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The Effects of mega-events on city branding – The example of Warsaw and Euro 2012

Written by Gonçalo Maria Pinheiro Machado de Almeida e Vasconcelos,

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Dr. Izabela Kowalik

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INTRODUCTION

It has never been more important for cities to express the attributes, values and beliefs that form their personality as in the present days of global competition.

Positive image creation is one of the main objectives of modern politicians and, therefore, one of the subjects in which they allocate more time and resources. It relies on the enhancement of local features that make a city stand out among competitors, marketing its key attributes, whether they are cultural, social, economic or technological. Much like with products, marketing of places is used to attract and retain “place customers” and to form a brand image which can be immediately associated to that place, whenever someone refers to it.

One of the marketing tools used to increase a city’s visibility and, at the same time, provide financial resources for urban regeneration and improvement of a city’s image is the hosting of mega-events. Major sporting and entertainment events such as FIFA World Cup, Olympic Games, Formula One or UEFA European Football Championships have become items of top agenda for governments around the world.

These kinds of events can be significant catalysts for change, elevating the host’s cities and countries global image and allowing them to substantially grow economic, political and socially wise. They have the ability to conciliate agendas and cooperation among different actors towards a common cause. The fixed deadlines are a stimulus for the completion of planned projects that would otherwise take a longer time to be concluded. And, with the whole world watching, it provides a strong incentive to do things right.

Having lived in Warsaw for the past year I was able to observe the changes a city goes through in order to adequately receive an event of the dimension of a European football championship, and I found interesting to understand how those changes will influence the future of the city. I will try to demonstrate how such an event can work as a major marketing instrument for Warsaw, offering basic standards for the city to improve, and the possibility to renovate the brand image that is associated with it.

1 – From place marketing to city branding

1.1 – Place marketing

Places have long felt the need to differentiate themselves from each other, to assert their individuality in pursuit of various economic, political or socio-psychological objectives. The conscious attempt of governments to shape a specifically designed place identity and promote it to identified markets, whether external or internal is almost as old as civic government itself.

“A place’s potential depends not so much on a place’s location, climate, and natural resources as it does on its human will, skill, energy, values, and organization. For a place to succeed, it must be able to carry out the following fundamental tasks:

- Interpreting what is happening in the broad environment.
- Understanding the needs, wants, and behavior choices of specific internal and external constituencies.
- Building a realistic vision of what the place can be.
- Creating an actionable plan to complement the vision.
- Building internal consensus and
- Evaluating at each stage the progress being achieved with the action plan.”¹

¹ Kotler P. ;”Marketing of Places – Attracting Investment, Industry, and Tourism to Cities, States, and Nations”, page 20

According to Kotler's definition of a place's potential, it is perceived that places, at a certain level, can be considered as huge public organizations and thereby they need to be promoted, just like public and private organizations are.

There are, however, some reservations when considering the similarities between places and public organizations, since places like countries, cities, etc., have different goals and a broader range of issues to strategize than private and public organizations do.

All things considered, nonetheless, it becomes clear that there is nowadays, a strong consensus regarding the suitability of marketing for places, and that places, undeniably, should be marketed, by the persons responsible for that, as efficiently as firms market their products or services.

According to Kotler (2002), when a place is being marketed it is being designed to satisfy the needs of its target markets. It can be considered successful when citizens and businesses are pleased with their community, and the expectations of visitors and investors are met.

When considering the potential target markets of place marketing one is considering the so called "place customers". These can be very different, according to the needs of the place, namely: producers of goods and services, outside investment and export markets, tourism and hospitality, corporate headquarters and regional offices and new residents.²

Each place should have the ability to correctly and effectively define and communicate its added value and competitive advantages to the desired targets.

Places often compete for the attraction and retention of a given kind of place customers. It is crucial, therefore, that localities acknowledge that no two places use their strategies, resources, or define their products and plans in the same way. Places differ in their histories, cultures, politics, leadership style, and in the ways of managing public-private relationships. The place marketing strategies have to contrast from place to place, according to its needs.

