

**THE NECESSARY ELEMENTS OF
EVENT MARKETING COMPANY IN THAILAND**



**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2015**

COPYRIGHT OF MAHIDOL UNIVERSITY

Thematic paper
entitled
**THE NECESSARY ELEMENTS OF
EVENT MARKETING COMPANY IN THAILAND**

was submitted to the College of Management, Mahidol University
for the degree of Master of Management

on
May 2, 2015



Miss. Tanisa Pindawanja
Candidate

Dr. Poomporn Thamsatitdej,
D.B.A.
Advisor

Assoc. Prof. Vichita Ractham,
Ph.D.
Chairperson

Assoc. Prof. Annop Tanlamai,
Ph.D.
Dean
College of Management
Mahidol University

Asst. Prof. Randall Shannon,
Ph.D.
Committee member

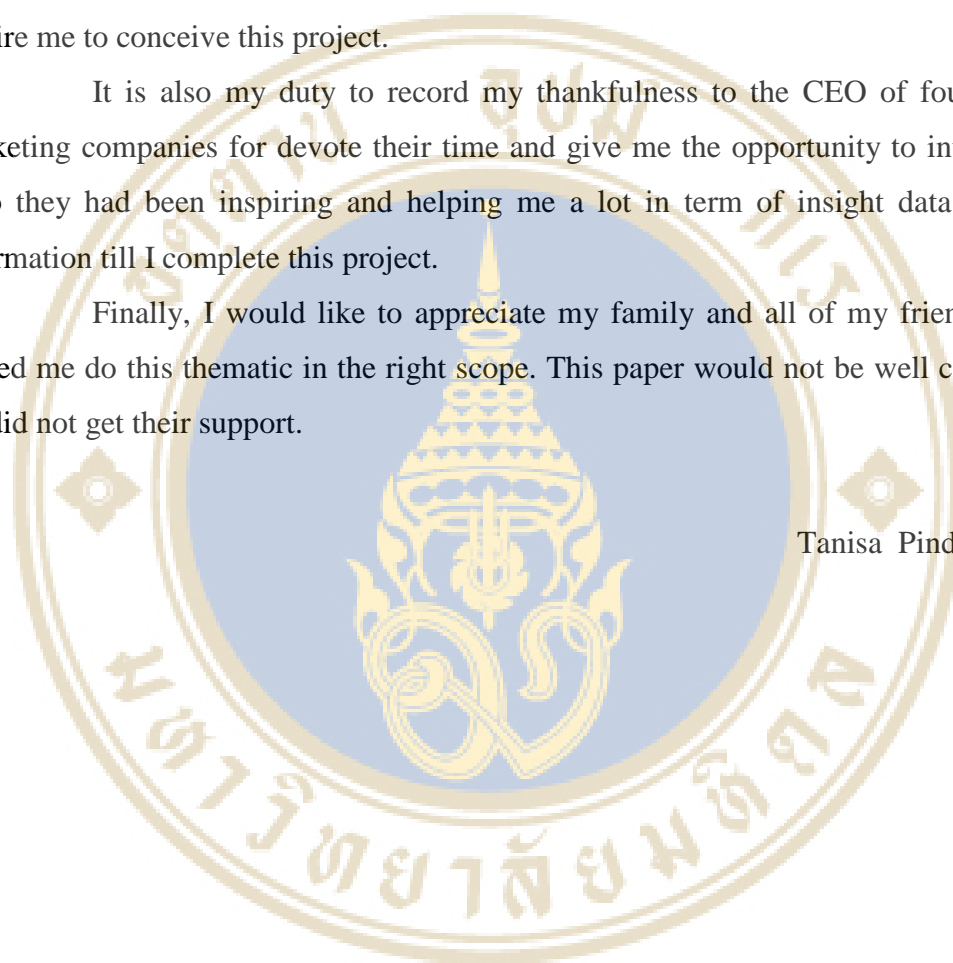
ACKNOWLEDGEMENTS

To complete this thematic paper, I would like to say thank you very much to my advisor, Dr. Poomporn Thamsatitdej, Ph.D. for the vision and foresight which inspire me to conceive this project.

It is also my duty to record my thankfulness to the CEO of four event marketing companies for devote their time and give me the opportunity to interview. Also they had been inspiring and helping me a lot in term of insight data and its information till I complete this project.

Finally, I would like to appreciate my family and all of my friends who helped me do this thematic in the right scope. This paper would not be well complete if I did not get their support.

Tanisa Pindawanija



CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF TABLES	vi
LIST OF FIGURES	vii
CHAPTER I INTRODUCTION	1
1.1 Problem Statement	3
1.2 Research Objective	3
1.3 Expected Benefit	3
1.4 Research Questions	3
1.5 Research Scope	4
CHAPTER II LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT	5
2.1 Event marketing entrepreneurs Skills	6
2.1.1 Communication skills	6
2.2.2 Negotiation Skills	7
2.2.3 Sale Skills	7
2.2 Business Life Cycle	8
2.3 Creativity	9
2.3.1 Individual Creativity	9
2.3.2 Organization Creativity	10
2.3.3 Creative Event Marketing	11
2.4 Management	12
2.4.1 Event Marketing Management	12
2.4.2 Technology and Network	13
2.5 Conceptual Framework	14

CONTENTS (cont.)

	Page
CHAPTER III RESEARCH METHODOLOGY	14
3.1 Research Approach	15
3.2 Data Collection	16
3.3 Interview Question	16
3.3.1 General Question	16
3.3.2 Skills	17
3.3.3 Creativity	17
3.3.4 Event Marketing Management	17
CHAPTER IV RESEARCH FINDING AND RESULTS	18
4.1 Research Finding	18
4.2 Discussion	20
4.2.1 Skills	20
4.2.2 Creativity	21
4.2.3 Management	22
CHAPTER V CONCLUSION AND RECOMMENDATION	24
5.1 Conclusion	24
5.1.1 Creativity	24
5.1.2 Management	24
5.1.3 Skills	24
5.2 Recommendation	25
5.3 Limitation	26
REFERENCES	27
BIOGRAPHY	29

LIST OF TABLES

Table	Page
4.1 The priority of each necessary elements of event marketing company	23



LIST OF FIGURES

Figure	Page
1.1 Importance of event & experiential marketing to organization	2
2.1 Entrepreneurship skill-sets for growth-orientated business	4
2.2 Business Life Cycle	7



THE NECESSARY ELEMENTS OF EVENT MARKETING COMPANY IN THAILAND

TANISA PINDAWANIJA 5649216

M.M (MARKETING AND MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: DR.POOMPORN THAMSATITDEJ, D.B.A., ASSOC. PROF. VICHITA RACTHAM, Ph.D., ASST. PROF. RANDALL SHANNON, Ph.D.

