisition, allocation, direction, control, and analysis of time, finances, people, products, services, and other resources to achieve objectives. An event manager's job is to oversee and arrange every aspect of an event, including researching, planning, organizing, implementing, controlling, and evaluating an event's design, activities, and production'.

Based on this definition, it can be gathered that managing events concerns the management of culminating activities that were designed for the purpose of meeting certain objectives. Events were therefore created because they have special purposes, whether they are for fundraising, entertainment, leisure, and business and corporate objectives. The table below presents the different genres of events management (Silvers, 2009).

Business and Corporate Events	These events support a series of business objectives. Examples are training, management functions, employee relations, and customer relations among others.
Cause-Related and Fundraising Events	These events' objectives are to establish support for a particular cause usually

	organized by charity or cause-related organisations.
Exhibitions, Expositions, and Fairs	These types of events bring together the many proponents involved in the entire buying, selling, and distribution of products and services. Usually, these are trade-related.
Entertainment and Leisure Events	These events are organized for entertainment purposes, sometimes designed in conjunction with other related events and may take place on multiple dates and destinations.
Government and Civic Events	The government or political parties with essentially political objectives may create these events.
Marketing Events	Similar to exhibitions, these events aim to bring together buyers, sellers, and distributors as a means to forge awareness of products, services, and brands.
Meeting and Convention Events	These events aim to assemble people with common purposes, usually to engage them in relationship building, networking, discussion, and decision making.
Social/Life-Cycle Events	These events are usually private in nature

	and foster socialization and networking activities. These events may be also cultural, societal, or religious in nature.
Sports Events	These events invite spectators to witness sporting activities usually in the form of competition.
Cultural Events	These events are for cultural celebrations of many natures, from the religious to the secular. These events aim to have a more festive atmosphere.

Table 1 Different Genres of Events Management

Based on these genres and the definition of events management, it can be gathered that although the concept was to manage a happening, function, or an affair, there is still the strong aspect of marketing involved in the process. This was because it could be observed that these events aim to gather people with special purposes, and with this, these events already identified a particular market segment.

The identification and the formation of a market segment were critical in any marketing activity. These market segments made marketing initiatives more focused and targeted on a specific group. In the context of bars and clubs, the market of the segment would typically involve the clientele of these establishments. They commonly involved the young professionals and middle-aged members of society. A specific market could be identified according to the group these bars and clubs serviced.

Concepts on events management utilized a combination of many factors. While events were strongly related to marketing, there were also the other elements that needed to be implemented. Silvers (2009) presented these through the identification of the different

knowledge domains in which the author divided as follows: administration, operations, marketing, and risk management. These domains included a list of many activities; the following is just a partial list of the tasks involved in managing events: site surveying, client services, budgeting, management of cash flow, logistics, scheduling, security, site and theme design, and location/site management.

One important note about events management was that it was also reflective of the project management practices; in fact, events were projects because of their very nature. In the context of project management, projects are defined through the following characteristics (Webster and Knutson 2006, pp.2-3):

'Projects are unique undertakings. Projects are composed of independent activities. Projects create a quality deliverable. Projects involve multiple resources. Projects are not synonymous with the products of the project. Projects are driven by triple constraint: time, resources, and technical performance (quality)'.

Based on these characteristics of project management, it could be understood that an event could also be considered as a project. What distinguished an event from other projects was that it had a very strong marketing element because it involved many actors, from the provider of the product or service and the prospective clients. Events assembled people, creating a collective sense of objective. Because of this attendance, events therefore had a strong promotional element (Soares, 1991).

When it comes to bars and clubs, it was important that these establishments market themselves effectively in order to maintain their businesses' growth. These establishments relied on customer traffic as a source of profit, especially when they sold products like food and drinks, and services such as dancing and other entertainment-based gatherings. It was important that these bars and clubs ensured they had a strong patronage and customer flow in

order to ensure that their businesses remained competitive. Events played an important role in building the brand of an establishment of such nature. The success of the event consequently established a strong clientele for the business.

In observing the bar and club scene, there was a considerable level of competition, especially in a city like London. In looking at resources for these events such as TimeOut, there was always a list of bars and clubs with their respective 'events. These events may include a theme night, a special guest DJ or performer, a concert, and other gimmicks. It could be also observed that these events were strongly driven by sponsorships such as partnerships with relevant products and services like alcoholic drinks, fashion labels, and other lifestyle-related products and brands.

In this regard, when it came to the application of events management concept in bars and clubs, it was evident that these have had some successes. This elicited close inspection as to how these concepts are applied and which concepts are successful. It should be noted that due to the strong marketing element in these initiatives, these bars and clubs were also subject to what is known a product life cycle—a cycle in which a product or service may start to plateau and decline.

Hence, this reflected why bars and clubs may have their 'time of fame'; some bars and clubs that were famous a few years ago may have already closed down or are losing customers because new concepts get introduced in the market. It could be also observed that certain event themes also went through their peak and lost their lustre; examples are the raves, the cream parties, and the bubble parties among others. This showed that although generally events management concepts worked in the context of bars and clubs, they would not necessarily be relevant all the time. It was also significant to associate and correlate the analysis to clubs and bars that had experienced longevity in the business and the way they managed their events. Planners needed to come up with fresh ideas and themes that would get

people to come in. The same format and approaches to events management could provide different outcomes depending on the target market and the existing trends for a particular period of time. This thereby showed the strong association between a project and an event—something that is unique that has beginning and an end.

Aims and Objectives

This research was designed to reveal the significance of events management as a marketing strategy of bars and clubs. In order to gain a substantial knowledge and relevant understanding of events management concepts in the context of bars and clubs, the research aimed to achieve the following objectives:

- To develop a framework of evaluation on the applicability of events management concepts as integral elements to the marketing success of London-based bars and clubs;

- To establish how events management applications are integral to the success of the bars and clubs in terms of marketing these establishments;

- To create a workable research framework based on the assessment of actual movements and developments in the dynamics of the bar and club business in the city, especially as to how the application of events management concepts improve the business of the bars and clubs through both primary and secondary research; and

- To identify the factors leading to entertainment establishment success in the context of the marketing mix, with an emphasis on the promotional dimension.

Based on the literature sources, it appeared that there were a few studies with regard to events management, especially as to how events management affected bars and clubs. Because of the close nature of events with projects and due to the function of events as marketing tools especially in this specific context of the study, much of the reviewed literature touched on the marketing aspect, the project and events management resources, and some literature touching on bars, clubs, nightlife, and other entertainment establishments.

This research aimed to explore the events management concept at greater depths by means of looking at the actual applications and the industry practices. As certain events tend to become 'old', the turnover of new event concepts needs to be examined especially in a market with changing preferences and values.

This paper examined how events actually take place and how certain strategies were formulated in order to respond to challenges in resources. This brought up the issues on cost management and how bars and clubs intended to profit from their events. This might then bring up certain events management concepts and applications from other event genres as applied in affairs that take place in bars and clubs.

The events management industry in the UK was noted to be a million-pound industry considering the number of events held in the country, from conferences to major concerts. The industry also involves many sectors including those from the hospitality, entertainment, and leisure services. This research localised the analysis of events management concepts in a specific context and identified the important factors that can affect the relevant businesses and establishments in this sector.

Scope and Limitations

The scope of this study would involve the description of the London-area bars through the representation of Vendome Bar. The cooperation of the Vendome Bar represented a key to the success of this study. The representation and data gathered from the employees and customers of the bar would determine the attainment of the research aims and objectives. The challenge was in establishing the participation of the bar. The ideal plan was to secure the participation of three bars and/or clubs; however, the research was only able to make contact with the Vendome Bar. The interest and participation of the customers or bar/club owners was also considered as a challenge in this study. Since the research employed the convenience sampling method, this would have a considerable impact in the distribution of participants.

The researcher encountered the challenge of gaining the attention and interest for them to impart the opinions and assessments in the middle of a bustling event. The assumption would be the limitation that participants would not be able to provide full attention to the task for the sake of interrupting their partying.

Theoretical Conception

Getz and Goldblatt were theorists that defined events to be 'special, one-off, unique and beyond everyday experience, thus immediately setting them apart from other more routine activities such as work' (cited in Berridge, 2007). From this point, the event was viewed from two ideas. First, it was understood to be a production or creation of something such as a special moment or an experience. Moreover, an event was also associated to the idea of a ceremony or a ritual; thus, the event included both a physical and a psychological element.

In this equation, need and experience were also observed. These were recognised with the need to create an opportunity for a certain kind of experience. The event could also contain elements of a ritual that suggested that each event represented something different. It could contain characteristics that were both recognisable and unique. Even when events were unique in their own right, they also held similarities in the type or reason for the occurrence. These similarities could be based from similar experiences from other events.

The Goldblatt and Getz paradigm revealed a unique moment in time to describe events as they were commonly understood and adopted (cited in Berridge, 2007). The principle of this paradigm was to consider events apart from everyday occurrences. However, the characterisation of an event as a one-off happening was extended to include addressing the specific needs at any given time. This retained the understanding that events were special and unique, but it included the consideration for the locale or the community. It was important to understand the relationship between the events and the community in terms of

involvement and location to decipher what events were all about (Berridge, 2007). The idea

of celebration in ceremonies embodied the relationship between the events and the

communities in terms of involvement and location. It also reflected the culture of the

community that would be the standard for common features in the events that would take

place there. The event experience was also viewed from two important perspectives: the

provider and the consumer. These different perspectives offered significant approaches to

defining events. The providers of the events were the ones that actually plan and manage the

events. The event experience could not leave out those that began the process of creating an

event.

Definition of Terms

Goldblatt (1997) also mentioned the following important aspects of events

management that would serve as key elements in the process of understanding the

relationship of events with bars and clubs.

Administration

The administration aspect dealt with the management and leadership that run the

event. The administration addressed many factors, including the design of the event, the

financial planning, control and strategy, and the quality aspects of the event as seen in the

deliverables and the performances of the staff and human resources employed specifically for

that event.

Coordination

Coordination was another important aspect in events management. This was the

aspect in which dealt with the formulation of the production schedule, the selection and the

strategy for catering, choosing the best suppliers and vendors for services in audio, video

lighting, sound and effects, and the providers of music and entertainment, such as performers

and artists, if they was a need for them.

Marketing

A successfully marketed event can give way to a successful affair. The events management concept strongly would strongly use marketing as a weapon that makes the event possible and at the same time to profit from the events. Many events functioned to market their affairs to corporate sponsors that in turn provide the funding and the resources to make the event possible. The event could market these sponsors through the promotional platform.

Legal, Ethical, and Risk Management

Events were still subject to many requirements and considerations especially in the legal, ethical, and risk management aspects. Event managers need to secure the necessary permits and licenses needed for the affair. Contracts were also drawn especially if they involved lucrative partnerships with service providers. Ethical implications of the transactions and the potential effects of the event also need to be considered. Last but not least, risk management was an important practice that organisations were also implementing. Risk management served as an important element in order to prevent the occurrence of risks, and should any risk take place, the management would be ready with a contingency plan (Culp, 2001).

Review of Literature

Defining of Events Management

Events management emerged from the increasing commercialisation of popular celebrations, from big affairs such as concerts to small and private gatherings. Bowdin, et al. (2006) explained that from a historical perspective, there was an observed importance of events because of the benefits they brought as enumerated through their purposes and objectives. An example noted by the authors involved the emergence of the industry as encouraged by political and religious reasons; this happened in the United Kingdom where exhibitions became such a popular event that they needed to be sustained. The approach to the sustainability of events, especially as this would lead to the formation of an industry, would then become integral to the management requirements of this practice (Berridge, 2007).

Across the world, the management of events would become a more formal approach in organising festivals and other festivities. Bowdin, et al. (2006, p.14) presented the following definition of events as '… anything which happens; result; any incidence or occurrence esp. (sic) a memorable one; contingency or possibility of occurrence'.