According to Kotler strategic place marketing is the most adaptive and productive way of approaching the problems of places. Moreover, the essence of the marketing concept is to understand customer's wants and needs. It actively contributes to the effective organization of the resources used to achieve the desired targets, by producing added value.

1.1.1 – Place Marketing Process

A process is a set of activities designed to produce a specific output for a particular order, done by a customer or a market. Basically it is the transformation of an input into an output, sustained by a structure that indicates how it is done.

According to Kotler (1997) the place marketing process consists in analyzing marketing opportunities, developing marketing strategies, planning marketing programs, and managing the marketing effort.

The process of place marketing starts with the creation of the vision and mission statements of a place, together with the strategic analysis of that place. Without a proper prior analysis it's impossible to develop a good marketing strategy. One of the analyzing methods more commonly used for a place is its SWOT analysis, which summarizes and makes visible the strengths, weaknesses, opportunities and threats of a place and its surrounding environment.

Each marketing process is formed by a number of elements, namely resources, products, marketing strategies and measures, customer populations, segmentation and global strategies. In the place marketing process framework these elements are divided into three perspectives: producers, market and consumers. According to this framework, each of the elements is differently associated with the marketing process, when comparing with traditional marketing. Ashworth and Voogd (1994), state that the differences between the elements' association determine the distinctive character of place marketing.

² Appendix 1 – Targets and Sub-targets of Place Marketing

The choice of place marketing strategies depends highly on the goals that the organization wants to achieve. Each strategy requires a different mix of marketing activities, and numerous strategies may be simultaneous.

Through place marketing locations are marketed as if they were products, to a wide variety of groups of customers with different purposes for each group.

A “place product” can be produced by either public or private organizations. Customers are free to choose between comparable products on the place market. The intangibility of non-business products, the non-monetary price of purchase, the lack of frequency of purchase and behavioral reinforcement, the need to market an entire but heterogeneous market are features of a place product. Moreover, the political element is also strongly involved in the place’s decision process.

Ashworth and Voogd (1990) suggested that the marketing mix for place marketing should be different from the one found in traditional business applications, and it should be defined as a combination of at least the following set of measures: *Promotional measures; Spatial-functional measures; Organizational measures; and financial measures.*

According to them, “the scope and effectiveness of city marketing is largely determined by the selection and application of the appropriate combination of these measures”³

Other point of view is Kotler’s (1999) one. According to him there are four fundamental basic approaches according to each places could improve the conditions of life, investment and visibility of its place product, basically, to build competitive advantage. A place should be developed as:

- Place as a character (Design) – Appealing urban design makes a positive statement about a place, because it reflects how values and decision-making combine on issues affecting development.
- Place as a fixed environment (Infrastructures) – Basic infrastructures compatible with the natural environment makes the urban design possible, but do not guarantee place’s growth per se. Nonetheless its absence can be a serious problem. Infrastructure development needs to be in sync with the overall place development priorities. The strategies for the urban planning must deal wisely and creatively with each of the infrastructure related proposals.
- Place as a service provider (Basic services) – Successful places are obliged to have good public services. Those services can be marketed as the place’s primary attention and product. In every place, the development in terms of security, education and customer attractions must be constant.
- Place as entertainment and recreation (Attractions) – An attractive place must have several institutions which provide recreational tools for those who are there. Restaurants, parks, zoos, sport arenas are the traditional institutions that provide this kind of entertaining activities.

In order to be successful, place marketing has to be strong both in the strategic and in the marketing implementation/operational aspects.

Marketing implementation is the process that turns marketing plans into action assignments and ensures that they are executed in a manner that accomplishes the plan’s stated objectives.

Kotler considers that good implementation skills are critical to the overall success of an organization. In order to correctly implement a marketing plan, one needs to properly recognize and diagnose a problem, assess the level in which that problem exist and, after implementing the plan, properly evaluate the results.

