BUILDING EVENTS INTO DESTINATION BRANDING:
INSIGHTS FROM EXPERTS

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Events have become an increasingly significant component of destination branding. Although events are thought to be important contributors to their host destination's brand, the most effective means by which to leverage them in order to build that brand are poorly understood. To explore the potential uses for events in destination branding, workshops with leading event and destination marketers were conducted by the CRC for Sustainable Tourism throughout Australia. The workshops were designed to clarify what destination and event marketers do when using events in destination branding. The workshops then identified what the industry would like to know to make better use of events in this regard. Workshop participants identified community support and a good strategic and cultural fit with the destination as necessary bases for building events into destination branding. Other themes that emerged were: the need for an event to be differentiated from others, the longevity/tradition of the event at the destination, cooperative planning between key players, and media support of the event. Participants also recognized the need to consider the effects of events with reference to the overall portfolio of events at a destination. It was noted that event marketers and destination marketers have not yet learned how to synergize their efforts, and that there is a consequent need for further research into the best means to use events to build a destination's brand.

Event planning   Event evaluation   Destination branding   Co-branding

Building Events Into Destination Branding:
Experts' Insights

The term "event tourism" was coined in the 1980s, and it formalized the link between events and tourism (Getz, 1997). Event tourism, which is not a recent phe- nomenon, has been defined as "the systematic plan- ning, development and marketing of festivals and spe- cial events as tourist attractions, catalysts and image builders" (Getz & Wicks, 1993, p. 2). The first Olym- pic Games were held in 776 BC and religious events and festivals have been held throughout the ages. What

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is new is the scale of event tourism, with many cities seeking to specialize in the creation and hosting of special events due to the economic benefits they bring (Lynch & Veal, 1996).

According to Janiskee (1994), "this is the age of special events" (p. 100). Described as a one-time or infrequently occurring event of limited duration that provides consumers with a leisure and social opportunity beyond everyday experience (Jago & Shaw, 1998), observation and anecdotal evidence suggest that the number of special events has increased substantially over time (Getz, 1997; Getz & Wicks, 1993; Janiskee, 1994). Influencing both day trip and overnight visitation, special event tourism is an important motivator of travel, and special event tourism is one of the fastest growing segments of the tourism industry (Backman, Backman, Uysal, & Mohr Sunshine, 1995). This is due to the ability of events to contribute to a city's range of tourist attractions, facilitate media coverage for the destination, and promote awareness of the destination for future visitation.

A significant element of the relationship between special events and tourism is the way in which images associated with the event are transferred to the destination, thereby strengthening, enhancing, or changing the destination's brand. The transfer of event images to a destination is now so important that those images "are starting to dominate the natural or physical features in the identification of cities" (Burns, Hatch, & Mules, 1986, p. 5). The academic literature supports this significant relationship between destinations and events, suggesting that one of the key reasons for staging an event at a destination is to improve awareness of the destination or the image of the destination (Backman et al., 1995; Burns et al., 1986; Hall, 1990, 1992, 1996; Kaspar, 1987; Ritchie, 1984; Ritchie & Smith, 1991; Roche, 1994; Travis & Croize, 1987; Witt, 1988). In fact, this has become one of the primary reasons that destinations bid to host events (Emery, 2002).

Despite the significance of events in influencing destination choice, vacation activities, and the timing of travel, little is known about how events can help to brand a destination and, as a result, influence long-term visitation to the destination. This study addresses that matter by identifying current practices in the use of events to brand destinations. Data were collected through a series of workshops conducted throughout Australia. The workshops brought together many of the country's

leading practitioners in the fields of event management and destination marketing.

To date, most of the research in the field of special events has focused on events' economic impact. This is due to the fact that many events require assistance from government in order to be staged, and justification for assistance is often required in economic terms (Mules, 1998). This approach represents a short-term focus on the impact of staging events, rather than a longer term focus on their capacity to raise awareness of a region for future tourism (Mules & Faulkner, 1996). As a result, this study investigates the practices whereby events are used to influence the branding of a destination. It does this by providing a synthesis of the various methods used by managers of Australian destinations, events, and tourism organizations to incorporate events into destination branding. The study identifies their views regarding critical success factors when using events to help brand a destination, and it outlines the issues and questions that most concern them when seeking to use events in destination branding.