As previously mentioned, an event in the context of events management would become a project; in this case, the aspects of project management were applied. It was initially important to define what a project was, and according to Bowdin, et al. (2006, p.267), an event as a project 'produces an asset … the asset is the ultimate deliverable of the project. The management is the planning, organizing, leading and controlling of the project'. Similar to a project, it had a purpose and a goal (Lazer, 1971). It is true that events were unique and memorable. However, it must also be remembered that events were also viewed to have a structure that made it recognisable to the individuals that would attend the event in order to quantify experiences. These experiences measured if the events were successful.

Hence, based on these perspectives, Bowdin, et al. (2006, p.267) presented the definition of events management as such:

> 'The project management of events concentrates on the management process to create the event, not just what happens at the event […] (it) is called the 'overlay' as it integrates all the tasks of management. Event management is made up of a number of management areas including planning, leading, marketing, design, control and budgeting, risk management, logistics, staging and evaluation. Each of these areas continuously affect each other over the event life cycle'.

Shore and Parry (2004) mentioned that in order for an event to be managed in a similar context, the event had to be 'special'; based on this, the authors presented the following, pointing out the definitions of events that are managed: leisure events (leisure, sport recreation); personal events (weddings, birthdays, anniversaries); organisational events (commercial, political, charitable, sales); and cultural (ceremonial, sacred, heritage, art, folklore). These event types would be discussed further on in the section about events planning.

The Events Management Concept and Practice

The academic field of event studies emerged to devote attention to theory and knowledge about planned events. This field drew from disciplines of social sciences, management, the arts, humanities, and other related fields. Events management was an applied field of study and practice that drew concepts from Event Studies (Getz, 2007).

Events management could be characterised as a discipline and a practice. There were many concepts and aspects of events management that needed to be considered especially among those who specialised in certain areas of the practice. It was a profession that developed an increasing demand. This established different academic programmes at

different levels because of the fundamental need that emerged for professional management of events. Events were viewed to be too important to entrust to individuals without training and experience thus created a need for professionals in this field to have a solid academic background (Getz, 2007).

One of the common perceptions of events management was its dimension for coordinating activities. Silvers (2009) mentioned that in event coordination, the coordinators visualised, organised, and synchronised the different elements of the event. In addition, in this process, the coordinator also identified the purpose, scope, and the program of the event by means of identifying its intent, extent, and content. Most of the time, special event professionals would take on the role wherein they would create the theme, build the sets, 'provide the rainbows, and make it rain on cue' (Boehme, 1999, p.93). These key people were characterised to have solid theatrical and entertainment background that contributed to their knowledge in this area.

Armstrong (2001) and Silvers (2009) also discussed the competition; for cases such as bars and clubs, any weekend night poses a great amount of competition for any establishment holding an event that night. As these authors stressed, it was significant that the bar or club was aware of the other events that would take place in another establishment. The club or bar owner was accountable, along with the hired events specialist, in determining how to best approach competition.

Strategising was an important area wherein event planners or hosts needed to be competent at. This concept was described as the process by which the planners source out its resources through sponsorship; this meant that the event would be marketed to potential sponsors that would perceive that the event would create a significant leverage to the sponsor company's own marketing initiative. Hence, it was also important to stress to the potential

sponsors the benefits of the event. This was discussed by Mack (1999, p.25), in which the author pointed out that the significance of connecting with the appropriate sponsors:

'... sponsorship allows organisations to reach their target market with less clutter than other communications methods, exposes the product/service directly to the market, and provides an excellent mechanism for the organization to give back to the community by which it is supported'.

Overall, the events management concept could be considered as an important marketing activity in which an establishment or company was able to communicate certain initiatives to the public (Soares, 1991). Hence, events served as a point of attraction, especially if the company utilised popular channels such as concerts, dance events, and exhibits among others; these establishments aimed to satisfy the wants and needs of the people, which was why events continued to be patronised throughout time.

Aside from the marketing perspective that was related with events management, it was noteworthy to mention that events reflected the culture of an organisation. Since the culture of an organisation was represented by the way it does things within the group, the manner by which organisations managed events reflected their culture (Van der Wagen, 2007). Culture referred to a set or system of learned patterns of behaviour. The culture was characterised by the ideas and products of an organisation. The patterns of the cross-individual behavioural consistency within a group were called the organisational culture. The culture of events was described to be communal and good-natured (Shore and Parry, 2004).

The mission and objectives of an organisation encapsulated their culture (Van der Wagen, 2007). At the same time, since events also had objectives, these objectives reflected the culture of the organisation hosting the said events. The event organisational culture was observed to differ. In order to understand the event organisational culture, it was important to understand the event product and services features. One of the areas by which the service

orientation of events could be identified was through the external relationships that events had with the clients. Customers were said to have contact with the event's different points in which the organisational service culture was reflected. From the point in which the customers or event goers find out about the event to the point wherein they would leave the vicinity of the event, these were considered different points of services that described the organisational culture of an event.

There were common stakeholder relationships that were related with events organisation or events management. These relationships included that with the client, the sponsors, the tourism body, authority organisations (police, traffic control, and emergency services), local councils, and government agencies and suppliers (Van der Wagen, 2007).

Clients were considered to be the most important stakeholders when it came to most events. They could be the persons that booked the event or the customers of the host establishments. Communication needed to be frequent and clear in order for their expectations to be realised and provide customer satisfaction. In most cases, it would be impossible to meet the every need of the client for the price given or because of other factors. There was a need to efficiently support the needs of the clients through written documentations and the like.

Events Planning

Event planning was a term that described a growing field that was still relatively new. It emerged, like any other professional fields, in order to address a need. Even in the simple context of get-togethers, someone still needed to be in charge of organising a gathering. Since the field of event planning emerged and grown over the years, since 1987, different types of events were recognised, allowing for classifications for this profession (Camenson, 2002).

The creation of a major event was something that could be analysed because of the similar patterns that could be observed. Most planning for events was viewed to start with the knowledge of what the intent or the purpose of the event was. However, it would also seem difficult to get to the point of achieving the vision for the event from the starting point. Planning was required in order to resolve the issues between these two points (Harris, 2001). Event planning was considered as the 'creation of a step-by-step program to get you from where you are to where you want to go' (Harris, 2001, p.9).

Peters (2007) noted that a study from the *Wall Street Journal* revealed that it takes about 150 hours for a planner and his/her team to stage a major event from start to finish. The field of event planning was described to be fast-paced, creative, innovative, and, of course, lucrative. The field of event planning required planners to handle different tasks such as conducting research, creating an event design, finding a location, arranging for food, planning transportation, sending invitations, arranging accommodations when necessary, and coordination activities of the event personnel, as well as conducting evaluations of the finished event (Peters, 2007).

Motivation and Determinants

The nature of the events business prevented it from being viewed as a homogenous whole in the context of marketing. The different varieties that events had caused the fragmentation of the business and the differences in determinants and motivations challenged the creation of a framework for events categorisation (Shone and Parry, 2004). Thus, they could only be viewed as individual sectors according to the market demand and the determinants for this demand.

A look into history would describe the demand for events due to their social attributes. These included the need for social integration between the communities and the individuals (Shone and Parry, 2004; Berridge, 2007). In the modern world, events were still described as

driven by social factors. Despite the fact that society had developed in other aspects, there was still a need for integration, interaction, and community. Within the context of a social demand for events, events were also motivated by economic, organisational, political, and charitable needs (Shone and Parry, 2004). The development of the events business was evidence to the constant demand for events.

A major consideration in events planning would be the goals and intentions by which they were created. It was important to know what the event host wanted to achieve in order to determine the kind of event that would be planned. In the case of bars and clubs, special events attract media attention, increase public awareness, create attraction of new clients, promote product launches, and so on (Allen, 2000).

It was noted that the creation of events were highly driven by economic factors. In the commercial sphere of activity, the demand for commercial events was noticed in the form of conferences, exhibitions, product launches, and other event types (Shone and Parry, 2004). In any given event, there existed a range of motives and determinants that could be both primary and secondary factors. There was an observed tendency to have a motivation for attending and participating in special events in terms of personal motivation. It was mostly about the satisfaction of different personal needs in order to get people to attend events. These motives could be physical, personal, social, and organisation in nature.

Shone and Parry (2004) presented different examples for the different motives that people have for attending and hosting events. Examples of social motives included social interaction with others, the creation of community spirit, and the status or recognition of achievement as well as philanthropy. Organisational motives included the need to generate sales, the need to have an organisational presence, status, or recognition, as well as sponsorship or community support. Physiological motives were represented by relaxation, sexual enjoyment with others, exercise or physical challenges, eating, drinking, and being

entertained. Finally, personal motives include seeking new experiences, learning, creativity, exploration, and the fulfilment of ambitions. Events were mostly created and designed based on their motivational appeal (Fisher, 2000). Events were important because they were significant in the motivational mix of the organisation or the individual that plans or attends them.

Stages of Events Planning

The first two stages of events management were viewed to be crucial to the success of the event. The stages included the planning phase, the tactical and deadline phase, the enjoyment phase, and the afterglow phase. It was even noted that when the first two stages were implemented properly, the last two stages of the event campaign could be considered enjoyable for the planners.

The first phase is the planning stage. The first step in the implementation involved the creation of the event road map and the setting of the direction of the campaign (Armstrong, 2001). The phase would begin in the assessment of the agency and the needs of the client that needed to be met by the net profit and the benefits that this event could bring. This involved finding the motives by which the event would be held. It would be during this period wherein the planners would submit a draft for the expense and revenue budget based on the selection of the type, location, and date of the event. It was also during this stage wherein the potential sponsors would be determined and getting key people involved in the process.

The second phase was the tactical and deadline phase. This was the part that consumed the entirety of the event campaign process. It was described to have tactical efforts that were created to handling the details and meeting the deadlines in order to make the event possible (Armstrong, 2001). The finalisation of the site selection and the creation of the event plan framework included the identification of vendors and suppliers as well as the contracting

of the venue and entertainment. It was also a phase wherein legal, insurance, and other operational issues were settled.

The enjoyment phase was something that could be attained when the first two phases were performed sufficiently. Revenue and sponsorship benefits would pour in during this phase (Armstrong, 2001). Event logistical plans would also be finalised in this stage. Final touches would also be added in order to provide the customers and guests the best possible experience. The contingency plan would also be in place, and the planners could witness the guests come and enjoy the details that were placed into planning the event. This phase was the actual phase wherein the running of the event was done (Shone and Parry, 2004).

The last phase, the afterglow, of the event campaign was characterised by the capitalisation of all the benefits of the successful event (Armstrong, 2001). This included planning for the future successes that were based on the knowledge and the experience that were gained. The tasks of acknowledgement and thanksgiving would also be done in this phase. The preparation of the final event report and evaluation would also be done here. Shone and Parry (2004) referred to this stage as the divestment or legacy stage.

Marketing Concepts

Effective marketing was viewed to be deceptively complex, and it was crucial for all the personnel of an organisation to embrace the concepts of marketing in order to implement successful marketing strategies in the long run (Havitz, 2000). It was important for marketing concepts to be understood through their theoretical and practical aspects in order to use them effectively. According to Armstrong (2001, p.95), 'marketing is defined simply as the sum of all activities used to transfer something of value from seller to buyer, including advertisements, public relations, sales, product pricing strategy, distribution, and delivery'. However, when one would understand marketing in the context of special events, the concept would package the agency, the need, the opportunity and the promotion in order to maximise

the perceived advantages of the efforts. The strength of the marketing program was essential to the special event.

Marketing involved every decision in the event, from the choice of location, the calibre of the staff, the invitation list, the public relations efforts, and the choice of activities. The top marketing priority in the choices that needed to be made was in the aspects of product (event type), price, and promotion (Armstrong, 2001). These aspects would be discussed later on in this section.