³Ashworth GJ.; Voogd H.1990; “Selling the city: marketing approaches in public sector urban planning”, page 31

The relation between the ability to design and implement marketing plans defines the global place marketing strategy. This relation defines the four basic environments in which place marketing can take place.⁴

When planning place marketing, one has to be able to identify the positioning a place occupies and find ways to change that positioning by designing and implementing strategies. Authors Hubbard and Hall (1998) describe a generic entrepreneurial model of city governance that has to follow a set of specific measures, in order to re-position the image of a place. The measures are the following: *Advertising and Promotion; Large-scale physical redevelopment; Public art and civic statuary; Cultural regeneration; Public – private partnerships; and organize Mega – events.*

All of the previous measures have the ability to change a place's positioning and therefore change the image that places' customers may have of that locality.

1.1.2 – Image's role in Place Marketing

A vital role within place's marketing mix is the one played by the image formulation and image communication. Many authors believe that the main objective of place marketing and all its central activities is not the place "itself", but the image it reflects. According to them is not the city but the image that has to be planned.

Author Kampschulte (1999) states that "the image of the city is best described as the link between real, objective space and its perception"⁵. Other author, Vermeulen (2002), further adds that the image originates only in part from a physical reality and is based on prejudices, desires and memories that take shape in the collective memory.

A place's image is communicated not only by promotion, but also through the rest of the marketing actions. For instance, as authors Ashworth and Voogd (1990) stated, "Measures operating in spatial design features will contribute towards urban images and thus reinforce, or contradict, promotional measures".

This thought regarding the communicative effect happens due to the acknowledgement that one needs to combine and coordinate every set of marketing measures, because of their inter-correlation. The quality of one marketing measure will always bring implications to the effectiveness of the others. Furthermore, it comes from the notion that a place's image is the result of various and often conflicting messages sent by that place, which are later formed separately in the minds of each individual receiver of those messages.

Authors Hubbard and Hall (1998) conclude that "the manipulation of city images, cultures and experiences has become probably the most important part of the political armory of urban governors and their coalition partners in the entrepreneurial era"⁶.

1.1.2.1 – Theoretical framework – Image's communication

As perceived from the previous section, the main function of the marketing of places is to project a place as a series of perceptions and images. It is the most important thing to be planned and consequently marketed. Everything that happens in a given place, or is done by that place, transfers messages about that place's image. That transfer is done through three distinct types of communication: primary, secondary and tertiary.⁷

The city image comes from the way it is communicated to the target audience, by these three types of communication.

Primary communication is the communication related with a place's "actions", even if communication isn't the main goal of these actions. It is basically the first things that are visible for the audience when it is present in that place. It is divided into four major areas:

⁴ Appendix 2 – Place marketing environments

⁵ Kampschulte A, 1999; "Image As An Instrument of Urban Management", p.229

⁶ Hubbard P and Hall T; 1998, "The Entrepreneurial City and the New Urban Politics", p.8

⁷ Appendix 3 - The theoretical framework of City Branding

Landscape Strategies; Infrastructure Projects; Organizational Structure; and Place Behavior.

The landscape strategies are related to the decisions relevant to architecture, green spaces, urban design, heritage planning and public spaces in general inside a city. In Kotler's marketing theory (section 1.1.1) this area is similar to "Place as character"(design).

Infrastructure projects are related with projects that are developed to create, improve or give a distinguishing character to the numerous types of infrastructures that are needed in a city. It can be associated, for instance, with the easy accessibility to major monuments or relevant visiting spots or with the existence of an adequately large airport, and also with the existence and sufficiency of a suitable number of cultural centers, conference facilities, gathering locations, etc. Once again, comparing it with Kotler's marketing theory this area has a similar meaning to "Place as fixed environment" (infrastructure).

Organizational structure is the area related with, for instance, community development networks and citizens' participation in the decision making processes. Likewise it is also associated with the establishment of public-private partnerships.

At last, the area called place's behavior is the one related with issues such as the future vision that places' leaders have for the place, and the strategy adopted or the financial incentives provided to the stakeholders in order to follow that vision. Two major topics within this are the types of services the place wants to provide, along with their effectiveness. Moreover, this area of the primary image communication is also concerned with the number and types of events (such as festivals, sportive or leisure events) organized in the place.