ABSTRACT

Nowadays, marketing strategy changes all the time. Traditional marketing has become less effective as customers want to try out products or services, making event marketing business more popular. Therefore, the purpose of this research is to explore what the essential elements of event marketing company in Thai context are, and identify main criteria and sub-criteria for a successful event marketing company.

The research employed a qualitative approach. Data was collected from tape recording interviews, conducted with CEO of four event marketing companies in Bangkok.

The study revealed that essential elements of event marketing company comprise of entrepreneurial skills, creativity, and management. Creativity is considered as the main key for success in this business.

KEY WORDS: Event marketing company/ Entrepreneurial skills/ Creativity/
Event management/ Business life cycle

36 pages

CHAPTER I

INTRODUCTION

Nowadays, marketing strategy changes all the time, and direct marketing does not have sufficient reach to customers. It has become very important to give customers a chance to try out products or services. Confidence in products or services has great influence, making event marketing an indispensable tool for any business. Moreover, more personalized marketing can help firms to form personal relationship with their customers. Event marketing can also be used to promote sales of products or services in that particular session (Kriangkrai, 2013).

Event marketing, a marketing tool that offers prospective customers an opportunity to experience products in person, is becoming very popular. Event marketing boosts competitiveness, helps your business to stay on top of other competitors, and ensures that your products or services stand out. The best way to find out which areas of your business you can improve is to keep current with the latest trends in your field, as well as your customers' evolving expectations.

According to Kerry Smith (2012), "Traditional marketing has become less effective in breaking down people's defense mechanisms. Face-to-face has become the best way to create chemistry, moving people and logistics focused on a one, two, or three-day period."

Moreover, Charlie Honsey (2012) argued that "Tactile engagements where people can feel, touch, taste the product rather than simply reading about it, deepen and enhance relationships." Today, the growth of live events and experiential marketing is growing faster than the economy from 3.6% in 2011 to an industry forecast of 7.8% growth in 2012, as communication technology and social media sync with brands concentrating on events that drive sales.



Figure1.1 Importance of Event & Experiential Marketing to Organization.

A recent study of over 1,600 major corporations and organizations shows that of the people surveyed, 84% believe that event and experiential marketing is very important, critical or important to the organization (see chart above). The main goal and strategy behind reaching consumers through events and experiences was to create or increase brand awareness, drive sales, and increase product knowledge through hands-on demonstrations.

For instance, GPJ held Trail Team events for Jeep and Toyota, creating immersive interactivity. And in the case of Toyota, off-road aficionados started taking on the challenge of finding trail ways themselves and told other enthusiasts about them. “The Trail Team is and was amazing just because of how the consumer base took ownership of it,” The objective was to create an experience that is so engaging and relevant that brand loyalists talk about it on social media, post photos, and assume some of the brand work by creating a constant presence.

Therefore, event marketing is a challenging task for marketers to attract the attention of target audience. The new event marketing campaign that happened can gain more attention from customer. It is the first race of the special events. But in fact, a good marketing activity does not just rely on budget, but it is creativity (Creation Idea) that will lead to success and achievement of objectives laid out. In order to raise sales, it is important to engage consumers in marketing activities to build brand awareness and impression.

1.1 Problem Statement

Event marketing is such a very important part in any business that the growth rate of event marketing industry has increased exponentially. This thematic will focus on event marketing companies, which are in a constant state of evolution by pioneering strategies and concepts that drive success of the business. It will also explore essential elements of event marketing companies in Thai context from the perspective of entrepreneurs and how they achieve target growth of their businesses, as well as establishing measures, sustainability, and demands of the industry.

1.2 Research Objective

- To explore, in Thai context, essential elements of event marketing company.
- To identify the main criteria and the sub-criteria of event marketing company.

1.3 Expected Benefit

- This research will be beneficial to new entrepreneurs who are interested in the event marketing industry.
- Knowing the essential elements of event marketing company.
- Knowing the main criteria and the sub-criteria of event marketing company.

1.4 Research Questions

- What are the necessary elements of an event marketing company?
- What is the prioritization element of an event marketing company?
- How to conduct the event marketing business effectively?

1.5 Research Scope

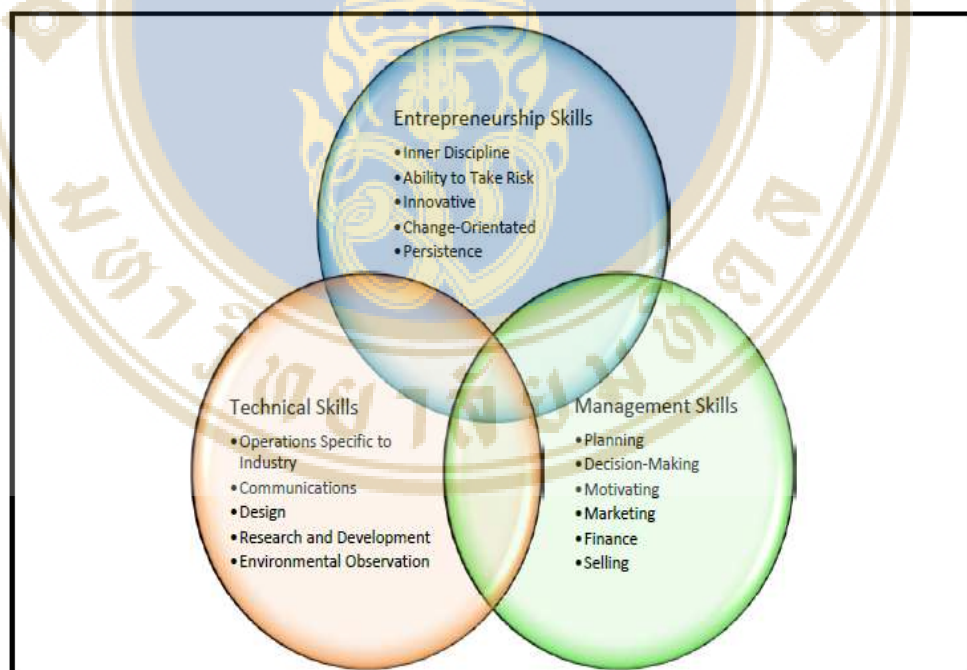
This research will focus on necessary elements of an event marketing company by conducting interviews with the CEO of four event marketing companies who are experts in this business area as they are best qualified to fulfill researcher's questionnaire.