The Importance of Branding

Although the importance of brand recognition and brand awareness has been understood for many years, marketers have begun to pay closer attention to the ways that brands are created, strengthened, changed, and maintained (de Chernatony & McDonald, 1996; Keller, 1998). The consumer's perceptions of a brand can play a significant role in the consumer's attitude toward the associated product or service (Mittal, Ratchford, & Prabhakar, 1990) and consequent decision whether or not to purchase it (Ambler, 1997). As a result, managers and marketers are beginning to evaluate marketing decisions in terms of the equity that will be imparted to the brand (Eagle & Kitchen, 2000; Park & Srinivasan, 1994). Therefore, the emphasis is on determining the best means to synergize marketing tactics in order to build and create the desired brand image (de Chernatony, 2001; Keller, 1996). From the standpoint of using events in the marketing of a destination, a focus on branding requires that destination marketers determine how best to build events into their overall marketing strategy. In fact, advocates of brand equity as a basis for marketing decisions would contend that whether or not an event is worth hosting depends on the degree to which it can add value to the destination's overall brand (cf. Ambler & Styles, 1997; Keller & Aaker, 1997).

A brand is more than the name or symbol that represents a product. The term "brand" refers to the overall impression that the name or symbol creates in the minds of consumers, including the product's functional and symbolic elements. The brand encompasses the physical characteristics, perceived benefits, name, symbols, and reputation (de Chernatony & McDonald, 1996; Keller, 1998). Brand equity refers to the value that a brand recognition and position add to the brand through the effect on consumer utility (Eagle & Kitchen, 2000; Park & Srinivasan, 1994) and stakeholder commitment (de Chernatony, 2001; Duncan & Moriarty, 1997).

A strong brand benefits both businesses and consumers. It is valuable for organizations, as strong brands attract loyal customers and solidify stakeholder networks. Once a brand has built a loyal customer base and a solid stakeholder network, it has staying power. Brands with strong consumer loyalties are more likely to win strong distribution support, and are more readily leveraged. A recognizable brand name is perceived by customers to render significant information about a product because it identifies what they are buying. A strong brand adds value to stakeholder relationships by clarifying values and increasing confidence in the relationship.

Destination Marketing

D'Hauteserre (2001) suggests that in today's highly competitive, global, tourism marketplace, tourist destinations suffer more from ignorance of their existence by potential customers than from inefficiencies in management. Destination marketing aims to raise awareness of a destination and increase visitation by creating a unique brand that positions and differentiates the destination from others. The attributes upon which destinations compete are commonly shared by several destinations or are easily matched by competing destinations (Henderson, 2000). Consequently, it is critical that destination marketers manage their destination's brand strategically.

Kotler, Haider, and Rein (1993) define a destination as a place that incorporates an interconnected and complementary set of attractions, events, services, and products, which together create a total experience and value proposition to visitors. They suggest that successful destination marketing occurs when each element of the destination's product mix contributes something to the total brand image via complementary styles, demo-

graphics, or experiential values. They add that to be successful, destinations need to present these factors in a coordinated and consistent offering through careful management of the brand. Although it has been argued elsewhere that integrated marketing communications are necessary if a brand's equity is to be optimized (Duncan & Moriarty, 1997; Keller, 1996), the challenges are particularly acute in the case of destinations because the destination's array of products and services must be brought together under the overall destination brand (Chalip, 2001a). Thus, it must be feasible to integrate the consumer's image of an event into the overall brand of the destination (cf. Keller & Aaker, 1997).

Integrating consumers' images of an event into the destination's brand is a form of co-branding (Rao & Ruekert, 1994; Simonin & Ruth, 1998; Washburn, Till, & Priluck, 2000). In this instance, the aim is to link the brand image of an event to the destination's brand in order to increase potential visitors' awareness of the destination and/or to enhance or change the image they have of the destination. Co-branding enjoyed a growth of 40% in the latter years of the 20th century (Spethmann & Benezra 1994), suggesting that marketers have found it to be a useful tactic for building brand equity. However, the requirements for making effective use of events in destination branding are not well understood.