Since events management was something that widely required an understanding of marketing concepts, two perspectives of marketing emerged from a management point of view. Marketing needed to be considered as a major viewpoint or a focus, even the purpose for the total business (Lazer, 1971). The management of activities also needed to be considered from this perspective. The change in the marketing concepts involved the broadening of the influence of marketing over other functions in the organisation.

According to Lazer (1971, p.22), 'the basic philosophy of operation for most companies has changed from a production orientation to a market orientation'. When it came to corporate decision making, the role of marketing was more emphasised than ever. Marketing also turned into a key component for corporate survival and growth. Furthermore, marketing was also integrated in the planning and goal-oriented management of activities. The fundamental effort in the management of the corporate resources and activities made the customers the focal point in the management action. Marketing was also associated with the most basic purpose of a business—to create a customer (Lazer, 1971).

Marketing Plan

Armstrong (2001) presented the steps for the creation of a marketing plan and the important elements that needed to be considered in any activity that was strategically for a marketing purpose. The special-event marketing plan's purpose was to create the

environment wherein the buyers or the customers and the seller or the hosts exchanged value. It was designed to provide the optimum alignment of product, pricing, and promotion that would provide for an efficient implementation. The first step in the marketing plan was to set goals. In the events planning process, this could also be experienced. This provided for a relationship between events and marketing strategies of companies. The positioning of the organisation, conducting of the marketing audit, the creation of the marketing plan, the creation of the promotional and communication campaign, the implementation of the plan, and the analysis of the results were the other steps that were undergone through a marketing plan.

The last four steps were critical in the ultimate success of the marketing process. The creation of a special-event marketing plan involved the utility of a pricing and a promotions strategy that would make having strong attendance and the achievement of the revenue goals that were set possible. The promotion plan functioned to send the right message to the right audience regarding the event.

Product Plan

The product for events marketing plan would be the actual event itself. It was important for the planners to know the value of the product in order to develop confidence in it. For event products, history, quality, and value to produce unique program were taken into consideration by event-goers or consumers (Goldblatt, 2002). New events draw upon the history that organisers represented. The ability to consistently produce events that had a positive impact on the clients would receive more value for the market.

Pricing Plan

Once the goals, the event, and the audience were viewed as reasonably aligned, event pricing would be the next step in the marketing plan. Proper pricing for the event was considered as a critical marketing step. Overpricing and underpricing were pitfalls in the

marketing mix that could bring about poor results for the activity. An overpriced event could be a hard sell and would not likely achieve attendance and dollar goals. On the other hand, an underpriced event could be deemed to be lacking in value, causing the event to fall short as well. Even if people attend an underpriced event, the cost-benefit ratio would still not be realised. Tiered pricing was viewed as the best answer to most events. It was based on yield marketing that was used for sports arenas and concert halls, which offered better seats in the house (Armstrong, 2001). In the case of clubs and bars, some event passes could come with better benefits such as access to the VIP sections or entitlement to a wider range of food and beverages.

In this process, another factor to be considered would be the perceived competition from similar events (Goldblatt, 2002). If the event ticket costs more than what the consumers perceived, they would select the other event to go to. This process must ensure the event is price-competitive. It does not necessarily mean lowering the price; it means increasing the perception of value for the event. Furthermore, this was also the process that ensured the general economic conditions matched the prices of the event. Keeping close watch of the economic indicators would mean the purchasing power of the target market matched the price of the product (Goldblatt, 2002).

Promotion Plan

Promotion plan included the promotion and communications that delivered the information and stimulation desired for the preferred audience in order for them to act by going to the events (Armstrong, 2001). They needed to know the what, when, where, why, how, and how much of the event. The product offered could be the best-quality event, but without a strategic plan to promote it, it would remain a secret from the world (Goldblatt, 2002). This planning process included the objective of providing publicity, information, and

outreach goals. This planning process would be burdened with a heavy load because it was expected to teach, inform, and move the intended audience into action.

This plan includes three important elements such as message, audience, and media. Promotional messages needed to be clear and repeated through multiple channels. The planning process for promotions includes how the message could be sent repeatedly through different approaches. This could be done effectively when the event planners know the audience or the customers. Regardless of the medium chosen, knowledge of the target market is critical in the success of promotion plan's implementation.

There are different manners by which promotional efforts could be measured (Goldblatt, 2002). The promotion strategy involves the measurement of awareness of the product by the target market. The anticipation of the event could be equivalent to the ultimate participation for most cases. The measurement of the actual attendance and the resulting investment is also an important measure. According to Goldblatt (2002, p.254), 'promotion is the engine that drives the awareness of your event by others'.

Public Relations Plan

The promotion and communications plan also need specific public relations (PR) components. While this was seldom used for clubs and bars, and more often needed for fundraising events, it is still important to have good PR. For clubs and bars, PR would be seen in the lifestyle sections. Word of mouth was used as the simplest but most effective form of PR. When an organisation does something for the community, on top of hosting great events, word would spread. Advertising involves what the host wanted to say about the event; on the other hand, PR is what others were saying about it. It involved the perception of external stakeholders concerning the event (Goldblatt, 2002).

Events Promotion and Advertising

When it comes to event promotion and advertising, the common question was 'which media reached what market' (Catherwood, Van Kirk and Ernst & Young, 1992, p.169). Today, there are more choices than ever. Aside from the television, the radio, and print, there are other innovative media through which the market could be reached.

The most common form would be through television commercials. It is considered as the medium of the masses. It would send the message to a variety of viewers, and it is hard to decipher who was watching. The only way to come close to understanding the television commercial's demographics would be through knowing the target audience of the shows in which the television commercials were aired. For instance, cable television was for a specific market. For example, ESPN, an all-sports channel, targets sport fans, and the Home Television Shopping networks targeted women.

Promoters of events target audiences through radio announcements and commercials more effectively than with television (Catherwood, Van Kirk and Ernst & Young, 1992). It was easier to determine the demographics of all-music radio stations through the genre of music they usually played. A younger and less-affluent crowd would listen to rock or pop music stations. Depending on the type of event, print advertising had varied effectiveness for promotions. Usually, newspapers were not an avenue to target a younger audience. Readership for newspapers were viewed to be getting old (Catherwood, Van Kirk and Ernst & Young, 1992). Oftentimes, flyers and local bulletin board posters were the way to go for simple club events. In the rise of the significance of the Internet, social networking communities such as Facebook, Twitter, and Multiply served as the venues wherein promoters spread the word about upcoming events.

Visibility was considered to be of paramount importance for any organisation (Levy and Marion, 1997). When events served as vehicles through which the business could be brought into the public eye, an opportunity to provide the public information about the business and the promotion of the event itself was significant. Visibility through advertising and promotions gives the business a chance to be made known. Public interest was seen to have the potential of building public awareness and excitement about the event. Visibility, especially for relatively new businesses or places, could provide name recognition. This would enable the public to become much more aware of the business in future dates.

Cultivation was known as the process of bringing people closer to the organisation by means of raising the level of interest, information, and involvement. The act of sending the invitation could make the recipient aware of the business. In some cases, cultivation or the relationship developed between the companies and their customers, or the companies and their sponsors, were more beneficial than the income they could generate from the said events.

Street promotions required the marketing activity to be taken to the streets. This promotional approach required the handing out of flyers by promodisers on the streets. These people are mascots or sexy models. Other strategies included the appearance of celebrities in order to draw high visibility to the event.

According to Ira Westreich, the word 'event' is an acronym for 'extract value with every new thrust' (cited in Goldblatt, 2002, p.266). This associated the purpose of the event marketing campaign to the creation of a greater value for the overall event outcome. The event was used to implement a new marketing thrust for the company. This described how bars and clubs extracted value from launching events. In order to provide a new marketing thrust, the objectives should be matched to all the strategies. Furthermore, it was essential to differentiate each product as unique and valuable through creativity and innovation. Through

the integration of marketing activities, a strong campaign effectively promoted the event to the target audience.

Customer Satisfaction

Customer satisfaction was an important marketing consideration. This was true for bars and clubs because the industry is service-oriented. The research on consumer satisfaction was viewed to be directly related with marketing concepts since the customer is the focus and is held with importance. Consumer satisfaction involves areas such as consumer involvement, empowerment, and advocacy. According to Patterson and Mark (1992), good customers were individuals who spent money, always returned, recommended the products and services to others, knew what they wanted, and provided feedback. When it comes to industries of social services, the saying that the 'customer is always right' is always upheld.

Service quality and customer satisfaction were defined to similarly match the expectation of the services as experienced by the customer (Patterson and Mark, 1992). When customers' expectations are met or even exceeded, the service would be viewed of high quality. At the same time, when the services experienced did not meet the customer's expectations, the service quality is considered low, and the customers would be left unsatisfied.

Patterson and Mark (1992) enumerated 10 different determinants of service quality. The first determinant was reliability, which involved the consistency in the performance and dependability of the organisation. The second determinant is responsiveness that focused on the readiness of employees to provide services. Service quality also involved the timeliness of the service. It also meant the inclusion of competence that meant the possession of the required skills and knowledge to provide the service. The event also needed to present people with access that involved approachability and ease of contact. Courtesy called for the politeness, respect, consideration, and friendliness of contact personnel. Communication also

needed to be in the language understandable by most customers. The credibility of the company involved the customer's perception regarding the levels of their trustworthiness, believability, and honesty. Security required the organisation to make sure the customers are free from danger, risk, and doubt. The understanding and knowledge regarding the customer involved making the move to get to know and understand their needs.

First-hand experience was an important element in the long-term generation of awareness for a business establishment. As effective as word of mouth was, there was something more critical to the first-hand experience of the people that were actually in the event. The experiences that a person had with the event would be carried over the next decision regarding the organisation (Levy and Marion, 1997). As mentioned, the cultivation process would not automatically happen just because a customer attended an event. However, it required a plan and the effective implementation of this plan to bring about customer satisfaction.

Another important aspect for providing customer satisfaction would be the proper calculation of the number of people attending the event. It was important to have forecasts, even for open events, in order to avoid unanticipated overcrowding that would result to health and safety issues (Tum, Norton and Wright, 2006). The forecast for the number of attendees also provided sufficient information for the level of investment balanced with the awareness of financial consequences for risks management. Customer satisfaction critically encompassed risk management. Customers would be less likely to come back to places that were unsafe or unsecure.

Events in Bars and Clubs

Many enterprises ventured into the nightlife sector by means of establishing bars and clubs. As Chatterton and Hollands (2003) discussed, the demand for these establishments was based on the fact that they were a part of the urban landscape. There was always a market for

such establishments especially the youth, specifically the young professionals, who were 'in search for the latest cool, chic, fashionable bar or club' (Chatterton and Hollands, 2003, p.3). This served as a foundational reason why there is commerce in this industry, especially with the continuous influence of the entertainment and leisure sector. The thriving nightlife scene, which consists of establishments such as bars and clubs, could also contribute to the local tourism initiatives (Chatteron and Holland, 2003).

The success of any bar or club required a significant understanding of the business especially in the aspect of strategy. Guidelines in the success of any club or bar included a good understanding of food service operations (which is a staple in any bar or club), the facilities, the design, the themes, and the business aspects. It was emphasised that the business framework of these bars and club were heavy in the marketing practice. Bars and clubs could not just focus in providing excellent food service operations, events management was also an important element in these establishments' success. Since the purpose why these establishments existed was to provide leisure and recreation for its consumers, events needed to be created to produce a structure of recreation that the clients would be attracted to.

Smith (2001) further attested that in order for bars and clubs to succeed, they need to continuously come up with something interesting; hence, in addition to food and drinks and the regular dance floor or in-house performer, it is the specific events that make these bars and clubs special. Events were not merely something that would promote the bar or the club's brand. They were also marketing elements that defined the establishment and gave the customers a sense of brand identification and provided them what to expect through continuous patronage (Smith, 2001, p.75). Brown and Miron (2005) also mentioned the role of events in the success of any bar or nightclub in terms of the deeper aspect of marketing and advertising. When an event takes place, the tendency is that the event is supposed to pull

more people into the establishment. Hence, events help in the increase in sales and to make the establishments more memorable to the consumers.