CHAPTER II

LITERATURE REVIEW

This chapter aims to expand on the previous research which relates to the essential elements of an event marketing company which was described in chapter one. Event marketing is one of the fastest growing business and can scale well to the need of present-day industrial sector. However, this business area was not under the spotlight and there was no in-depth study in Thailand before, so information and knowledge currently available is not directly relevant. According to Thomas M. Cooney (2012), entrepreneurship skill-sets required to overcome barriers to growth can be broken down into three groups: Entrepreneurship Skills, Technical Skills and Management Skills.



**Figure 2.1 “Entrepreneurship skill-sets for growth-orientated business”
by Thomas M. Cooney**

- Technical Skills are skills necessary to produce the business' products or services.
- Managerial Skills are essential to day-to-day management and administration of the company.
- Entrepreneurial Skills involve recognizing economic opportunities and acting effectively on them.

2.1 Event marketing entrepreneurs Skills

This thematic is broken down into three group of skills which are communication skills, negotiation skills, and sale skills.

2.1.1 Communication skills

- Communication theory identifies a range of concepts to describe how people, groups, and organizations exchange information and highlight the complexity of the meaning and messages conveyed and received.
 - The ability to communicate is crucial to effective social work practice and can take many forms – through language and speech, writings including email/internet, and other devices such as video/tape recordings, etc.
 - Non-verbal forms of communication can be equally important, such as body language, choice of words, dress, use of personal space/distance, and paralanguage (speed, tone, pitch, and intonation). Some of which could be unconscious to many.

An important concept in communication theory is transferability (Trevithick 2005, 75-76). This describes the way that knowledge and skills have to be adapted if they are to be made relevant and applicable to the different situations encountered in social work and social care. In effect, it describes 'the ability to remake knowledge for relevance across different contexts' (Fook 2002, 156). The transferability of knowledge and skills calls for a sound understanding of human beings in their particular social contexts and the ability to use that understanding in ways that are reliable and enduring in difficult, unfavorable or complex situations.

Entrepreneurs should have great communication skills to be able to explain, discuss, and sell their services. It is important to be able to interact effectively with their business team. Additionally, entrepreneurs need to be able to express themselves clearly both verbally and in writing. They also should have strong reading comprehension skills to understand contracts and other forms of written business communication.

2.1.2 Negotiation Skills

Henry Kissinger defined negotiation as, “a process of combining conflicting positions into a common position, under a decision rule of unanimity” (Kissinger, 1969). The theory have portrayed negotiations as events of diplomatic artistry, mechanical reflections of relative power, weighted interactions between personality types or rational decision-making processes.

2.1.3 Sale Skills

An owner of an event marketing company needs sale skills to be able to sell their ideas to customers. However, Churchill (1997, p. 367) define selling skill as a salesperson’s “learned proficiencies at performing job activities” and Ford et al. (1987) concludes that sales experience may not be directly associated with job performance, but instead that the relationship is probably affected by other related variables. Intuitively, sales presentation skills may very well serve in this role. The longer that salespeople work in the field and the more chances they have to meet and interact with a variety of customer types, the greater knowledge and understanding they develop (Mintu-Wimsatt and Gassenheimer, 2004).

2.2 Business Life Cycle

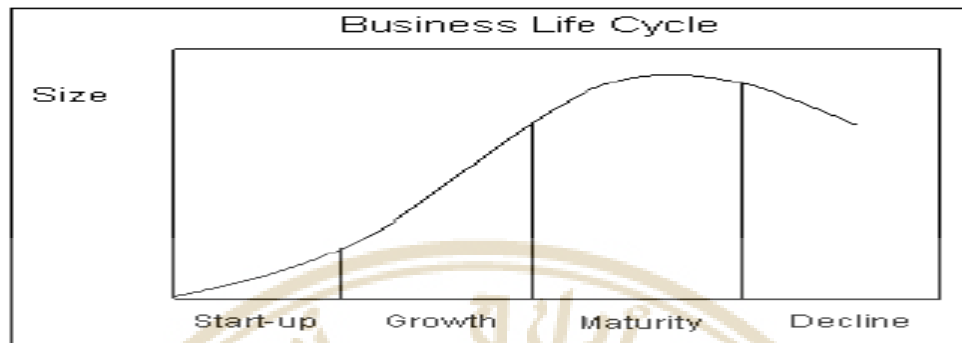


Figure 2.2 Business life cycle

The business life cycle often parallels the managers life cycle. Below are the stages of the business life cycle.

- Start-up - In this stage, the entrepreneur attempts to gather sufficient resources to start a viable business. During this period, the fledgling business is vulnerable to failure and income is minuscule. The manager is often short of capital and know-how but possesses lots of enthusiasm.
- Growth - During this period, the business tends to expand rapidly in terms of number of employees. The entrepreneur's skills develop. However, lack of capital may limit growth in this period.
- Maturity - During the maturity stage, the entrepreneur has reached full employment and the size of the business stabilizes. This is often a period of good profits and excess capital. Also, the manager often has highly developed management skills, and concentrates on improving efficiency.
- Decline - During this period, the entrepreneur begins to wind-down the business. Rather than making new investments, the entrepreneur utilizes current machinery and facilities until retirement. Surplus capital often exists but labor may be in short supply. Non-business goals receive higher priority. (Don Hofstrand, 2007)

2.3 Creativity

Event marketing is like selling dreams to customers. Therefore, this business requires creativity to drive growth. Creativity is an act of self-expression resulting in new forms, new techniques, and/or new concepts. Creativity encompasses any act of expressing oneself artistically or inventing new forms and techniques. It is a fundamental component in nearly every area of human improvement.