The ability to communicate an image of a place relies on the skills, innovativeness and imagination of every place-marketer or administrator. They are the ones who have the obligation to enrich this communication with new ideas, practices and techniques.

Secondary communication is the type of communication that is formally intended to be used to transmit a given image. It takes place through well-known marketing practices like advertising, public relations, usage of a logo, graphic design, etc. It's compared to the promotion variable of the usual marketing mix, being described as the communication component of corporate identity. (Balmer, 2002)

Nonetheless, secondary communication has to be in complete consonance with the rest of the marketing communication components and in total harmony with the place's reality. It is only done when there is something worthy of being promoted. Moreover, it has to be built upon the place's communicative competences. According to Grabow (1998), "the communicative competence of a city is a key factor and vital requirement for all phases of successful urban marketing"⁸.

Finally, tertiary communication is the type of communication that is related with word-of-mouth, visiting or living experiences, personal opinions of the place, etc. This communication is reinforced by the media and also by competitors' communication. Opposite to the other two types of communications this one isn't controlled by marketers, but by anyone who's referring to that given place. However, it is constantly linked with the other two types.

The main goal of all the marketing process and, namely, the image communication's process is to create and reinforce a positive tertiary communication. That happens especially in the case of the place's own residents, who, according to Kavaratzis (2008) are at the same time the most important target audience of city branding and the most important city marketers.

1.2 – City branding

As stated in section 1.1.2 above, the image reflected by a city, region or nation is more and more the principal objective of place marketing because, at simplest, encounters between places and their users occur through perceptions and images. As author Cova (1996) states

⁸ Grabow B, 1998, "City Marketing: A Critical in-between Balance", p.2

“...the job of post-modern marketing is to identify the cultural meanings and images that are intended for the product”.⁹ This notion of marketing is, therefore, highly correlated with the notion of branding. In a very broad way, place branding is merely the application of product branding to places.

Nowadays, it is increasingly more important to focus specifically upon the application of branding to places, while defining the instruments of urban planning and management.

This happens, according to Holloway and Hubbard (2001), because interactions with places occur through direct experience of the environment or indirectly through media representations. Nonetheless, the critical part of this process is the way that the information received is assimilated, forming stable and learnt mental images of a place. Branding deals specifically with such mental images.

Branding provides a product with a specific and more distinctive identity, and that is exactly what place marketing is increasingly attempting to do. It further delivers a base for identifying and uniting a range of images desired for a place and the meanings that come associated with those images, resumingly, it provides the place with its brand. Managing a place's brand is no more than an attempt to influence and treat the mental images of a place in a way that is considered favorable to the present circumstances and future needs of the place.

1.2.1 –The brand and its components

“...the brand is a multidimensional construct whereby managers augment products or services with values and this facilitates the process by which consumers confidently recognize and appreciate these values”¹⁰.

Other authors, like Simoes and Dibb (2001) further state that “a brand embodies a whole set of physical and socio-psychological attributes and beliefs which are associated with the product”¹¹.

Hankinson and Cowking (1993), for instance, state that “a brand is a product or a service made distinctive by its positioning relative to the competition and by its personality, which comprises a unique combination of functional attributes and symbolic values”¹².

All these definitions have similar and distinguishing points, which become helpful in order to get a clear view of what a product brand is. In city branding one adapts these definitions and associates them to a given city.

A brand is based on one side by the activities a company does and on the other side by the perceptions of the consumers. It is created by the interface of these two sides, since each of them is formed by a number of elements that are necessary for the construction of a brand. Thus, one might say that a brand is created by the agglomeration of several components.

A brand, as well as a place brand, is composed by three major components: brand identity, brand positioning and brand image¹³.