Research Questions

This study addresses the relationship between events and destination branding by identifying current practices in the use of events to help brand destinations. On the basis of the preceding review, the following research questions were formulated:

1. What are the elements that, according to expert practitioners, make events effective or ineffective at building a destination's brand?
2. What particular strategies or tactics seem to enhance the effective use of events in building a destination's brand?
3. Given the current state of practice, what are the areas of uncertainty about the uses of events in destination branding that call for further research?

Method

In order to collect experts' views on the matters raised by these research questions, a series of half-day work-

shops was held in Brisbane, Sydney, Melbourne, Adelaide, Perth, and northern New South Wales. Workshops were held in different states in order to explore regional differences in the use of events in destination branding. Participants were invited based on their substantial expertise in the area of interest, as seen by the state tourism organizations and key event agencies that prepared the invitation lists in each region.

Each of the workshops brought together groups of approximately 15 of the country's leading event practitioners and destination marketers to examine the key issues relating to events and destination branding. There were two reasons for inviting from the separate domains of event management and destination marketing. The first was to gain a greater appreciation of their different perspectives. The second was to allow the two perspectives to interact in a manner that would allow points of difference and matters of uncertainty (perhaps calling for further research) to be highlighted.

At each workshop, the number of participants working as destination marketers exceeded slightly the number of event practitioners. Destination marketers were generally public sector employees working for state or local government. The event practitioners at the workshops covered the spectrum of events from small to very large and included private operators as well as those employed by state-funded event agencies.

Workshop Structure

The half-day workshop format was the same at all locations. The design combined protocols of brainstorming, dialectical decision making, and nominal group technique, as described by Chalip (2001b). Each included the following phases: icebreaker, introduction, priming, idea sharing, idea synthesis, specialist group discussion, synthesis, and conclusion. This format was chosen to encourage individuals to express their views on the subject based on their own particular experience, and to provide opportunity for differing viewpoints to be bought forward and discussed. The workshop format then provided opportunities for issues to be discussed in greater depth, so that by the end of the day's proceedings, the key issues had been identified.

To encourage workshop participants to reflect upon their experiences, the priming phase required them to work individually. Each was asked to think of three or four events that, in their opinion, have contributed to the "branding, image, or marketing" of the destinations

at which the events were held. Attendees were then asked to think of three or four events that have not contributed to the "branding, image, or marketing" of the host destination. They were also asked to list the reasons that, in their view, each event had, or had not, contributed to the branding of the destination.

Small groups were formed for an idea-sharing phase, the aim of which was to further encourage discussion of the ideas generated in the priming phase. Group discussions focused on the reasons that events had an impact on the branding of the destinations, and considered reasons some events had not had an impact. After the idea-sharing phase, all workshop participants came together to synthesize the findings of the breakout groups.

It was anticipated that, based on the demands of their particular employment domain, the two groups—event managers/marketers and destination managers/marketers—would have different views about some of the issues raised. As a result, a specialist phase was incorporated in which the groups were divided, and participants from the two domains were encouraged separately to offer honest assessments of topics based on their occupational experience. During this phase, each group discussed a series of questions pertinent to its employment domain.

Questions asked of destination managers covered the factors they consider to be important when selecting an event for their destination, how they build events into their marketing mix, what they consider would help make events more effective tools for promoting and branding their destination, and what needs to be done so that the necessary tasks can be successfully undertaken. Questions asked of event managers covered those aspects of a destination's image that were important to them when choosing a destination for an event, the working relationships they have with destination managers, the roles destinations can play in making events successful, and whether events should be used to change or enhance a destination's brand. In the synthesis phase, the two groups joined together to discuss the issues raised by each in the specialist phase. The workshops concluded with a review of the key issues raised, and a discussion of the issues requiring further research.

Data Gathering

Each of the workshops was facilitated using the standard protocols for group decision making and problem

solving (Chalip, 2001b). A facilitator was appointed to each specialist group, and this discussion was recorded by a note taker. Records from breakout and full group discussions provide the basis for this report.

Results

By the end of each workshop, participants had typically reached some consensus about the key facilitators and barriers when using events in destination branding. Workshop attendees felt that, in general, events can play a useful role in helping to brand destinations. Although they were not generally able to articulate specific questions for future research, they were able to describe realms of uncertainty that require research.