- Creativity is a renewable resource nested in the human mind. It is improved by continued use, not diminished.
- Creativity is inherent in most people to varying degrees and not just in “creative geniuses” (Florida, 2002:32) or the Creative Class
- Creativity is process-driven. It relies on preparation (studying a problem/task), incubation (mulling a problem/task over), illumination (creating a new synthesis for a task), and verification or revision. Different forms of creativity (artistic, technological, and economic) are interrelated.
- Creativity requires real work usually long periods of intense concentration and creative work that poses huge demands on time and energy.

The Principles of Creativity

People become more creative when people feel motivated primarily by the interest, satisfaction, and challenge of the situation and not by external pressures. The person’s internal desire to do something unique to show-case himself or herself, sense of challenge, or a drive to crack a problem that no one else has been able to solve. The creativity can be divided into two parts by following:

2.3.1 Individual Creativity

Individual creativity is the identifying factor changing the way we do things. Creativity drives entrepreneurship at all levels, anticipating profits through early product innovation. Creative dynamism at the individual level has a cumulative effect on the innovation process. A pervasive image of innovation casts a scenario centering on the individual innovator. Indeed, as Cameron Ford and Dennis Gioia, emphasize in their book of collected essays, *Creative Action in Organizations* (1995) those searching for the fountain of creativity have traditionally focused on the solitary

inventor. A single person-centered view has outlived its usefulness. Even the most legendary inventor, such as Thomas Edison, is often a team in disguise (Kelley, 2001). The idea of a lone genius distracts us from the more useful focus on the higher potential source of creativity.

Individual creativity is a function of three components:

1. Expertise: encompasses everything that a person knows and can do in the broad domain of his or her work- knowledge and technical ability.
2. Creative thinking skill: refers to how people approach problems and solutions, the capacity to put existing ideas together in new combinations. The skill itself depends quite a bit on personality as well as on how a person thinks and works. Expertise and creative thinking are the entrepreneur's raw materials or natural resources.
3. Motivation: the drive and desire to do something, an inner passion and interest. When people are intrinsically motivated, they engage in their work for the challenge and enjoyment of it. The work itself is motivating. People will be most creative when they feel motivated primarily by the interest, satisfaction, and the challenge of the work.

2.3.2 Organization Creativity

A creative organization, as a collective of creative people working as a team to promote organizational creativity among individuals, attempt to remove barriers and obstacles that hinder creativity. It also balances the integration of two central offerings: autonomy for entrepreneurship and individual creativity. Organizational creativity is linked to a risky balance between complexity, compromise, and choices. A creative organization needs to be flexible while controlling entrepreneurial risk, and provides the freedom to search for new knowledge through learning and experimentation. The original output will be the outcome of internal processes of communication. The need to be a flexible organization rings true in that 'good practices' will promote creativity; 'best practices' may discourage them for optimum arrangements may change as circumstances change. Organizational requirements for innovation include: creativity, experimentation, internal communications, and learning. It is shown that the formation

of close feedback loops between designers, developers, and users can contribute significantly to identification of new ideas and discovery of new concerns from experimentation. In addition to designers and developers, non-specialist actors such as users and intermediaries play an active role in providing knowledge to increase creativity by assuring that products are fit for purpose and imparting valuable insights. The product is considered 'unfinished', evolving, and acquiring its meanings in its implementation and use (Williams, Slack and Stewart, 2000). Effective communication must occur within an organization throughout the innovation process including development of product and service testing to post deployment. The imparting of knowledge between a creative organization, individual employees, and users and differing cultures and creative orientations influence event ideas and contributes success. Problems at functional interfaces – such as those between marketing and design – are identified and perhaps new foundations for best practices are developed.

An event marketing business must have creativity to differentiate their events from competitors. According to Richard Florida, exercising creative skills when providing service and during manufacturing can provide a much needed boost to the economy, increasing productivity and purchasing power and stimulating demand as creativity is the new economy. Moreover, Richard Florida founded creative capital theory, the view that “regional economic growth is powered by creative people.”

2.3.3 Creative Event Marketing

Creative event marketing does not have to mean a massive, outsized spectacle on the world stage. It can just as easily be small like a private moment between the brand and a single customer. But no matter the size, creative event marketing means the same thing; to create value for your audience in very personal, participatory, and immersive ways to create brand fans, not just customers. (George P. Johnson., 2015)

After all, the most direct route from a brands product or service to the mind and heart of a customer is creative event marketing, those moments when a customer comes face to face with a brand and makes a conscious decision to let it in to his/her

life based on the promised experience. Those moments are the ones we and our clients are always pursuing.

2.4 Management

2.4.1 Event marketing management

Events are temporary occurrences. They have a finite length, and for planned events this is usually fixed and publicized. (Getz 1997, p 4)

Getz (1997) further commented that “events are transient, and every event is a unique blending of its duration, setting, management, and people.”

Goldblatt (2005) argued that “Event is a unique moment in time celebrated with ceremony and ritual to satisfy specific needs.”

“Special events are that phenomenon arising from those non-routine occasions which have leisure, cultural, personal or organizational objectives set apart from the normal activity of daily life, whose purpose is to enlighten, celebrate, entertain or challenge the experience of a group of people.” (Shone & Parry 2004, p. 3)

Therefore, event marketing companies need to understanding the processes involved in event management and apply them to their own workplace and event contexts. The event management models do assist with planning. In the fast moving world of events with perhaps ever decreasing planning time, shorter lead times, and a more competitive environment, it is vital that organizations utilize and maximize all their resources efficiently and effectively, and manage and control their time management. Planning and utilization of event planning models may well be of assistance in this area.