For the one who markets a product the main goal when creating a brand is to develop features and beneficial attributes that are seen as impregnated in that brand. Furthermore, they may choose to stress symbolic, experimental, social and emotional values, creating the brand identity. Nonetheless, these elements alone are not enough to create a brand, as it needs to be associated to the consumer's perception of the quality and values. Branding is a mode of communication and therefore it's imperative that the communicators position and differentiate their brand in the way in which they want the consumers to perceive it. In this aspect it is crucial the concept of brand image, since it incorporates perceptions of quality and values as well as brand associations and feelings. Furthermore, a brand plays a vital role in the

⁹ Cova B., 1996; “The Postmodern Explained to Managers: Implications for Marketing”, p.20

¹⁰ Chernatony & Dall'Olmio Riley, 1998; “Modelling the components of the brand”, p.4

¹¹ Simoes C and Dibb S, 2001; “Rethinking the Brand Concept: New Brand Orientation”, p.26

¹² Hankinson G. and Cowking P., 1993; “Branding in Action”, p.33

¹³ Appendix 4 – Components of a brand

construction of what a company considers to be its prototypical consumer, being considered therefore a valuable asset of a company.

1.2.2 – Branding places as products

According to Kavartzis (2008) place branding has been practiced, consciously or unconsciously, for as long as cities have competed with each other for trade, populations, wealth, prestige or power.

In the author's opinion, much like products, places can easily possess the characteristics of identity, differentiation and image that were referred in section 1.2.1. Therefore places can also be managed in order to maximize their equity, values and awareness, from the consumer's point of view. They state that the importance of image for the user/consumer of the place is what connects place branding to cultural geography.

As seen in the section above, branding attributes added values to the product, differentiating it. All branding tries to endow a product with a specific and more distinctive identity (Cova 1996) and that is what, basically, most place marketing intends to do for the places. A place needs to be differentiated through a unique brand identity if it wants firstly, to be recognized as existing, secondly, to be perceived in the minds of place users as having qualities superior to those of competitors and, finally, to be consumed in a way that is corresponding to the objectives that were set for that place.

Places can, therefore, be marketed as branded products if their intrinsic and distinctive characteristics as place products are understood and if they are marketed in order to point out these characteristics.

Author Kavartzis states that there are three sorts of place branding, each of them with very different objectives. The three sorts are the following: *Geographic nomenclature; Product-place co-branding; and branding as a form of place management.*

1.2.2.1 – Branding as geographical nomenclature

This kind of branding is different from the one we will apply in this thesis. It occurs when a physical product is named after a geographical location. The most notorious case of this sort of branding is the sparkling wine "Champagne", which is named after a region of France. It's nothing more than a copyrighted brand name. There is no conscious attempt in linking any attributes of the place to the product, which, per se, gains nothing from the association. A place becomes just a name for a specific brand or, in other cases, a generic name for a production process. The place has no other significance and doesn't determine nor the locus of production nor any other transferable assets.

Nonetheless there are cases where it is difficult not to name the product from its location, since the geographical location is a crucial part of what's being sold. In these particular cases the sort of branding moves away from the first one to the second and third's ones, because the production locus is typical from that given place.

1.2.2.2 – Product-place co-branding

Co-branding of a product and a place occurs when one attempts to market a physical product by associating it with a place that is assumed to have the attributes considered beneficial to the image of the product.

A clear example of that are the famous "Swiss watches". When comparing with the "Champagne" example of place nomenclature stated in the section 1.2.1, since the objective in this case is to transfer to the watches characteristics of reliability and meticulousness that are often associated with the Swiss people, and, in the case of watches are assumed to be desirable attributes.

Nonetheless, this can be considered also a dangerous branding practice, since place images have both a positive and a negative image, and they can be very instable. Taking the example of the Swiss watches, it's clear that they can be associated to the above positive characteristics

but they can also be associated to characteristics such as prudence, discretion and creative monotony, which are also often associated with the people from Switzerland, and are, in this case, undesirable attributes in the production of watches.

These place associations can very rapidly change, shifting from positive to negative associations.

Other effect of place branding associated with product-place co-branding is the place of origin affect. According to Jaffe and Nebenzahl (2001), “the research on country-of-origin effect addresses how national symbols and other origin cues affect buyer perceptions and attitudes towards the products and services of a specific country”¹⁴.