There were negligible differences among the regions regarding how events can help to brand destinations. Differences were merely in terms of the degree of emphasis given to particular points, rather than in terms of the points themselves. Regional differences did not affect the overall conclusions to be derived from the workshops, as the most highly regarded and frequently mentioned issues were the same in all destinations. They had to do with the importance of local community support for events, and the need for a good strategic and cultural fit between events and destinations.

Each workshop also explored reasons that some events have not been used successfully to help brand destinations. In general, the reasons for lack of success were phrased in terms of the absence of critical success factors. Consequently, the following presentation focuses on the factors that were deemed to be critical for successful utilization of events in destination branding.

Workshop participants described a number of issues that play a role in the successful use of events in destination branding. For the purpose of this study, and for future research, the most commonly mentioned issues have been grouped into themes. The two most important and frequently mentioned themes were: 1) the need for local community support, and 2) the need for a good strategic and cultural fit with the destination. Other themes that emerged were: 3) the need for an event to be differentiated from others, 4) the longevity or tradition of the event at the destination, 5) cooperative planning among key players, and 6) media support for the event. It was also noted that there can be some synergy among the events in a destination's portfolio. In particular, it was noted that events that seem comparatively small in scale can build the social capital and human infrastructure of a destination in a manner that helps to build the destination's brand, and that thereby enables the successful utilization of larger events.

The six themes represent bases for planning and evaluating the utility of a particular event in destination branding. Each then becomes a basis for considering the event's utility with reference to the overall portfolio of events at the destination. That utility is also a basis for evaluation and planning. The model is illustrated in Figure 1.
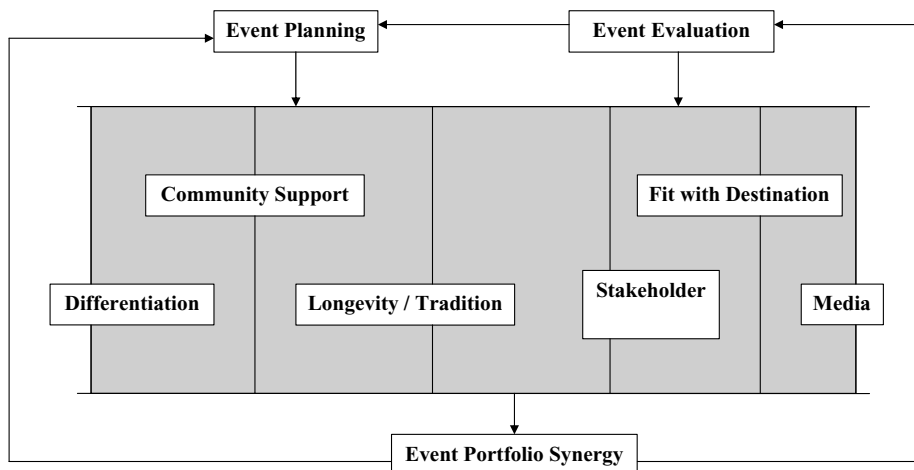

Figure 1. Derived model for planning and evaluating an event's contribution to destination brand.

Each theme is described below. The matter of portfolio development is then considered. Following that, participants' views about the uses of events in helping to change a destination's brand (as opposed to merely enhancing or strengthening an existing brand) are presented. Means to enhance the use of events in destination branding, and matters in need of further research are then described.

Community Support

Workshop participants considered local community support to be the most important factor in determining the success of an event in branding a destination. Community involvement at every stage of planning was seen as vital to creating a sense of ownership and pride in the event among the community. To be truly successful, it was felt that there needs to be a sense of excitement and occasion in the local community. Strong financial outcomes for the local business community from the event were also considered important, as they could lead to partnerships and further support from within the local business community.

The success of many events is heavily dependent upon local communities in that event patronage is usually dominated by local residents (Crompton & McKay, 1997; Getz, 1997). Participants noted that members of the local community need to be advocates for the event and the branding of the destination. It was suggested that there is an element of "image and brand" involved with successful events and local communities. If local people see themselves as an integral part of the event and are interested in the event, their support will have a positive effect on the way that visitors view the event and the destination. Volunteers during the Sydney Olympics were given as an example of community support for an event that was sufficiently salient to contribute a "friendly" dimension to the event, and consequently to the destination's brand.