Event hosting was an effective tool in the strategy for image management (Roche, 2000). It required extensive thought and planning in order to relate the event with the brand of the establishment. The events should be carefully designed in order to fit the image that the establishment wanted its target market to know. The creation of a 'spectacle' for the event built the brand of the establishment (Roche, 2000). It sparked a reason for the community to talk about the establishment, to recognise it, and to soon be familiar with its brand.

Entertainment and the Night-Time Economy

In order to increase the participation of the target market, attractive recreational promotion needed to be implemented. Effective recreational marketing involved the understanding of what was important for the target market. Marketing was a concept that had been constantly associated with using leisure and recreational services as a means for attracting people. Events were deemed a marketing element because they entail activities that were designed to develop services, pricing, promotion, and distribution of services in such a way that consumers would be interested (Henderson, 1995).

Marketing techniques need to be applied through different marketing tools such as preparing flyers, ensuring cordial reception and hospital, presenting reasonable prices, maintenance of facilities, and the projection of a positive and attractive image that would attract and sustain a larger clientele. As stressed earlier, Henderson (1995, p.53) agreed that 'marketing begins and ends with participants'. Event themes and gimmicks grew old because the participants or the target market changes. It was important for the events to be designed to cater to the ever-changing public that the establishment desired to capture.

In the United Kingdom, the leisure sector became a source of employment for its residents. An estimate of 1.8 million people or 8 per cent of the workforce found their jobs providing entertainment or selling 'fun' to the growing population of leisure consumers (Chatteron and Hollands, 2003). It was also observed that the entertainment economy was being fuelled by the growth of night-time activity. The production of this night-time economy was widely attributed to the steady production of events that maintained the level of entertainment at a relevant and marketable status.

Leisure Participation and Setting Consumer Density

Literature could establish the significance of the growing entertainment industry and its influence over the night-time establishments. There were also studies that were highly concerned with the construct of leisure participation of the public that impacts the consumer density in such establishments. Two constructs, activity involvement and place attachments, were significant components to increase the density of customers that patronise a particular establishment on event nights (Kyle, Graefe, Manning and Bacon, 2004).

Activity involvement and place attachment were observed to provide the insights behind the engagement of customers for leisure events and continued patronage for a specific recreational establishment. They involved 'a constellation of attitudes that consist of affect (e.g., emotions), cognition (e.g., knowledge structures), and behavioural (e.g., behavioural intentions or commitments) components' (Kyle, Graefe, Manning and Bacon, 2004, p.209). The focus on most consumer behaviour literature involved the notion of the brand's personal relevance to the individual's personal identity, values and needs.

Involvement and place attachment were revealed to be correlated with past experiences (Kyle, Graefe, Manning and Bacon, 2004). Thus, these constructs showed the importance of creating positive experience for the customers for each event. The events team could not rely on past victories when it came to events management. It was true that in this

business, they would only be as good as their last event. Furthermore, it was also observed that along with the creation of a positive experience, consumers could tend to increase their expectations for future events. While this set the density of costumers for future events, this also raised the bar for the quality of the events management. One disappointment could cancel out the successes that brought in customer involvement and place attachment for the establishment's events.

Avenue for Sponsorship

Companies benefit significantly from sponsoring or hosting events. Next to sporting events, the music and cultural events were considered favourable in terms of profit and brand exposure strategies (Oliver, 2004). Event signage with sponsor logos is usually common in events. Official event sponsorship included company logos on posters. Studies showed that event sponsorship was significantly integrated into the marketing mix that included advertising and sales promotion (Oliver, 2004). The objective of companies when sponsoring events included creating brand awareness as well as the reinforcement of their brand image as they associate themselves with a certain event; furthermore, it included brand positioning. Event sponsorship usually increased sales and market shares, and it was important to sponsor events that were relevant to the company's target market.

Underwriting was also a practice that was commonly done in the process of events management. It involved any contribution in money, items, in-kind services from individuals, businesses, and corporations that lowered the amount establishments must pay for the expenses (Freedman and Feldman, 1998). These individuals, companies, and corporations would benefit by having their name in print or electronic advertising on the invitations or the tickets and the banners of the events. The media could also be tapped in the practice of underwriting. For example, radio stations could give time to promote the event.

According to Goldblatt (2002, p.266), 'sponsorship becomes more valuable if the event organization is able to offer precise targeting that matches the marketing objectives of the prospective sponsor'. Usually, companies would take advantage of sponsorship opportunities because they provided an alternative channel for marketing. It was realistic to note that without sponsorship, a number of events could not be financially feasible. Furthermore, sponsorship 'provides the grease that allows the event wheel to function smoothly' (Goldblatt, 2002, p.267).

Methodology

Research Design

A mixed-method research design that conducted quantitative and qualitative research approaches was used in this research. Data-gathering techniques could be applied in different research design methods. Most of the time, these methods and analytical traditions were applied by researchers according to different subjects' requirements (Hackley, 2003).

The qualitative approach in this design involved seeking out truths that could be tested in order to see if they could be made into a theory or if they could be universalised. The qualitative approach was applied in the research through conducting a case study of the Vendome Bar. The bar served as the subject through which events management principles and marketing concepts were observed and evaluated. The quantitative approach of this research design involved the evaluation of the relationship between the application of events management concepts to bars and clubs.

Problem and Purposes Overview

The application of events management concepts in bars and clubs was viewed to become increasingly popular. This elicited for a close inspection of how these concepts were applied and which strategies were successful. Research discussed different events management concepts that were related to marketing concepts. This relationship was viewed as a basis on how the application of events management concept was done in the marketing approach of the bars and clubs.

The purpose of the study was to create a framework for the evaluation of the effective application of events management concepts for the integral elements of the marketing strategies of bars and clubs. It was also conducted in order to assess the actual movements and developments of the bars and clubs in the London area. It was also made to identify the

factors that led to the use of the entertainment value of events in the marketing mix, with an emphasis on the promotional dimension.

Subject

The Vendome Bar and Lounge (Vendome Bar) is an establishment that served as a case study subject for this research. It was considered to be a relatively new business, with two years of operation under its belt. The Vendome Bar was considered as one of the busiest and most successful bar in South Kensington (Vendomebar.com, 2007). The total capacity of the venue is 150 heads on busy nights and an average weekly turnover between £25,000 to 30,000. The bar is known for its share of celebrity sightings that included Chelsea football players and other actors.

They hold events that were produced and promoted by public relations companies to promote the establishment and to get more customer traffic. Promoters also utilise the Internet for advertising through e-mail groups, Facebook promotions, and online invitations. They maximised on the most convenient and cheapest ways to promote the bar. The establishment had been popular for being a venue of private birthday parties, launch parties, fashion events, movie premieres, and other promotional parties. The customers could also expect a disc jockey to provide the bar's music from Wednesday to Saturday on the dates without special events.

Target Population and Sample

The target population of this study was the customers of Vendome Bar. It was important to solicit the opinions of the population of interest under a quantitative approach (Sargeant and Jay, 2004). The maximum capacity of the bar was about 150 heads. When it came to the sample size, since the maximum capacity of the bar was considerably easy to handle, each guest were invited to be participants in the survey. Out of a possible count of

150, there were 103 survey questionnaires that were returned. This accounted for 68 per cent of the population.

A probability sampling method was conducted in order to make sure every member of the population had an equal chance to be selected (Sargeant and Jay, 2004). However, this was a convenience probability sampling. Only customers of the Vendome Bar had this chance since survey questionnaires were disseminated during events.

Data Collection Methods

Interview

The general manager of the bar was interviewed in order to represent Vendome Bar. The interview was intended to discover their approach in conducting the establishment's events. The interview consisted of a set of questions addressing their roles as the event managers. The questions were formulated based on the theoretical concepts that were gathered from the existing literature on events management as well as promotions and marketing strategies. The interviews took place during the most convenient time for the interviewee. It was important that discussions were made on a one-to-one basis (Sargeant and Jay, 2004)

Survey

A set of questions was designed for the customers of Vendome Bar. The questions addressed their general views on events for the participant establishment and their impressions on the specific event/s they held. The survey thereby used statistical methodologies in order to come up with a specific number as based on the factors that are going to be weighed for the purpose of this study.

Even if the event manager could provide significant insight regarding the significance of events and their outcomes, the level of subjectivity an individual could have would be balanced by the insights that come from the customers (Tum, Norton and Wright, 2006).

Surveys also provided feedback for the event managers regarding the customer's perspective about the turnout of the event. The evaluation of the event was a critical purpose of this instrument. There could be feedback from the customers that could strengthen areas in the subject's events management strategies in relation to the marketing concepts that they had implemented (Tum, Norton and Wright, 2006; Callahan and Cassar, 1995). Surveys were consistently used to gauge quality. In terms of the product quality and the quality performance in service delivery for the subject's events, customers would be able to provide ratings for their experiences with the establishment.

Data Analyses

The interview questions and answers would be analysed according to the theoretical concepts that were gathered in this study. The response of the representative from the subject would be considered as the application of these concepts. The analysis would focus on the use of events management concepts in the marketing strategies of the bar. The survey questions would be analysed according to a frequency rating scale. This statistical method of measuring frequency would evaluate the behaviour, opinions and values of the consumer respondents.

The survey gathered interval variables. These variables had ordinal characteristics. The distance between them was significant (Schwab, 1999). The rating that the respondents had placed on each item on a scale would have a numerically equal distance between each point. Each scale's point determined the relative strength and relationships between the items that were presented to them. For instance, there was a question as to which was most important to the customers when finding a bar or a club. They were asked to rate the items (music, food, events, price of products, ambiance) according to their level of importance.

Contingency

One of the challenges of this paper was the lack of accessible scholarly and academic studies concerning events management in the bar and club businesses. In this regard, this research aimed to utilise the available literature and studies from similar sources such as case studies on certain events and similar operations such as restaurants. The case study was Vendome Bar. The subject became the object of focus in understanding how they conducted major events and to know the impacts of these events for the image in terms of the impact of events management.

This study would mostly rely on direct primary data, which would be gathered depending on the degree of participation of identified club and bar owners. The contingency plan involved the continuity of the research activity based on source information from secondary sources as the foundations of this study. This translated into a more focused approach on literary review and theoretical frameworks in case problems emerge in terms of the participation of target bars and clubs for this study.

Since only Vendome Bar emerged as the only subject that participated in this research, there could not be any other points of comparison for other establishments' marketing operations. It was anticipated that other clubs and bars would not be willing or available to take part in the research process. The contingency plan of utilising more secondary resources was implemented. The theoretical concepts that were understood through secondary sources would be used to understand and evaluate the events management application of Vendome Bar, and the survey questions would serve as feedback as to the relevance of events management concepts in this particular bar.

Analyses of Data

Each item in the survey question would be presented, and the tallied scores would be revealed and analysed accordingly. The frequency of the scores per item would be presented in this research through the results of the tallies. The presentation of the data that were gathered from the interview would be included after the survey responses were discussed. Each question would be discussed according to the events management application and concepts that were asked during the interview sessions.

Respondent Profile

The two figures below represent the gender and the monthly income of the respondents in this research. This could also represent the demographics of the customers of Vendome Bar.