According to the authors Papadopoulos and Heslop (2002) marketers, “...in order to differentiate their brands, (...) often use country associations”¹⁵. Take for instance the car manufacturing industry. Some countries, has for instance Japan and Germany have a very good reputation in this industry, which makes the cars with German and Japanese brands be considered as very good.

This effect generates another one, which is the halo effect. A consumer has an image of a given country on his mind when having the first contact with their local products. A consumer makes inferences about the level of significant product characteristics through the prism of the place where the product is manufactured.

1.2.2.3 – Branding as part of place management

Finally, place branding can also act as a form of place management, since one of the major objectives of place management strategies is to change or improve the way places are perceived by specific or general groups of users, creating a recognizable place identity and image. For instance, regarding a city’s urban renewal, author Florian (2002) states that: “...it includes the creation of an identity with its own experiential value, which is profoundly original and impossible to copy. This touches upon such points as structure, programming, functions, the sort of actions and activities that characterize the image of the city, events and in the last resort the chemistry of the people who operate there.”¹⁶ Much like urban renewal, most of the continuous decisions taken by place management have the ability to change people’s perception of a given place. Nevertheless, a city is simultaneously a place of residence and a place of work for the people who live in it; a destination for people that visit it; and a place of opportunity for the people that invest in it. The group of possible stakeholders for a city is therefore, very diverse, as are the images that each group has regarding that city.

Is, thus, a place able to create a brand which covers this wide multitude of stakeholders and audiences? According to authors Chematony and Dall’Olmo Riley (1998) it is, as long as the values that are developed as the core of the brand are bound together by a vision which gives them meaning, impetus and direction. Despite of the highly diverse number of a city’s stakeholders, the core of the city’s brand has to be viewed as the same by all of them, in order to achieve consistency in the messages sent by the city. The core of the brand is attached to universal values, such as social responsibility, environmental care, sustainability, progressiveness, innovation, quality, trust, etc. Each stakeholder can, however, have different images regarding the global view of a city brand, individually benefiting from it in a different way than other stakeholders.

They do so associating the place with “stories” about it, at their own way. According to Kavartzis (2004) these stories need to be related to a place, as consequences of planned and designed strategic interventions; infrastructure’s design and development; and organizational

¹⁴ Jaffe E., Nebenzahl I., 2001, “National Image and the Competitive Advantage, Copenhagen Business School Press”; p. 33

¹⁵ Papadopoulos N., Heslop L.; Country equity and country branding, problems and prospects, Brand Management, 2002

¹⁶ Florian B, 2002, “The City As A Brand: Orchestrating A Unique Experience” , p.66

structures and capabilities. Afterwards, they are communicated through the more general attitude of the place and through promotional activities, allowing each stakeholder to generate a more particular image of that place, always based upon the “core brand” which was referred in the previous paragraph.

There are three main techniques designed by places with the purpose of not only attract attention and place recognition (brand awareness) but also raise associations between the place and attributes regarded as being beneficial to its economic and social development (brand utility). The three techniques are the following: “*Personality branding (or “The Gaudi gambit” after the success of its Barcelona project); Flagship construction (or “The Pompidou ploy” after his grand project on the Paris Beaubourg); and Event Marketing*”¹⁷

This third and last promotional technique will be the one that will be thoroughly studied in the following chapter of this thesis, as it is the one that is associated with the mega-event, Euro 2012, and more specifically its effects in the city of Warsaw.

2 – Event Marketing

2.1 – Definition

“Event marketing is an attempt to coordinate the communication around a created or sponsored event. In event marketing the event is an activity that gathers the target group in time and space; a meeting in which an experience is created and a message communicated.”¹⁸

Author Stevens (2005) further states that events are used to engage prospective consumers, build awareness, or market a company’s products or services.

These definitions express what event management is, and why it is used nowadays. In the modern corporate world, event marketing is viewed more and more as an increasingly important element in the promotion of a company’s product, service or cause. No other marketing discipline is expanding as fast and as profoundly as event marketing.

Event Marketing is basically marketing through events. Marketing is seen as the central purpose and the event itself is the concrete marketing tool. It sends a message through an event, message that that can be experienced by the audience, involving high contact intensity. It tries to comprise several senses, thereby increasing the chances that the audience remembers the experience and, consequently, the message.