Key Points of Planning

- Successful planning ensures that an organization/event remains competitive.
- It creates ownership of strategies and communicates this to the organization.

- It consists of establishing where an organization is at present, where it is best placed to go in the future, and the strategies and tactics needed to achieve that position.

Benefits of Planning

- It enables managers to detect and solve problems.
- Alternative strategies are highlighted for consideration.
- Staff responsibilities are clarified.
- Uncertainty about the future is reduced, thus minimizing resistance to change.

2.4.2 Technology and Network

The Internet has changed everything. Consumers want personalized interaction and customization. Marketing now has to be about a consumer dialogue, rather than a brand monologue. (Live events push connections and transactions, Event Marketing Institute, 2011)

When we talk about the role of technology in events, we believe that technology provides untold benefits for event marketers who use it correctly to engage consumers by:

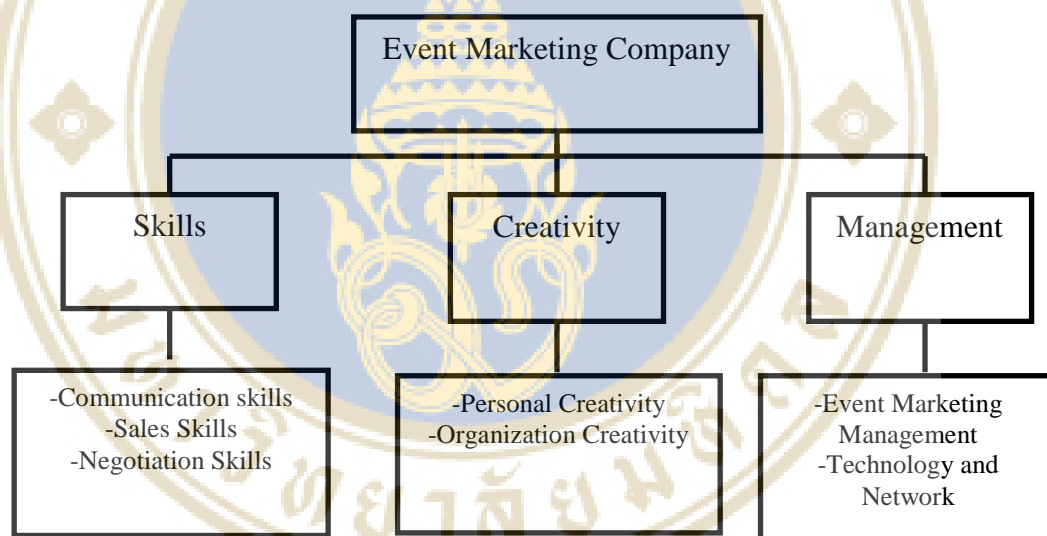
1. **Achieving Strategic Event Goals:** focus on completely integrating your chosen event technologies into your live events, demos, training, entertainment, and networking.
2. **Creating Powerful Brand Connections:** event marketing technology can be an outstanding catalyst for action. Attendees, who find it easy to share information, begin conversations and engage with a brand through entertainment and education, and become tomorrow brand advocates.
3. **Driving Down Overall Costs:** The more integrated and efficient your event management technology is, the more you save and provide your attendees with a seamless technology experience.
4. **Collecting Attendee Data:** you have immediate access to a wealth of relevant information about your audiences' desires, interests, and habits.

5. Improving ROI: event technology can improve your bottom line through seasoned technology strategies, improved logistics, more efficient implementation, and an overall coordinated approach.

Therefore, event technology can help a company's events successful and ensure that your events go smoothly.

2.5 Conceptual Framework

This conceptual framework explains the result of the literature review, showing that the necessary elements of an event marketing company should consist of three criteria which are skills, creativity, and management. (Source: Thomas M.Cooney., 2012 Florida., 2002 Getz., 1997)



CHAPTER III

RESEARCH METHODOLOGY

In this chapter, the methodology is outlined. The research approach and data collection of this study are described.

3.1 Research Approach

There are 2 types of research approach which are qualitative research and quantitative research.

- Qualitative Research is an approach usually associated with the social constructivist paradigm which emphasizes the socially constructed nature of reality. It is about recording, analyzing, and attempting to uncover a deeper meaning and significance of human behavior and experience, including contradictory beliefs, behaviors, and emotions. It is used by researchers who are interested in gaining a rich and complex understanding of people's experience and not in obtaining information which can be generalized to other larger groups. Qualitative research is a research whose findings are not subjected to quantification or quantitative analysis. This research approach is typically characterized by a small sample size.

- Quantitative Research is generally associated with the positivist/post-positivist paradigm. It usually involves collecting and converting data into numerical form so that statistical calculations can be made and conclusions drawn. Quantitative research uses mathematical analysis and has large amount of information from each respondent (Carl Mcdaniel, JR.RogerGates, MarketingResearch, 2013).

Researchers tend to use qualitative approach to analyze data in this case because the methodological approach is oriented to understanding the background and deep detail of business from the experts of this industry. Qualitative methodology is

suitable for getting the information from all perspectives of the owners and the processing is also easy for the researcher to control the conversation in its scope and allotted time. The researcher will use open-ended questions which allow the interviewees to expand on their answers in detail from their own perspectives.

3.2 Data Collection

The data for this study was collected from stakeholder of four event marketing companies, because they know best on how to start an event marketing business and where the opportunities are?

Data collection was conducted on the event marketing business in February 2015. The researcher used open-ended questions which allow the interviewees to expand on their answers in detail from their own perspectives.

The questions used in the interviews consist of two major sections, containing questions designed for identification of the platform of the business. The interview sessions lasted approximately 10 minutes and the researcher had informed all of companies the questions in advance to ensure good understanding before started recording.

3.3 Interview Question

The questions used in the interviews are developed from several previous researches on different topics such as a study of event marketing, a study of a new trend of this business, reason for starting the business, building creativity into the business.