According to the survey tally, 50.5 per cent of the customer respondents were women. On the other hand, there were also a 49.5 percentage of the respondents who were male. The annual salary of 26.5 percent of the respondents was between £16,000 and £20,000. About 11.8 per cent earned between £20,000 and £24,000. Some 19.6 per cent of the respondents earned about £24,000 to £30,000. The highest tally for the annual income of the respondents was between £30,000 and £36,000, amounting to 27.5 per cent. Finally, 14.7 per cent of the respondents earned about £40000-£100000.
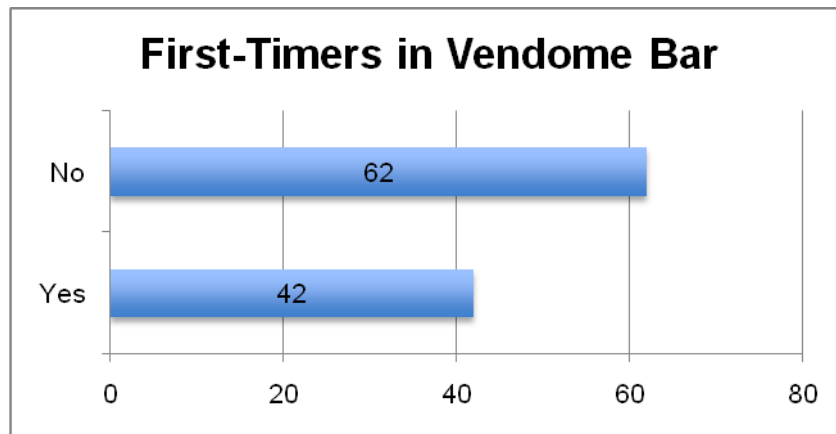
Quantitative Data Analysis

Figure 1. Percentage of Customers Who Were First-Timers in Vendome Bar

According to the data represented in Figure 1, 59 per cent of the survey respondents were not first-time visitors of the Vendome Bar. This showed that 40 per cent of the respondents have not been to this establishment. This portion of the sample signified new customers. Moreover, 62 respondents, out of a possible 150, were considered as returning customers.
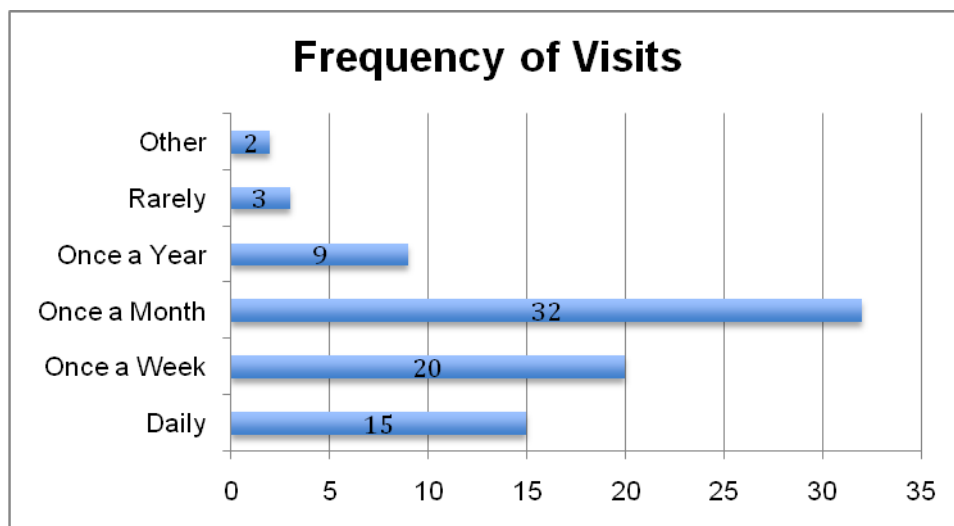

Figure 2. Vendome Bar Customers' Frequency of Visits

Survey revealed that most of the respondents visited the establishment at least once a month, with 39.5 per cent. The most number of times the bar was visited was daily according to 15 customers. A close second in the level of frequency was once a week based from 24.7

per cent of the respondents. This showed that these respondents were returning customers that

frequented the bar. Most of them went on a monthly, weekly, and even daily basis.
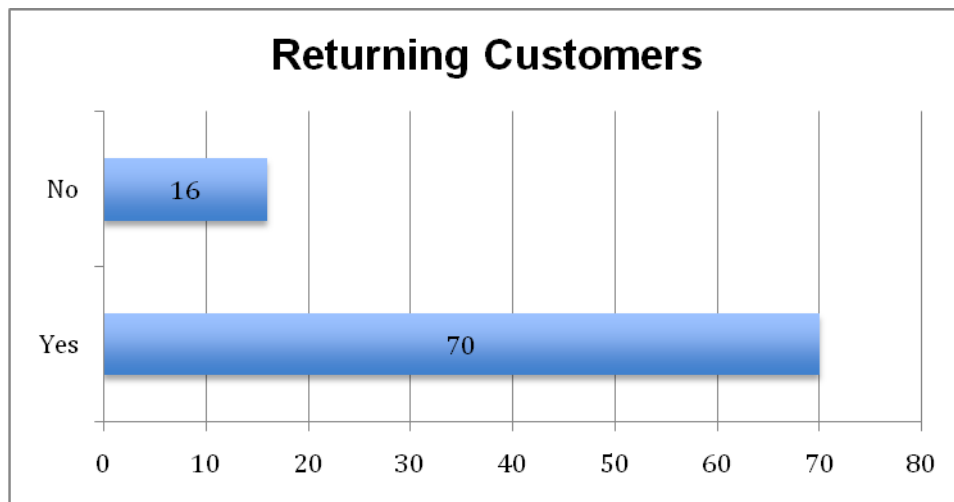
Figure 3. Percentage of First-Time Customers' Potential Return

The response of the first-timers to the inquiry if they would come back to Vendome

Bar was positive, with more than 80 per cent of these respondents answering that they would

return to the bar. Only 16 of the respondents that were surveyed said that they would not.

They were not asked to expound why they would not come back in the questionnaire. This

could only be related with the preferential differences that the customers had as would later

be analysed from the other items.
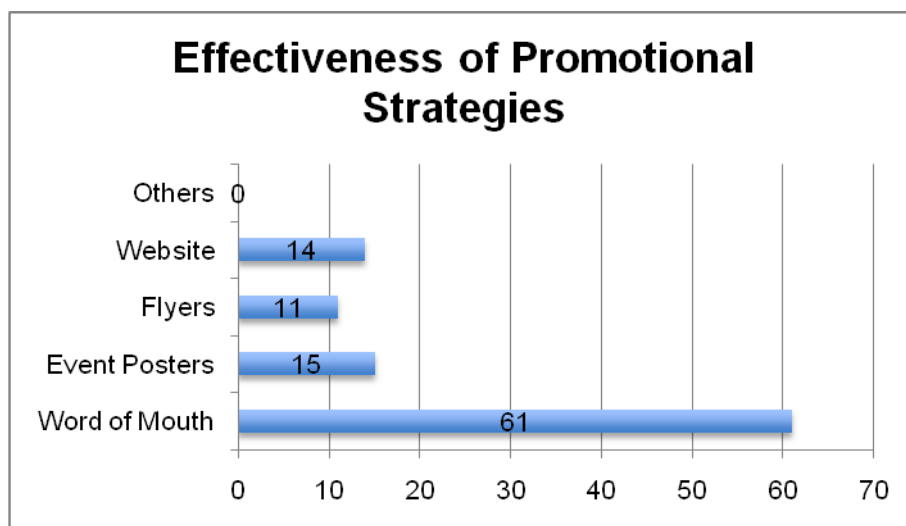
Figure 4. Percentage of Effectiveness of Promotional Strategies

Word of mouth emerged as the most effective strategy that was used to promote the Vendome Bar. According to the tally, 61 respondents heard about the bar through this approach. When people talk about an establishment, this would result in awareness for the business. Coming in close are event posters (13 per cent), flyers (11 per cent), and websites (14 per cent) were closely effective strategies.

In the next five figures, data would be presented regarding customer preference when it came to establishments that they would go to. Customers were asked what they were looking for in clubs and bars. Different variables were offered. They were asked to rate them from one to five, with one being the most important factor for them when it came to their selection of bars or clubs.
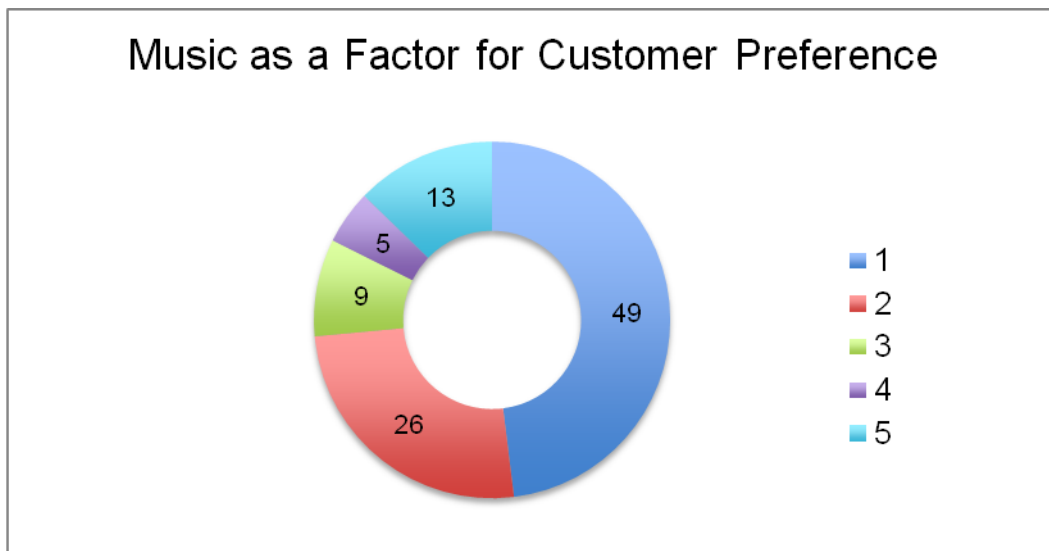

Figure 5. Music as a Factor for Customer Preference for Bars and Clubs

More than half of the respondents placed music as their top priority when it came to choosing a bar or a club that they would go to. Further, 15 respondents marked it as their second priority for preference. As observed in the presentation of all five variables, music had the highest rate as a factor for customer preference with 56 tallies.
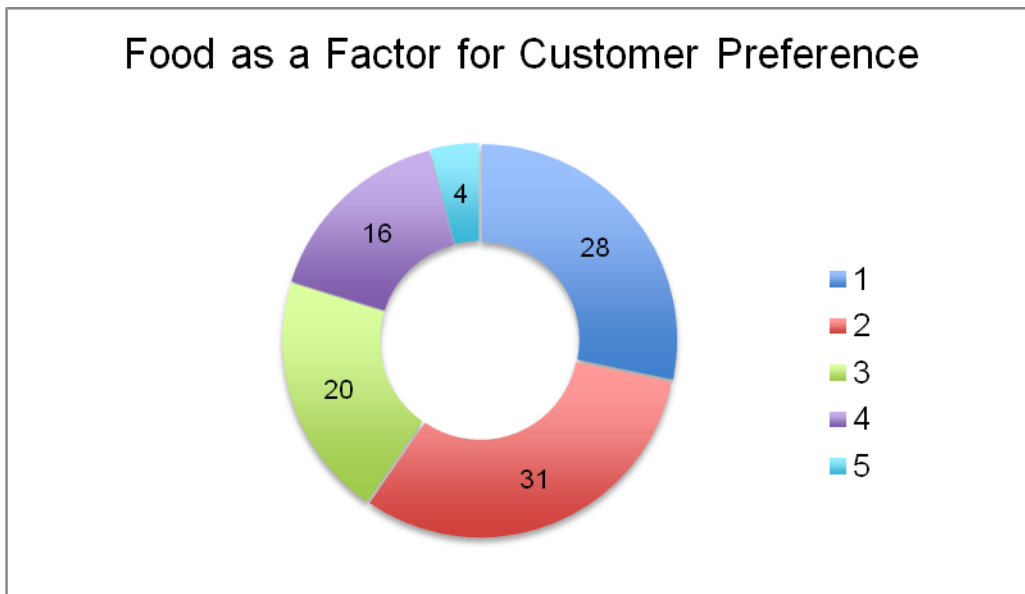
Figure 6. Food as a Factor for Customer Preference for Clubs and Bars