There are three main arguments that can summarize the reasons why companies choose to use event marketing. First of all, as industries evolve, there are more and more economic incentives to find new and unconventional ways of communication. Secondly, the demand for diverse means of marketing from companies is also increasing at a very fast pace. Finally, the ability and experience of producing marketing via events is also increasing and is becoming more and more systematized.

Through event marketing the media clutter can also be penetrated, allowing a relationship to be established between the product, service or brand and its target group. Event marketing can be used in business to business as well as in consumer marketing. It is within the area of consumer marketing that it is most significantly increasing nowadays.

2.1.1 – Integrated marketing communication

One of the major strengths of an event is that it provides an opportunity to meet the target audience in a different way than other marketing tools. It does so by combining a set of traditional promotional tools (Sneath, Finney & Close, 2005). This combination of promotional tools is entitled as integrated marketing communications (IMC).

¹⁷ Kavaratzis M., 2008; “From city marketing to city branding: An interdisciplinary analysis with reference to Amsterdam, Budapest and Athens”; p.61

¹⁸ Behrer, M.; Larsson, Å., (1998); “Event Marketing as a strategic Marketing resource”, p.261

Integrated Marketing Communications is "the concept under which a company carefully integrates and coordinates its many communications channels to deliver a clear, consistent message"¹⁹ or "a management concept that is designed to make all aspects of marketing communication such as advertising, sales promotion, public relations, and direct marketing work together as a unified force, rather than permitting each to work in isolation."²⁰

Numerous of the traditional promotional tools, or parts of them, are used before, throughout and after the occurrence of the event²¹.

Authors Behrer and Larsson (1998), state that Event Marketing is mainly about coordinating several ways of communication inside the same activity. The main purpose of this way of marketing is facilitating the mass communication.

Through event marketing, there are two ways in which image can be affected. One is through the experience and the interaction that takes place during the event, the other is through the expressed and the exposed image. Both the message and the exposure during an event are usually strengthened with advertising.

2.2 – Event selection

When it comes to event marketing there is more than just one type of events to choose amongst. The event through what the marketing will be done has to match the strategic outcomes of the organizers and/or stakeholders

Authors Gwinner and Eaton (1999) state that consumers often associate the meaning of the event with the brand being portrayed, and that Image based similarity has been described as occurring when the image of the event is related to the image of the brand.

Just because an event is being arranged, it doesn't necessarily mean that the marketing will result in success, it is enormously important to conduct a thorough research before the planning of that event.

2.2.1 – Objectives of event marketing

The first and crucial issue a company must consider is what it wants to achieve by using event marketing. It needs to clearly state its objectives. Objectives that companies hope to achieve from event marketing can be broadly classified into corporate-related, product-related, sales, media coverage, guest hospitality, and personal. (Meenaghan, 2001)

The following table gives an overview of the objectives a company can try to reach with event marketing:

Objectives of Event Marketing	
<ul style="list-style-type: none"> • Corporate related objectives - Affect company's image - Create awareness - Create goodwill - Reassure shareholders - Strengthen the internal relations - Identify company with target group - Establish relations with customers - Receive feedback - Test a new market - Launch a new product - Engine running overall marketing 	<ul style="list-style-type: none"> • Product-related objectives - Affect the brand or product image - Generate brand or product awareness - Identify product with target group • Sales objectives - Increase short and long term sales - Create shopping impulses • Achieve media coverage

Table 2.1: Summary of Objectives with Event Management

Source: Adapted from Eriksson and Hjalmsen, 2000

The way an event transmits its image is represented in Appendix 6.

¹⁹ Kotler P.; Armstrong G., 1999; "Principles of Marketing", p.427

²⁰ [Http://marketing.about.com](http://marketing.about.com)

²¹ Appendix 5 – Integrated Marketing Communication through events

There are four different approaches to Event Marketing, they are classified differently depending if they are based on a new or existing event, and depending if they take place in the company's own arena or someone else's arena²².