3.3.1 General Question

3.3.1.1 Why did you start an event marketing company?

3.3.1.2 What are the necessary elements of an event marketing company?

3.3.1.3 How do you adapt your business to the trend of the target market?

3.3.1.4 What is the most essential elements in an event marketing company?

3.3.1.5 What is the strategy of your company to differentiate from other companies?

3.3.2 Skills

What are the required skills for running an event marketing company?

3.3.3 Creativity

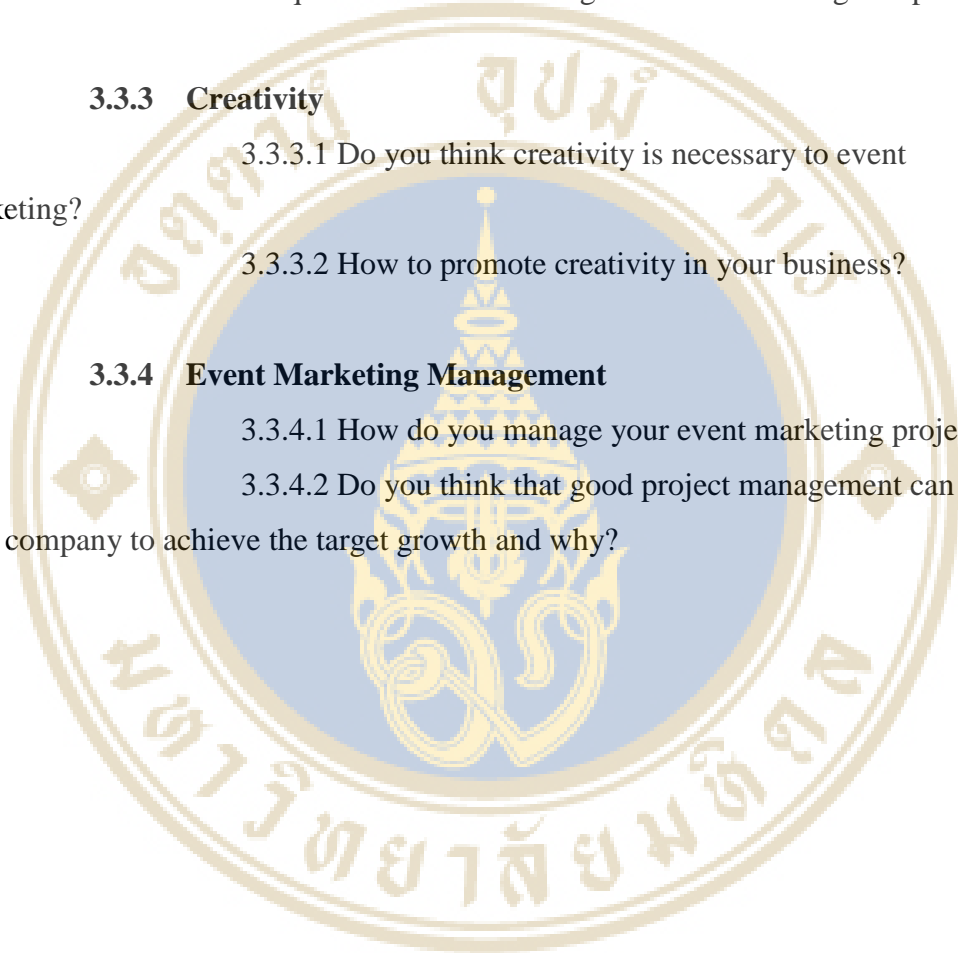
3.3.3.1 Do you think creativity is necessary to event marketing?

3.3.3.2 How to promote creativity in your business?

3.3.4 Event Marketing Management

3.3.4.1 How do you manage your event marketing projects?

3.3.4.2 Do you think that good project management can help your company to achieve the target growth and why?



CHAPTER IV

RESEARCH FINDING AND DISCUSSION

This chapter shows the findings on the necessary elements of an event marketing company. In this study, there are three main elements that any event company must keep in mind when they are starting up which are skills, creativity, and management. Data analysis is based on in-depth interviews from four respondents of stakeholder of event marketing companies. The main elements from the results are as follows;

4.1 Research Finding

Company Background

1. Company A

I interviewed with the CEO of the company A. He told me that he has been operating the company for five years. But before he started this company, he has been familiar with this business for over ten years. Company A focuses on all types of events, especially concert events. He was interested in starting this business because he had worked for Grammy enterprise as a creative director before, and he saw the opportunity to jump into this business and ran the company with his friends. At first, the business was run by only four people. Within three years, the company grew quickly and now there are approximately twenty-five employees.

From the interview, Company A consists of four sales team representatives. They are account executive, creative, art, and production. Each and every team is very important for the company to deliver the best service to customers. Nowadays, the range of event categories are becoming very wide as customers want to interact more with products or services. On the other hand, organizers want the event to be as cost-effective as possible. Therefore, this presents a challenge to event marketing companies to meet the specified target. Moreover, he argued that the most popular events today are actually fair market because they can bring in more money

while benefiting both customers and event marketers. However, the business should always keep up with customer trend to increase event attendance. This will help boost success rate of event marketing even before the event starts.

2. Company B

I conducted an interviewed with the CEO of this company. He told me that his company has been in business for three years. Before entering into this business, he had friends whose acquaintance was a music director in the music industry, responsible for organizing concerts, and was also interested in event marketing. They formed a team to support their friends in terms of event campaigns in concerts. Since then, an alliance was established, and they started up the business together. Currently, Company B has approximately ten employees and has expertise in beverage events for night life.

The trend of customer demand has changed from marketing and sales event to event investment ROI merged with engagement of customer and brand. In their perspective, it is hard to predict the sales volume during an event.

3. Company C

I conducted an interviewed with the CEO of this company. He works as a project director of company C. His company has been in business for six years. He saw the opportunity to start this business by having an experience in below the line marketing, providing him with the know-how required to jump into this business. He divided his client service team into three parts which are account executive, operation or production, and creative. He said that his company's strategy is to provide both production and creative personnel for each event so that when they negotiate with their clients, they can determine the requirements and conditions of the clients faster than competitors.