Lack of community support was also seen as a major reason for failure of events in helping to brand destinations. The Australian Festival of Chamber Music in Queensland was given as an example of an event that, due to its lack of community support, was not successful in achieving positive destination branding. The event, which was specifically marketed to visitors from outside the region, has been remembered as a failure. The community was not proud of the festival and did not support it. As a result, images of the event and destination have been somewhat tarnished.

Cultural and Strategic Fit With the Destination

Workshop participants frequently noted that an event must have a good cultural and strategic fit with a destination and its community if it is to play a positive role in branding the destination. It was suggested that fit needed to be obtained across several dimensions, including values, the culture of the event (and its attendees), and the destination's physical and communications infrastructure (whether existing or proposed). Because a brand reflects values, culture, and infrastructure, it was argued that the event's values, culture, and requisite infrastructure need to be consistent with those that the community seeks to communicate through its brand.

The Brisbane Festival was given as an example of an event that failed to positively brand the destination because it did not reflect the local spirit. Pitched to the "arts elite," the marketing of the event was seen to discourage local attendance. As a result, local people were reticent to support it. This event was compared with the Adelaide Festival, which was seen to successfully reflect some of Australia's cultural values, and successfully contributed to Adelaide's branding.

Participants felt that cultural and strategic fit need to be ascertained with reference to the way a community sees itself and wants to be seen by others, rather than with the way that others currently view it. It was noted that some events are successful in positively reshaping a destination's brand precisely because they convey images and values that are different from those associated with the destination, but that are consistent with how the destination seeks to be perceived. The Woodford Folk Festival in Queensland was given as an example of this phenomenon, as it has changed Woodford's image from that of a prison town to one that runs a successful cultural event.

It was suggested that recurring events generally rely heavily on the host community, and thus may need to have an even closer fit with the community and destination than is required for larger events that may occur only a single time at the destination. Nevertheless, participants also pointed out that event owners award events to destinations for which there is a good fit between the event and the destination's attributes. Thus, the necessity for a fit between the community and the event is

two way: it is necessary for the event to contribute to the destination's brand, and it is necessary for the destination to contribute to the event's own brand.

A Point of Differentiation

Participants pointed out that events play a particularly useful role in destination branding when they help the destination to differentiate itself from others. In this way the destination's product mix and the resulting benefits that the destination can offer are differentiated from those of other destinations. This could occur through the specific and unique benefits afforded to event visitors, or through the added name recognition and consequent caché that an event affords to a destination.

It was noted that event visitors may choose to attend events (or visit events in subsequent years) as a consequence of the unique benefits that they provide. It was suggested that the benefits obtained by visitors could be financial, cultural, experiential, entertainment, or social. Thus, events could differentiate themselves and the host destination across an array of different facets. However, it was also observed that very little is known about the particular benefits that visitors seek or obtain from events, which event elements render or inhibit particular benefits, or how those benefits become associated with the host destination's brand. Event managers and destination marketers felt that these topics warrant further research.

Longevity/Tradition of the Event

The need for an event to be "ongoing" in order to deliver branding benefits to a destination was frequently identified as important by workshop participants. Longevity and tradition were seen to reinforce the branding effect by adding saliency and profile. The Melbourne Cup was noted by a number of groups as a good example. It was seen not only as Australia's oldest hallmark event, but also as one that involves the community, has developed integrity over time, and reflects "the Aussie fun-loving character."

Although it was often mentioned, longevity was not rated highly in group discussions. This seems to have been due, in part, to the successful contribution that a number of one-off events have made to destination branding, such as the Sydney and Melbourne Olympics, the Brisbane Expo, the Brisbane Commonwealth Games, and the America's Cup in Fremantle. These events are large, high-profile events that brought with them a great deal of profile and tradition. Thus, although the event might only occur once at a destination, it can still provide benefit to the destination's brand through the profile and tradition that it brings.