According to the tally, most people viewed the variable of food for customer preference as a second priority, with the highest frequency of 31 per cent. In comparison to almost 55 per cent, only 28 per cent of the respondents indicated that food was their first priority when it came to selecting bars or clubs they would go to. This reflected that while food was not their top priority, it still emerged as the second most prioritised variable for the respondents.
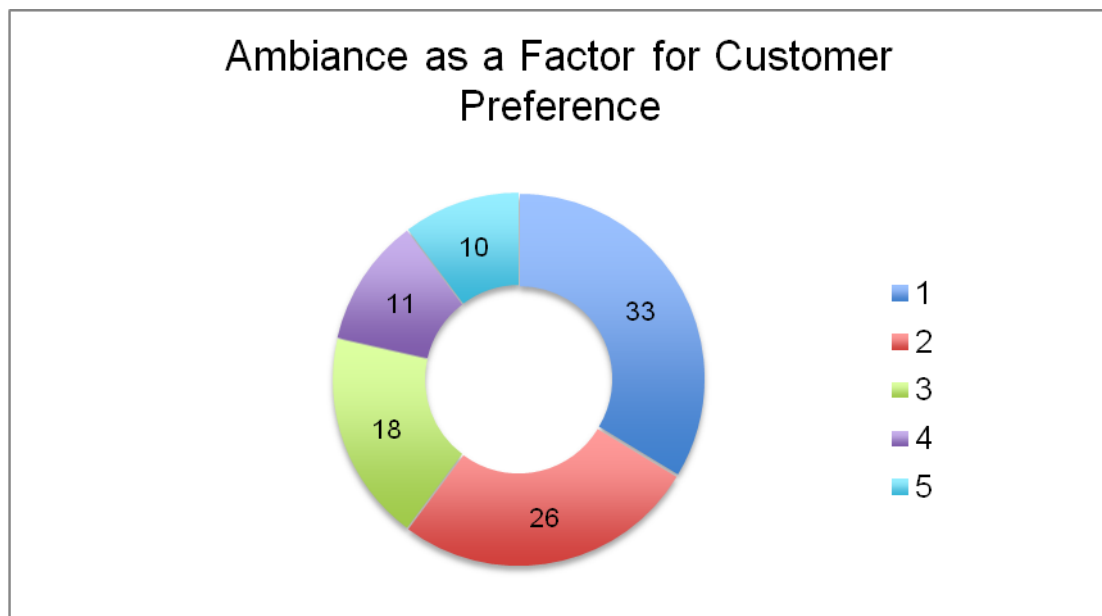

Figure 7. Ambiance as a Factor for Customer Preference for Bars and Clubs

In comparison to food (28 per cent) and music (55 per cent), the variable for ambiance received the second highest frequency for selection of customers' preference for the first priority. This showed that a lot of the customers valued ambiance enough for 33 respondents to consider it a top priority. Only 10 respondents selected ambiance as a factor for customer preference as the least important factor in their selection for bars and clubs.
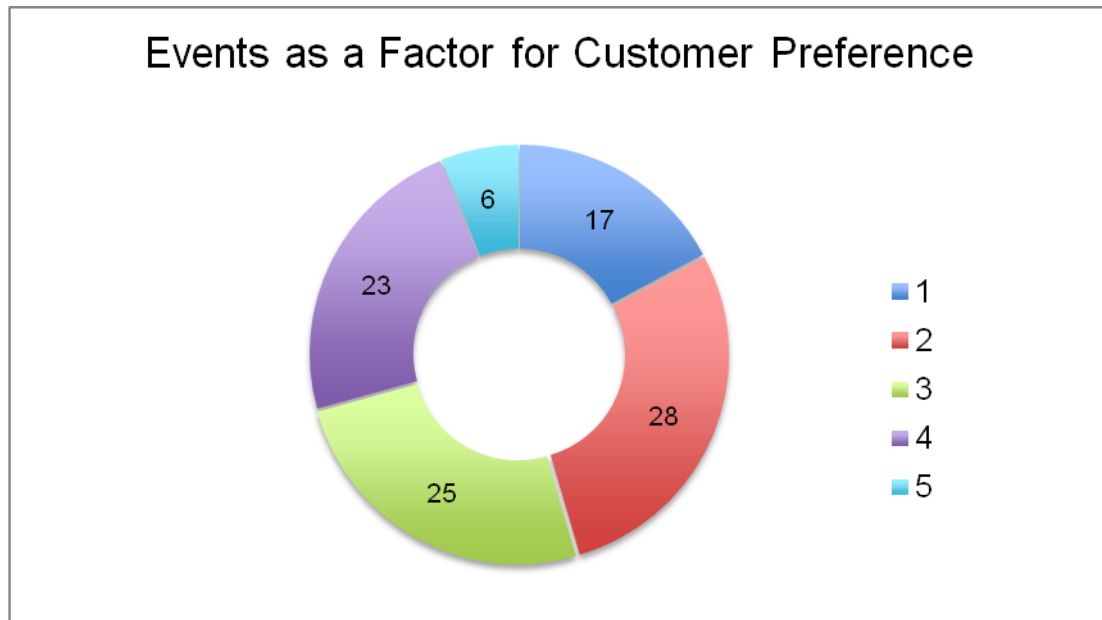

Figure 8. Events as a Factor for Customer Preference for Bars and Clubs

According to Figure 8, 28 respondents viewed events as a high second priority. This was the highest frequency for the items that were provided. Only 17 respondents considered events as the top priority. Not close behind, 25 per cent of the customers only ranked it third and 23 per cent ranked it first.
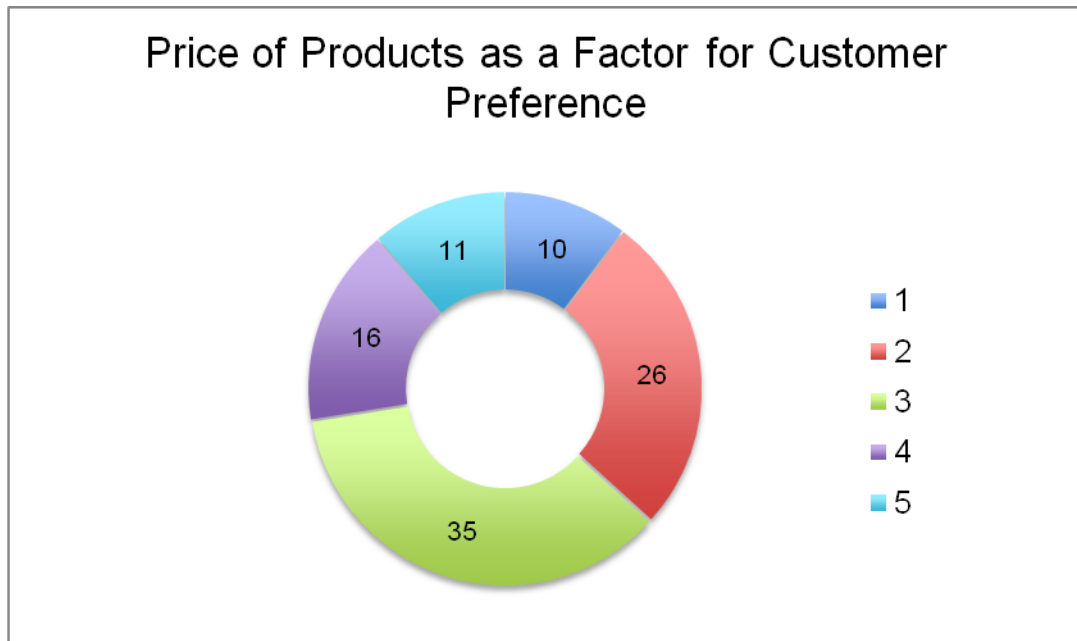
Figure 9. Price of Products as a Factor for Customer Preference for Bars and Clubs

Out of the five variables, this item was the least selected as a top priority. Only 10 respondents viewed the price of products to be the most important in their choices. The highest frequency that was observed from this tally reflected that most customers ranked the price as the third highest factor in choosing bars and clubs with almost 36 per cent.

The next five figures would represent the customer's perception for what a successful should be. Customers were asked to rank which factor signified that an event was successful from one to five, with one being the most critical factor for an event's success.
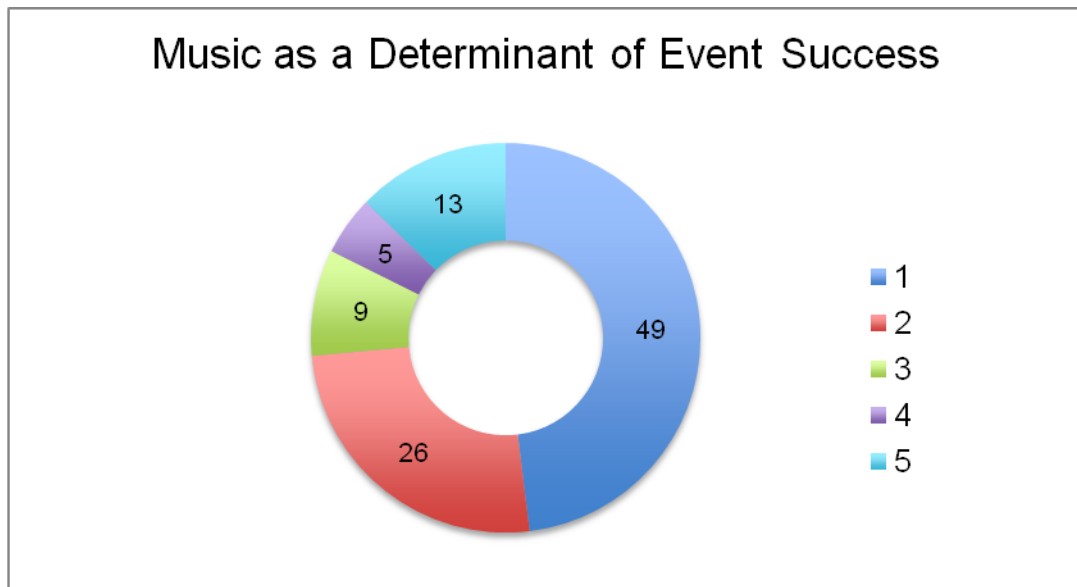
Figure 10. Customer's Perception of Music as a Determinant of Event Success

According to the survey, the provision of good music for the bar or club goers was rated as the top-ranked determinant of an event's success, with 48 per cent of the respondents in agreement. About 25 per cent of the respondents ranked it as second of the most important determinants for events success. Few respondents ranked it in the bottom three. Music was ranked as the top determinant for event success, with the highest frequency from the customers' selection.
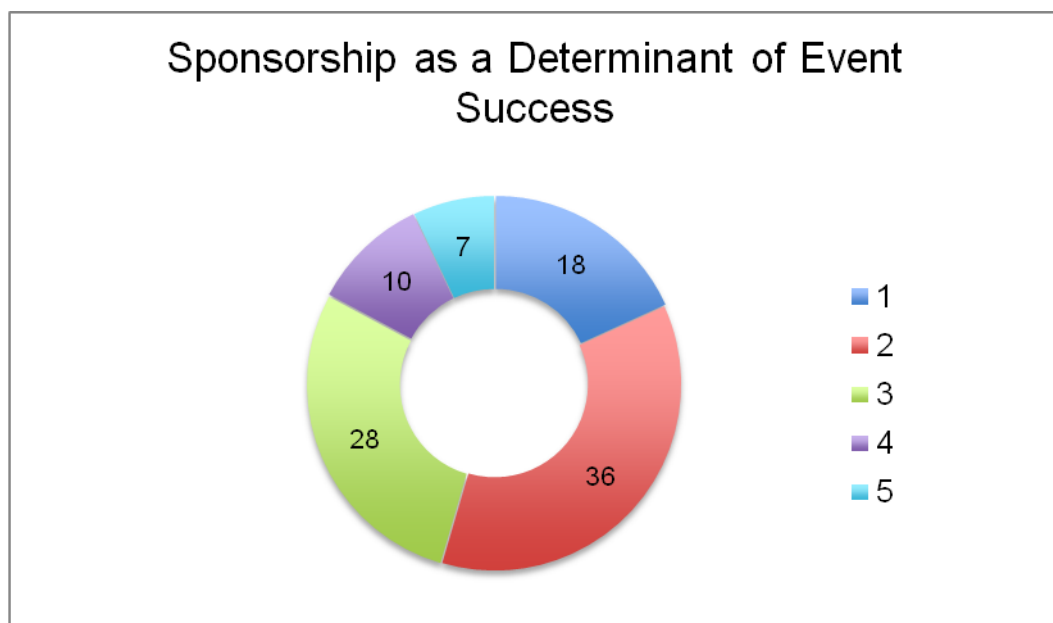