4. Company D

I conducted an interviewed with the CEO of this company who is currently working as a managing director. The company has been running for three years. Having knowledge of communication arts and loving event tasks, he set up this

business. This company is the smallest one that I have interviewed; the owner does everything by himself. He has only two employees and he always employs part-time workers.

4.2 Discussion

All four companies are different not only in terms of their expertise but also their sizes. Company D is similar to small enterprises as they have less than ten employees. On the other hand, for company A, company B, and company C are similar to medium-large sized compared to others in the industry. However, for any size of event marketing company, the entrepreneur has better concern about the necessary elements that they should have as follows:

4.2.1 Skills

Regarding the skills of an event marketing company, almost all respondents stated that “The skills that an event marketing company should have are sales skills and negotiation skills.” Client service is very important as account executives have to sell event services to their customers, as well as event tasks requires constant customers handling from the beginning to the end of the project. Therefore, negotiation skills are required for event marketers. In addition, all respondents agreed that communication skills is important to ensure that client’s needs are clearly understood and met including theme of the events, venues, and budget constraints.

From the interview, the CEO of company B claimed that “An event marketing company should have both of hard skills and soft skills.” He expanded that hard skills means you must understand the business deeply and soft skills refer to connections and negotiation skills to deal with other people.

Based on his experience in the event marketing industry, having good sales skills is the first step to having a good interaction with the customers. Failing to make a good first impression will affect customer satisfaction.

Moreover, the CEOs of company A and company D argued that event marketing tasks encounter problem at all times such as operational problems and

supplier problems; therefore, negotiation skills could help solving them and also keep the event going. This goes according to the negotiation theory which says that negotiation is a process of combining conflicting positions into a common position. For the CEO of company C, he mentioned that sales skills and negotiation skills are a direct concern when dealing with customers but connections between his company and clients help him to get the deals.

It is found that an event marketing entrepreneur should have communication skills and sales skills in order to be able to describe their events to customers correctly and precisely. This is shown to be consistent with (Thomas M. Copney., 2012) which he concluded that these skills are necessary to entrepreneurs to provide the business' products or services.

4.2.2 Creativity

In this study, creativity is divided into two parts, individual creativity and organization creativity.

As we all know, event marketing companies do not sell tangible products but they sell their dreams to customers. They shape customers' perception to be the same as what they imagine and realize the dreams via events. Therefore, the core values of event marketing is creativity.

The CEO of company A told me that the strength of his company is creativity. He argued that his company always adds creativity into event marketing to create more value and differentiate their events in terms of theme or gimmick. This, in turn, helps attract a lot of attendances, and drive their experience after joining the events. He promotes sustainability of creativity by teaching all of the creatives to create their footprints which leads to building core values and uniqueness of the company. Then he stated that event marketing is one kind of below the line media, which is becoming more effective in approaching customers and is easily measurable.

In addition, the CEO of company B also said that the first priority of event marketing business is creativity which can add value to the company. It can also help in terms of company positioning (expertise in particular section of event) and increase the opportunity to attract more customers in the target group. In his case, he wants to be an expert in music platform in event marketing.

In the event marketing business, creativity is the core competency that creates value. The business must find out the type of events that it does best such as fair events, product introduction events, or concerts. This will then help the company build expertise, differentiate, and create good brand reputation.

For company D, the CEO has said that his company is considered small-sized so creativity might not be a great concern due to its limited resources – hence, capacity – to organize events. Moreover, for most of the events he held, the themes were already specific by the customers. He did not add any personal creativity into the job compared to bigger event marketing companies.

Company C, the CEO of this company told me that when selling event work, if he creates good or creative enough events, he would get the job without much selling. It shows that creativity is very important to differentiate and become a core competency of the business in the long run that competitors can hardly catch up with. He also mentioned that creativity is created by human; therefore, human resource management is of great concern in this business to prevent brain drain.

Three respondents confirmed that creativity is the first thing that came up in their minds when thinking about elements of event marketing company due to its ability to add value into their businesses. This result is consistent with the statement; creative event marketing can create a value to audience in very personal and immersive ways (George P.Johnson.,2015), and also consistent with the statement, creativity drives entrepreneurship at all levels anticipating profits (Cameron Ford and Dennis Gioia.,1995).

4.2.3 Management

Management is another necessary element of an event marketing company. From an entrepreneur's perspective, management is a critical criteria to help the business survive in the long run. If the company does not do well in management, it cannot succeed.

This finding is consistent with other researches which indicate that event marketing management tasks have a lot of time constraints. Therefore, it is very important to complete tasks within the specific timeline when managing an event. From the interviews, all of the respondents told me that after achieving an agreement

with the customers, they had to get back to plan the event model to utilize all of their resource to maximize efficiency in terms of managing cost, time, people, location, and implement their plan in effective ways.

Each event is a unique moment which its flow has to be managed the beginning until the end. It is impossible to fix what has already happened; therefore, a good event management could minimize risks during an event, improve customer satisfaction, and build confidence in your company.

Another important consideration is technology and network management. As there are a lot of advancements in the consumer technology recently, event marketing companies must learn to utilize new technologies and identify the most effective way to access consumers and address consumers' demands for personalization and customization.

From the interviews, Company A and company C use new technologies such as touch screens, QR code, and RFID to promote their events. They also create event pages on Facebook to provide and update information of their events. They claimed that they use new technologies to enhance customers' perception and to keep them motivated so that they will join the events.

From the results of the interviews on the necessary elements of event marketing company, the priority of each element is as shown below:

Table 4.1 The priority of each necessary elements of event marketing company (from entrepreneurs' perspective)

Company Name	1 st Ranking	2 nd Ranking	3 rd Ranking
Company A	Creativity	Management	Skills
Company B	Creativity	Management	Skills
Company C	Creativity	Management	Skills
Company D	Skills	Creativity	Management

CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The research studied on the necessary elements and identified the main criteria and sub-criteria of an event marketing company in Thai context by conducting interviews. From analysis and discussion, it is shown that from entrepreneurs' perspective all elements are important in the event marketing business. If a business adapts them in appropriate ways and timely, they will help to achieve the target growth. The main criteria and the sub-criteria that entrepreneurs should focus on are as follows (order by priority);

5.1.1 Creativity – all four stakeholders agreed that the event business is not about selling products or goods but dreams and creative ideas; therefore, the core values of the event marketing business is creativity. It helps their companies to differentiate from other competitors. It is also the main competency of this business and they believe that by adding creativity into their events, customers like them even more. They can gain good reputation and customers will recommend or tell others about the events, eventually becoming word of mouth. The company will have the advantages from this point too.