Nevertheless, participants did feel that longevity at a particular destination is important for an event to become synonymous with its destination. It was suggested that an event could make a particularly useful contribution to branding a destination if it were tied to the same destination for 5–10 years. The Sydney-Hobart Yacht Race was noted as a particularly good example, having been held for more than 50 years and linking one event with two destinations. The timing of the event enhances the impact, as it commences on the Boxing Day holiday every year, which further increases the anticipation.

Workshop participants pointed out that events must be financially sustainable in order to survive long enough to contribute successfully to a destination's brand. Consequently, each event must first be sufficiently appealing to the aficionados who are the event's primary market. Only then can an event establish itself in a manner that contributes to the destination's brand.

Cooperative Planning

Workshop participants felt that the successful use of events in destination branding requires cooperative planning and coordination among key players, including event managers, destination marketers, and the destination's government event organization. Cooperative planning was also seen to be necessary to ensure that facilities and access to destinations were adequate, and that cooperative marketing was obtained. This contention is consistent with other work on branding, which recommends stakeholder cooperation and integrated marketing communications (de Chernatony, 2001; Duncan & Moriarty, 1997; Keller, 1997).

When asked how the working relationship between event managers and destination marketers could be made more effective, it was suggested that members of the two employment domains need to put aside their independent agendas and work more cooperatively in the planning and implementation of events. The size of a destination was seen to be a factor that may influence how well organizations work together when staging an event, with organizational cooperation seen to be more probable in small rural towns, perhaps as the result of a

greater degree of cooperative spirit. Nevertheless, it was argued that integration between event management and destination marketing is essential for events to make an optimal contribution to the destination's brand, regardless of the size of the host community.

Media Coverage

The media's positive support for events and destinations was mentioned as a factor that can have a substantial impact on the degree to which an event contributes to a destination's brand. To some degree, this was understood to be a function of event size, with larger events generating a greater degree of media coverage, and many small events obtaining little or no media coverage beyond the host community. However, event images and mentions are not limited to event publicity. They can also be incorporated into media, including advertising, that the destination produces itself. Thus, the media value of an event needs to be understood in terms of the reach and frequency of event publicity, as well as in terms of the potential utility of event images and mentions in advertising and related media that the destination produces itself.

The Event Portfolio

Participants pointed out that it is rare for a single event to have a noticeable effect on a destination's brand. Rather, they observed that the entire portfolio of events at a destination needs to be considered in order to build the destination's brand. Thus, each of the factors noted in the themes above needs to be assessed with reference to the full scope and quality of events at the destination.

For events to contribute to the destination brand, their application to destination branding needs to be developed through an integrated strategy. It was noted, for example, that Melbourne and Brisbane have positioned themselves as event capitals. However, the two cities were seen to have taken different strategic paths, though both have used events successfully. Melbourne's diverse calendar of events is itself a major contributor to the destination's brand, and the city's emphasis on its range and number of events has worked well. Conversely, Brisbane has sought to rationalize its event promotions by encouraging smaller festivals to group together and make use of cooperative marketing opportunities—a strategy that also seems to have been effective.

Participants felt that smaller events that might not otherwise contribute to a destination's brand can contribute to the destination's capacity to host other events, and enhance the quality of larger events. It was noted that successful local events can create a positive community attitude toward events, and may also help to develop event management expertise and an experienced pool of event volunteers. Each of these can contribute to the quality of larger events, thereby improving the quality of impact that those events have on the destination's brand. In effect, smaller events may contribute indirectly to a destination's brand by adding to the destination's social and human capital.

Similarly, small local events that occur as augmentations to larger events can build local identification with the larger event, and can thereby enhance the quality of that event's impact on the destination brand. The many local events that make up the Gold Coast's Indy Carnival during the lead-up to the Honda Indy 300 race day are an example of event augmentations that create a local atmosphere that contributes to the destination's brand. Small local events can similarly contribute to events that are merely regional in scope. One participant from northern Queensland described a rodeo event that plays an important role in her town's development of its regional brand. Local interest in the event was enhanced by creating opportunities for locals to participate at the same time in complementary arts events, such as a photo contest, which are themed with the rodeo. Event augmentations of this kind strengthen local support for the rodeo, and enhance the destination's look and feel during the rodeo. This, in turn, enhances the impact that the event has on the destination's regional brand.