Figure 11. Customer's Perception of Sponsorship as a Determinant of Event Success

The data showed that 36 per cent of the respondents ranked sponsorship as the second most important determinant for an event's success. Only 18 per cent of the respondents viewed it as a top priority determinant. A significant 28 per cent ranked sponsorship as third in the determinant for event success.
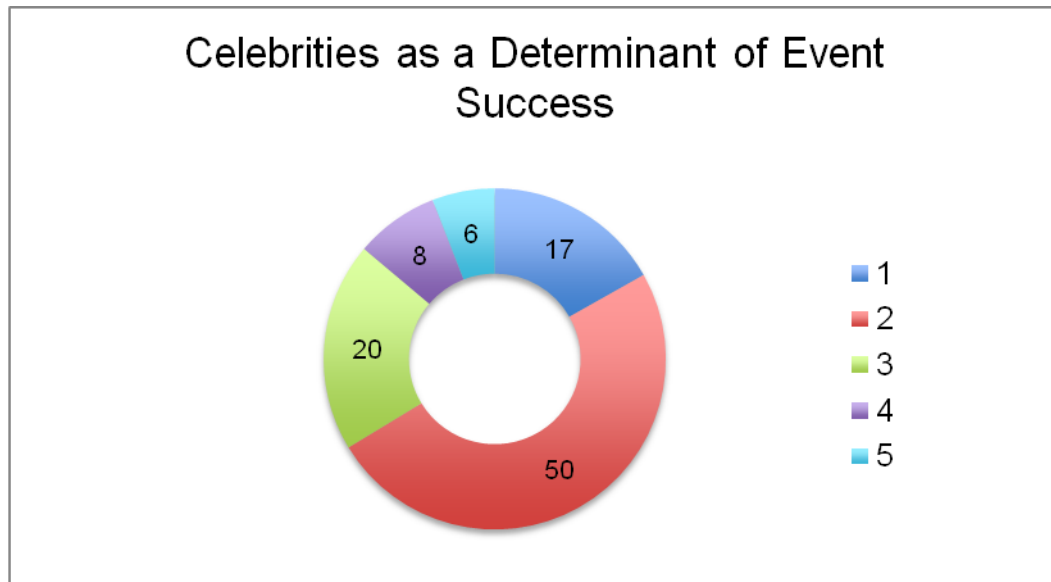

Figure 12. Customer's Perception of Celebrities as a Determinant of Event Success

Half of the respondents viewed the presence of celebrities at events to indicate their success as a second highest determinant. Only 17 viewed this as the top determinant. Most of the respondents chose celebrities in the top three of the indicators that determined if the events were a success.
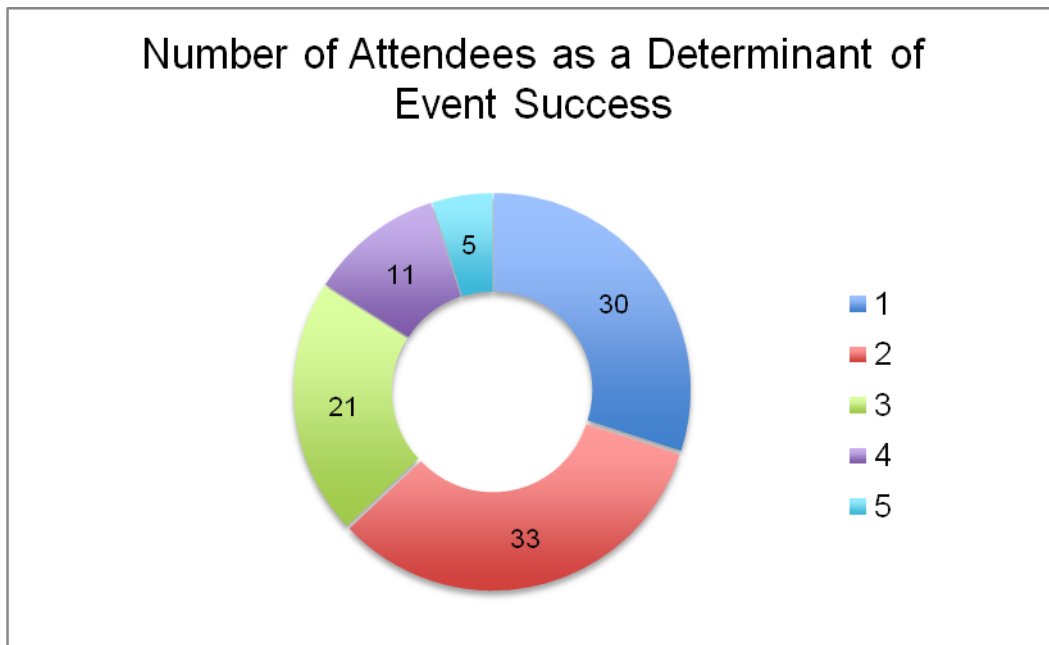
Figure 13. Customer's Perception of the Number of Attendees as a Determinant of

Event Success

Survey revealed that 33 per cent of the customers valued the number of attendees to reflect the success of an event. Close behind, 30 per cent of the customers ranked this as the foremost determinant of success. Only a few respondents regarded this to be a low priority. Most of them ranked this determinant in the top three as indicators that the event was a hit.

Figure 14. Customer's Perception of the Freebies as a Determinant of Event Success

The freebies that were given away also emerged as a second-ranked determinant for an event's success for 34 respondents. Coming in second in terms of the highest frequency, 29 customers considered the freebies that events give to be of third-level priority. This showed the relatively high level of priority they had for the giveaways that these events provided.
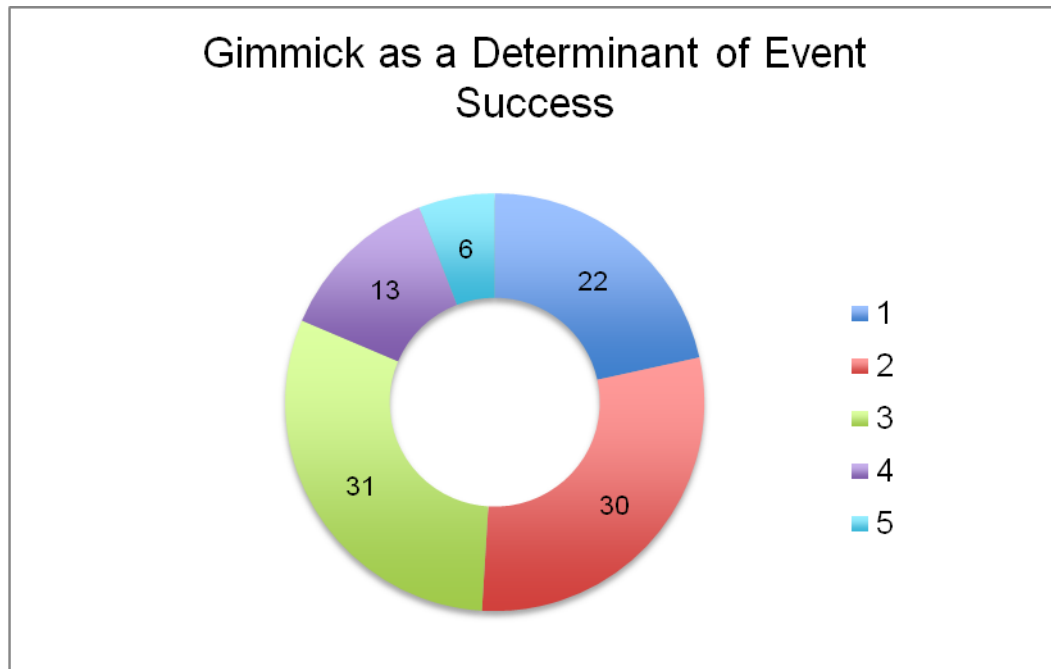

Figure 15. Customer's Perception of the Gimmick as a Determinant of Event Success

Unique gimmicks such as games and themes were marked as second priority (30 per cent) and third (31 per cent) by most respondents as indicators of event success. More than 20 per cent of the customers ranked unique gimmicks as the top ranked determinant for the success of bars and clubs' event.
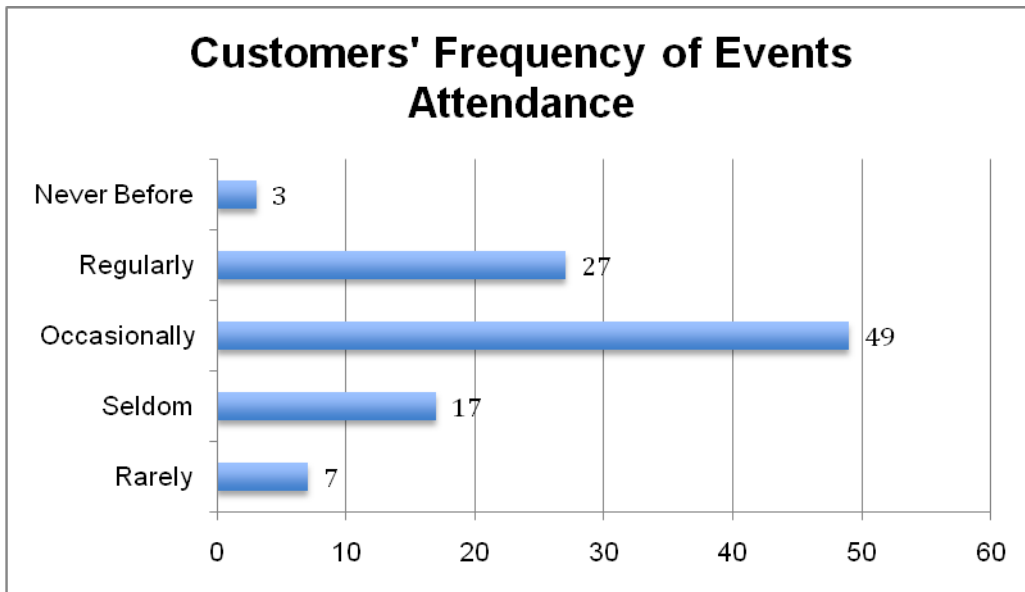
Figure 16. Frequency of Events Attendance in Bars and Clubs

According to the survey responses, about 47 per cent of the customers attended events
in bars and clubs occasionally. There were also more than 26 per cent of the respondents that
said they attended club or bar events on a regular basis. They represented majority of the
responses while a few answered they rarely or seldom go these events.