5.1.2 Management – It is a very important skill that entrepreneurs should have because good management will help with long-term sustainability. Moreover, cost management is very important in this industry, especially labor cost and production cost. This also relates to negotiation skills when dealing with suppliers. The more cost a company can save, the more profitability it can earn.

5.1.3 Skills – For the skills, interviewees all agreed that sales skills and negotiation skills are important due to the fact that event marketers always interact

with people. Communication skills are most important when they present their work to clients where they must to know how to approach the target effectively.

5.2 Recommendation

Nowadays, there is a lot of competition in the event marketing industry. A lot of entrepreneurs try to enter into this market due to its low barrier of entry. It does not require a lot of investments. Perhaps with only brilliant ideas and good connections, you can already start up a business of your own.

According to the necessary elements of event marketing company, the findings reconfirm the conceptual framework of previous part, which are skills, creativity, and management. However, there is another element of this business which should be considered but it has never been mentioned before in previous researches. From the interviews, I would like to recommend the most important thing to focus for each of the three stages of the business life cycle as follows:

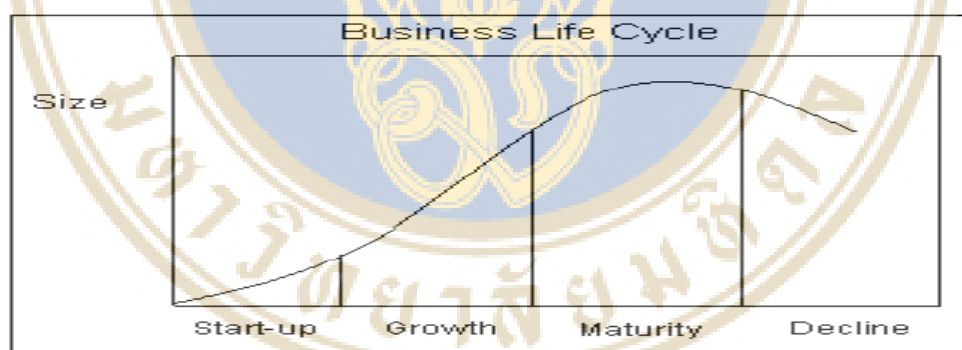


Figure 5.1 Start-up stage: People who are interested in starting up a business in event marketing should focus on

- Ideas and skills – These are the importance thing that entrepreneur of event marketing business should have to start-up the business in term of creative ideas to sale their ideas to customer also the entrepreneurial skills.
- Expertise connection – It can help to increase the opportunity of the company to meet more target customers.

Growth stage: Event marketing companies in high growth rate stage should focus on

- Human management – Creativity, the most crucial thing that drives this business, comes from human. Therefore, it is important to be able to retain talents.
- Cost management – A business will earn more profit if it does well in cost management.

Maturity stage (sustainability stage): Event marketing companies in sustainability stage should focus on

- Creativity – A business should be able to always come up with new exciting ideas that can surprise customers to be sustainable also identify the company characteristic to be the uniqueness in particular areas of event marketing such as expertise in music event or fair event etc.
- Catch up new with new trends – event marketing business is growing very fast; therefore, a business must keep up with new trends to be able to approach target audience effectively.
- Create word of mouth – as we all know, WOM can create a powerful propagation and the company can earn good reputation from it.

5.3 Limitation

While conducting the research, there were some limitations during data collection sessions and methodology process. The first one is the time constraint. Time was very limited while collecting data. The second one is the small sample size of this research. I had conducted interviews with only four companies, so they might not be able to represent all entrepreneurs of the event marketing business in Thailand in general, which affects accuracy of the results. Moreover, the necessary elements of event marketing company in others' opinion might be different from mine.

REFERENCES

- Event Marketing Takes Off .<http://www.forbes.com/sites/patrickhanlon/2012/05/09>
- Ford, C. and Gioia, D. 1995. Creative Action in Organizations. California, C.A.: Sage Publications
- Garfinkel, H. 1967. Studies in Ethnomethodology. New Jersey: Prentice Hall
- Fook, J. (2002) Social Work: Critical Theory and Practice. London: Sage
- George P. Johnson, (2015) Creative Event Marketing: <http://www.gpico.cn/creative-event-marketing/>
- Getz, (1997) Event Management: A Professional and Developmental Approach.
- Hussey, J. and R. Hussey (1997) Business Research: A Practical Guide for Undergraduate and Postgraduate Students. London, Macmillan.
- Kriangkrai, K. (2007). Live Branding : The New Definition of Event Marketing.
- Live Events Push Connection and Transactions, Event Marketing Institute, (2001) <http://www.eventmarketing.com/wp-content/uploads/GenYStudyfinal.pdf>
- Mcdaniel, JR.RogerGates, (2013) Marketing Research.
- Richard Florida, (2002) The Rise of Creative Class.
- Shone and Parry, (2004) Successful Event Management: A Practical Handbook.
- Thomas M. Cooney, (2012). Entrepreneurship Skills for Growth-Orientated Business.
- Tom Kelly, (2001) The Art of Innovation: Lesson in Creativity from IDEO, American Leading Design Firm.
- Trevithick, P. (2005) Social Work Skills: A Practice Handbook. 2 nd edn. Maidenhead: Open University Press.
- Trevithick, P. (2008) Revising the Knowledge Base of Social Work: a Framework for Practice.

REFERENCES (cont.)

Williams, R., Slack, R., and Stewart, J. 2000. Social Learning in Multimedia: Final Report. EC Targeted Socio-Economic Research Project: 4141 PL 951003. Edinburgh, Scot.: Research Centre for Social Sciences, The University of Edinburgh.