Changing or Enhancing a Destination's Brand

The general focus of participants' observations had to do with the uses of events to enhance or strengthen a destination's existing brand. In order to determine how events might be used to change a destination's brand, participants were asked to consider that matter specifically. The consensus of workshop participants was that it is appropriate to use events to change a destination's brand, but only if the initiative is led by the community and is not something imposed upon it. Respondents added that, if planned well, and with the full backing of the community, an event may lead to new opportunities for the community and might help the community develop a greater appreciation of itself.

Participants' emphasis on community leadership when using events to change a destination brand is consistent with their view that there needs to be a cultural and strategic fit between the event and the destination. In fact, they felt that the same factors that were identified as requisites for events to contribute to a destination brand are also required when events are used to change a destination's brand. They also suggested that an event's role in changing a destination brand is facilitated when an event affects a community's appreciation of itself. Events were also seen to be particularly beneficial if a destination seeks to develop infrastructure, enhance its saleability and "can do" image, or inject life back into itself. Queensland's Woodford Folk Festival was noted as an example of an event that has successfully enhanced a destination's brand, and has done so in an appropriate way. Prior to the event's initiation, the destination was synonymous with the Woodford Prison. However, the festival is now so popular with the community and visitors that it has caused the destination's image to change from a negative to a positive one.

Making Events More Effective Tools for Destination Branding

The factors represented by the six themes were thought to be essential for events to contribute to a destination's brand. However, participants also noted that there are a number of related factors that can enhance the effect of events on a destination's brand. The most important were: building an event "beyond time" in order to capitalize on tourism to the destination over the long term, building events around community values, ensuring a better fit with the local image, and ensuring that signage and imagery are consistent with the destination's other efforts to market itself to the same target markets. Participants noted that destination managers are often not clear about what they want to achieve from events with respect to their destination. If events are to be effectively and appropriately incorporated into a destination's branding strategy, then there needs to be a clear vision for the ways that the event fits into an integrated marketing communications campaign for the destination.

The need to build an event "beyond time" became a matter for focused attention at the workshops. Building an event "beyond time" refers to the legacy that an event provides. From the standpoint of branding, the key issue is the ways that the event becomes part of advertising and promotions designed to encourage long-term visitor demand for the destination. Examples raised by workshop participants included the Brisbane Expo, the Brisbane Commonwealth Games, and the Sydney Olympics, which demonstrated to the world that Australia is a safe destination, which can host large events. Brisbane workshop participants stated that major events like the Commonwealth Games and Expo helped Brisbane to "grow up" from a country town to a city, which enjoys (and is proud of) its modern and sophisticated facilities and tourist attractions. Participants added that the latter two events also had a huge impact on the local culture, generating new nightlife and providing opportunities for local people to experience other cultures.

Workshop participants also noted that it can be useful to attach the destination's name to the event title. This is comparable to an event naming right. This practice is used widely and successfully. Examples deemed successful by workshop participants include the Melbourne Cup, the Sydney-Hobart Yacht Race, and the Port Fairy Folk Festival.

Issues Raised for Further Research

A number of issues were raised by workshop participants as worthy of further research. They felt that the matter most vitally in need of future research is identification of those elements that make an event attractive, and that thereby bring visitors to the destination. This research would identify the elements that make one event more desirable than another (e.g., sources of social value, financial reward, entertainment value), and would identify how those attributes can be measured. The research would provide destination marketers with information to assist them in selecting, managing, and setting goals for events as part of their brand strategy.

The linkages among community, event, and destination brand also require further investigation. For example, means to enhance an event's legacy by building it "beyond time" need to be identified and explored. This includes maximizing the promotional benefits of an event over the long term—not merely for event visitors, but in terms of the ways that the event affects the local community's perception of itself, and the ways community self-perceptions are transferred to the destination's image.

There was substantial discussion among participants about the benefits of recurring events versus larger one-

off events. It was suggested that the matter of community fit was more important for recurring events than for one-off events, but the degree to which that might be true needs to be established through research. The particular challenges of using one-off events versus recurring events in destination branding also need to be examined. In this context, it was noted that mega-events should be considered separately from other one-off events. It was observed that the imagery, branding, and media interest in the world's mega-events—such as the Olympic Games, America's Cup, and Expo—put them into a separate category, particularly in terms of their probable effect on a host destination's brand.