Figure 17. Customer Perception of Vendome Bar's Events

The customer perception of the events of the Vendome Bar was examined through the
survey questionnaires that were disseminated. According to the responses, the general

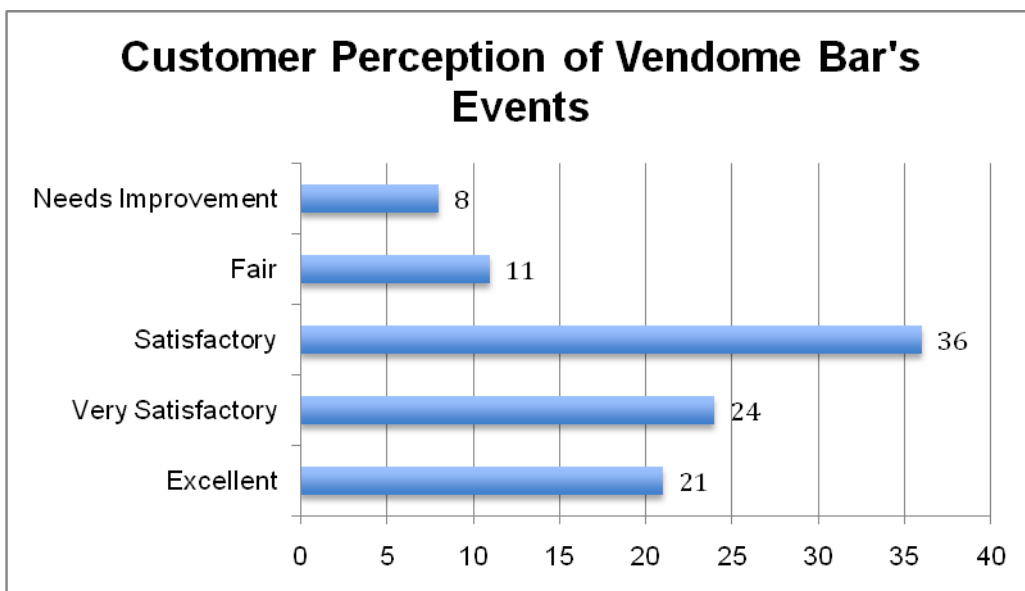satisfactory rating given was 33.5 per cent.   About 20 per cent of the customers gave Vendome Bar with an excellent rating when it came to the quality of their events, and 23.5 per cent viewed them as very satisfactory.

Qualitative Data Analysis

Role and Concepts of Event Management

The interviewee and representative of the case study subject, Vendome Bar, was the new general manager (GM) of the establishment. He was responsible for the overall operations of the company through the help of a day manager, a bar manager, and a bar supervisor. The priority of the GM was to stabilise the current situation in terms of the examination of costs, the creation of policies on staffing, and purchasing He was also responsible for the development and implementation of a clear marketing strategy. The GM defined events management as 'one of two things, sales and the actual management of the event'. He viewed sales to be proactive and reactive; furthermore, it was about preparation.

Marketing Concepts in Events Management

While the bar was not focused on presenting the business as an events venue, most events that were to be held in this establishment would be from the instigation of the client's request. The management wanted the bar to become an ideal avenue for product launches, celebrations, and others. The goal of the events that were produced by the bar included parties for Christmas, Halloween, and live music sets. These events had the goal of creating a differentiation in the point of attraction for potential clients. The overall impact of events management for the marketing of the business included marketing materials such as business cards and press packs. The brand that the company wished to portray for the bar was for it to have an image of luxury. It wanted the consumers to experience first-class products delivered with excellent customer service.

Event Management Process

The process of events planning of Vendome Bar included setting the aims for the event such as budgeting and providing a clear brief of the project. It was followed by the creative planning stage for a concept for the event through brainstorming sessions. Preparation and planning were conducted with due diligence for the quotes for outsourced services and products. Marketing strategies were included in this stage. Staffing and adherence to the initial brief were also important for the completion of this process. The team also made use that the event outcomes conformed to the brand policies of the establishment.

Timing and the period of time for planning were considered crucial by the interviewee. He had to make sure each stage for the creation of the event would come together at the right time. Meeting the deadline for the event planning process was noted to be difficult but important for its success. The primary considerations for planning an event involved adherence to the aim of the event and staying within the cost and benefit plan. Marketing and promotional strategies when it came to planning the event involved an early start in the implementation of promotional strategies. Media and public relations required the allowance for lead time for them to efficiently be implemented. The needs and requirements that should be completed for the planning events were also addressed. These involved cost/benefit analyses, risk assessments, stock preparation, and staff-level planning.

Significance of Events Management for Bars and Clubs

The significant increase in the net income depended on the objectives and purpose of the events. When events were created for brand awareness, there was no immediate cash boost. However, these events were viewed to have long-term returns for the establishment. The representative of Vendome Bar enumerated qualities such as positive, proactive, lateral thinking, creative, motivated, and being a team player as characteristics needed in order to make an event a success.

Sponsorship for events was also viewed to be beneficial for the establishment. It helped establish exposure for the bar. It also allowed for the image of prestige above the decrease of the costs for the financial requirements of events. Events also helped increase traffic in the bar even after event nights.

Findings

Out of a possible 150 respondents, only 103 responses were gathered. They were a mixture of men and women with an annual salary that varied accordingly. When asked if it was their first time visiting the establishment, 59 per cent of them said no. This indicated that half of the people in the establishment were returning customers. It also showed that the other half were new customers.

Furthermore, the findings reflected that more than 30 per cent of the customer went back to Vendome Bar at least once a month. Some even answered that they patronised the bar on a weekly and daily basis. The regularity of their visit to the bar reflected the significant success it has had in the industry. Most first-timers also responded that they would probably return to Vendome Bar. This showed that good customers returned (Patterson and Mark, 1992).

In terms of promotional strategies, the most effective approach was still through word of mouth. The experience of the customers was the most significant in the process of promotions. It was important for the first-hand experience of the customers to be positive in order for them to speak about them within the sphere of their influence (Levy and Marion, 1997). The events needed to reflect service quality in order for the customers to return and sustain patronage. Survey reflected that event posters, flyers, and websites were significant avenues through which the bar was promoted. Research confirmed that these were effective strategies for establishing the name of the establishment (Catherwood, Van Kirk and Ernst & Young, 1992; Goldblatt, 2002).

Customer preference was also examined regarding what consumers were looking for when it came to bars and clubs they patronised. Different variables were offered to impact consumer selection such as music, food, ambiance, events, and the price of products. Music was the top-ranked variable. Data showed that customers selected establishments for the

choice of music they played. This showed that establishments that held live concerts and have musicians had a greater chance of attracting attention. Vendome Bar was known to hold events such as these.

Aside from music, ambiance, food, and events were also important factors for their selection. Vendome Bar did not serve food. They order food from a sushi restaurant nearby. However, the ambiance they create was that of a luxurious and posh vibe. The events that they held also helped them gain more consumers for brand awareness and sponsorship deals.

Customer perception was also analysed according to how customers viewed the success of events. Indicators for event success included music, sponsorship, celebrities, and the number of attendees, freebies, and unique gimmicks. Music was said to be a strong indicator for a successful event. The quality of music that bars and clubs played was something that was influential for event success. Celebrities and sponsorship were also ranked highly but were not top priority as a determinant for event success. The number of attendees was something that both the customers and the general manager considered as indicators of the success of events. Furthermore, the consumer perception of the events that Vendome Bar held also revealed that they believed their events were satisfactory while some even rated them to be excellent. The customer perception of the events of the Vendome Bar was examined through the survey questionnaires that were disseminated. These reflected very positive feedback regarding the establishment. This positive perception could be attributed to the association of their preferences to what the bar had to offer.

Implications

It was important to address the interest of the potential market (Proctor, 2000). Marketing policies, plans, and decisions were implemented according to the complex nature of the customers' preferences. The changing nature of the market required for the implementation of different marketing strategies to be adopted from different points of time.

Events have the capability to be relevant at all times according to the innovation and creativity that would be used in order to make them such. This was why a number of bars and clubs hold events even if there were no instant monetary gain. These events made them relevant. It could draw in different markets according to how these events were staged. Events could also build up their brand imaging. It could build awareness for their establishments. Events also functioned as bridges through which clubs or bars could partner with companies as their sponsors. Flexibility was an important factor in management and how their relationship with events management. The commitment of resources and generation of sales were significant in maximising the potential of events for bars and clubs (Hill, Hultman and Miles, 2008; Barrett and Weinstein, 1998).

Future Research

Future researchers of event studies should consider using more bars and clubs as subjects for case studies. It is important to have data that actually provide covariance analyses of the impact of events in their own establishments. It is also necessary to have different points of comparison.

Conclusion

Bars and clubs in the London area found a competitive edge in the production of events. The establishment of the market was created through events management concepts. Marketing concepts and events management strategies were revealed to have a significant relationship in the operations.

As mentioned, the limitation of the study emerged from the lack of cooperation from other establishments, aside from Vendome Bar. The primary data that were collected mostly represented the perspectives of the employees and patrons of this bar. The aims that this study set out were fulfilled. A framework for evaluation was developed by means of the literature review that integrated marketing concepts with events studies. This enabled the researcher to

enquire regarding the important elements that consumers look for in bars and clubs. Events management was studied from a marketing point of view. Through the interview and survey that was conducted, the dynamics of bars and club in the London area was established. It was discovered that music and ambiance were important factors that event managers and bar/club owners needed to consider. It was important to present the best experience for the customer. This provided the most significant portion of the marketing mix as this would enable the implementation of the most effective promotional strategy, the word of mouth.

The production of events was often used to establish the brand's name. They were usually held for long-term benefits. The choice of bars and clubs patronised depended on different factors. Customers viewed music as the most significant factor for their choice. Events and ambiance were close choices for this selection. The evidence of success was determined through music and the number of attendees. The number of attendees could be associated with building the brand and the market for the establishment. Events were utilised to ensure they had strong patronage and customer traffic.

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Appendices

Appendix A

Survey Questionnaire

Name (Optional)

Age:

Gender:

Instructions: Please select the most appropriate answer.

Is this your first time to go to Vendome Bar?

____ Yes

____ No

2. If No, how often do you go to this bar?

____ Daily

____ Once a week

____ Once a month

____ Once a year

____ Rarely

3. If yes, will you go to this bar again?

____ Probably

____ Uncertain

____ Never

4. How did you learn about the bar?

____ Word of mouth

____ Events Poster

____ Flyers

____ Other forms of advertising (please state _____)

5. In a scale of 1-5, 1 being the highest and 5, the lowest, what are the things you look for in clubs and bars?

_____ Music

_____ Food

_____ Events

_____ Price of products

_____Ambiance

6. In a scale of 1-6, 1 being the highest and 6, the lowest, what makes a club event successful?

_____ Music

_____ Sponsorship

_____ Celebrities

_____ Number of Attendees

_____ Freebies

_____ Unique gimmicks (Games, Theme Parties, Etc.)

7. How often do you go to events that are sponsored by clubs and bars?

_____ Rarely

_____ Seldom

_____ Occasionally

_____ Regularly

_____ Never before

8. What is your opinion about the events of Vendome bar?

_____ Excellent

_____ Very Satisfactory

_____ Satisfactory

_____ Fair

_____ Needs Improvement

Thank you for your time!

Appendix B

Interview Questions

Respondent: Club Owner, Managers, Events Managers/Coordinators

Role and Concepts of Events Management

Can you describe the role that you have for Vendome Bar's operations?

How would you define events management?

Marketing Concepts in Events Management

What is the goal of events management in relation to the marketing objectives of the bar?

What is the overall impact of events management for the marketing of Vendome Bar?

Did your events significantly impact in the marketing of the bar? How?

What kind of brand do you wish to portray and what events do you hold to reflect this?

Event Management Process

Can you describe the stages of planning for an event?

What are the roles of timing and the length of the period of planning in the events that you have conducted?

What are the primary considerations for planning for an event?

How do you factor in marketing and promotional strategies when planning for an event?

 What are the needs and requirements that need to be completed for planning events?

Significance of Events Management for Bars and Clubs

Is there a significant increase in the net income of the bar during events?

What are the qualities that make an event a success:

In terms of events organisation and management?

In terms of achieving marketing purposes?

In terms of the traffic of guests?

Is there a comparative difference between event nights and non-event nights?

After successful event nights, is there a significant increase in the traffic of people?

Role of Sponsorship

 What is the relationship between sponsorships and events?

How does sponsorship increase the level of success of events?