Finally, it was noted that there is more to using events in building a destination's brand than merely hosting a good event. More work needs to be done to identify the best means to link the event's brand to that of the destination. The best ways to use and to target event visuals and event mentions—both during the event and at other times—need to be identified.

Discussion

The findings here suggest that the quality of an event's impact on destination brand depends, at least in part, on the quality of the event. This finding has some intuitive appeal insomuch as the act of hosting causes the event's brand to be associated with that of the host destination. However, it might also be argued that event quality is at best a necessary but an insufficient basis for building the destination's brand. The impact will depend not merely on event quality, but on how the event is built into the destination's overall marketing communications strategy (Chalip, 2001a).

Participants' focused concentration on event quality reflects the generally weak integration of event marketing with destination marketing. Participants resorted to reflections about event quality when they found it difficult to articulate specific uses of events in destination branding. In fact, it was not uncommon for destination marketers and event marketers to comment on the separation of their respective tasks and daily activities. As a consequence, event marketing and destination marketing have been treated in practice as separate (albeit not independent) realms. This separation and its consequences highlight two vital research needs. The first is institutional: the need to identify means to better link the roles, strategies, and activities of destination marketing with the roles, strategies, and activi-

ties of event marketing. The second has to do with marketing tactics: the need to identify the most effective integration of event marketing with destination marketing—not merely during the event itself, but also before and after the event is held.

The key themes raised by participants are themselves worthy of further investigation. Certainly more needs to be done to examine the effects that events have on the community, as well as the effects that events can have on a destination's brand. Participants made a strong point of the vital links between a community and its events. While community support was seen to be vital, it was also clear that events can affect residents' perceptions of their community. Events can also affect the human capital that communities can deliver to future event production. Thus, the effect of events on destination brands is both direct and indirect. There is the direct effect rendered through media and word of mouth, and there is the indirect effect, which is a consequence of the event's impact on the community itself. In a sense, events are not merely stories that host destinations tell to the world; they are also stories that host destinations tell to themselves. That, in turn, may affect the ways that destinations present themselves to the world, even beyond the time of the event. How that impact ramifies and how to optimize its outcomes require further study.

The ways in which any particular event affects local perceptions of the host community, visitors' perceptions of the destination, or mediated positioning of the destination brand will depend on other events that the destination hosts. The brand is created not merely through a single piece of the product mix, but via the sum total of messages that are built from the entire product portfolio (de Chernatony & McDonald, 1996; Keller, 1998). Consequently, future work on the role that events play in any particular destination brand should consider each event in the context of others that the destination hosts. Because events with merely a local audience may have an effect on local perceptions, and thereby on the image that the community projects, the synergies among events—whether their markets are local, regional, national, or international—need to be considered.

Synergies also need to be understood in terms of the ways that contemporaneous events at the same destination do and do not augment one another. The market segments that are reached and the images of the destination that they obtain will be affected by the mix, and not merely by the individual elements (Chalip, 1992). Like the Gold Coast's Indy Carnival, events that co-

occur can coalesce to become a single entity. To date, very little is known about how these complementarities function, and even less about how to use them (Garcia, 2001). More work is needed to explore event augmentations, their role in differentiating events (Green, 2001), and their consequent effect on destination brand.

From a branding perspective, one of the key values that events have is the media that they can generate for the destination. Yet very little is known about the kinds of mentions and images that events generate in source markets, and even less is known about the most effective ways to build event mentions and images into the destination's marketing communications. Work is needed to map the nature of coverage that host destinations obtain in event media, and to identify the effects (if any) that event media have on audience perceptions of the destination. Similarly, work is needed to identify the best ways to reference or highlight events in destination advertising and promotions.

Studies like those recommended here have a clearly practical utility. As more is learned about the roles and uses of events in destination branding, the more effective destination marketing will become. However, the study of events and destination branding also has fundamental scholarly value. The linkage between events and their host destinations is a form of co-branding (cf. Rao & Ruekert, 1994; Simonin & Ruth, 1998; Washburn et al., 2000). By learning how the event's brand and the destination's brand affect one another, more will be learned about the ways that people come to encode (and thus to make sense of) their world.

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