2.3 – Advantages and disadvantages of event marketing

Taking in consideration everything said up to this point regarding event marketing, one can point out a list of potential advantages and disadvantages of using this kind of marketing.

The most important advantages from the point of view of the company engaging in event marketing are connected with communication. Specifically they deal with: *Penetration of the media; Credibility; Attention and Awareness; Image; Reputation; and Internal Motivation.*

Events, namely, and specially, mega-events, very easily penetrate the media, which immediately creates the attention of a much larger target audience and makes them aware of the existence of that event. The event will therefore more easily build a reputation and pass an image of the company that is using that event as its marketing tool.

On the other hand the main disadvantages of organizing an event from the point of view of the company are related to its inflexibility and the difficulty in evaluate it²³.

Customer's perceptions, as well as relationship developments or assessments of customer satisfaction are abstract values and can be very complex to measure, complicating therefore the evaluation of an event. An event is also inflexible, it's something planned highly in advance and that very difficultly can be cancelled or changed due to all the precedent preparations for it. Even if, it is clear that the event will be a failure or that the number of spectators will be much lower than the desired, the process is already ongoing, and it is difficult to stop.

2.4 – Evaluation of an event's success

As it was said in the previous section, it is quite difficult to evaluate if an event was successful or not in terms of marketing a brand. However, event marketing, like any other promotional tool, needs somehow to be evaluated, so that its effect becomes properly measured. The main way to do it is to set clear objectives, since they will be the base for any evaluation.

2.4.1 – How to measure the effects of event marketing

As we know, the evaluation of an event can be very difficult to execute. So the question that arises is "how will those events be measured?"

According to Behrer and Larsson (1998) the marketing objectives set with the creation of the event are the base for any evaluation. Communication and sales objectives, mainly, have to be very clear and quantified. The company that is using event marketing can also set detailed objectives that it wants to achieve with its participation in an event, so called event specific objectives.

Communication objectives can be measured through interviews and other forms of attitude investigations. Sales objectives can be measured through sales development statistics during a limited period of time, during or after the event. The specific objectives of the event can be measured with statistics over the event's development as well as through interviews with questions regarding the event.

The impacts of mega-events will be more thoroughly studied in section 3.4.

2.4.2 – When to evaluate event marketing

According to Behrer and Larsson (1998) there is no right answer regarding the time when the evaluation of the marketing of an event should be done. They state, nonetheless, that, since an event takes place during a limited period of time, the effects should be measured within a near future.

²² Appendix 7 – Approaches to event marketing

²³ Appendix 8 – Factors complicating event's evaluation

According to them, long-term effects should be measured continuously and be looked upon as a result of the company's total integrated communication, and not only due to the effects of event marketing.

Meenaghan (1983) however, says that the evaluation process of events is easier if done through several key stages. He suggests three stages of evaluation: before, during and after the event.

- Before the event: This will facilitate the determination of the company's present position in terms of awareness and image with the target audience.
- During the event: This will help the evaluators to detect movement on the chosen dimensions of awareness, image and market attitude.
- After the event: When the event is finished it is time to compare the performance levels against the ones that were determined as objectives.

This thesis will be mainly focused on the evaluation done before the event, since it will be entirely done previously to the occurrence of the event in study.

3 – Mega-events – definition and potential impact

3.1 – Mega-events phenomenon

Mega-events are, very generally, “short-term events of fixed duration with long term consequences for the cities that stage them.”²⁴

Studies of economic and social impacts usually are based on this definition.

Mega-events, namely sporting ones, though, are not a new phenomenon. They can be traced back to the Ancient Greek's era, in the times of the first Olympics. Nonetheless, worldwide interest in these kinds of events is a much more recent happening, due to the increasing interest and leisure time spent in these kinds of, in this case, sporting activities.

From an economic point of view it is often argued that hosting a mega event is, increasingly being viewed as a strategy (potentially highly risky one) used to stimulate local economic growth. It is explained due to the competition among cities, in terms of jobs and capital, at a global scale. Mega-events serve as a stimulus and, at the same time, as a justification for local development.

In this chapter the mega-events referred are mainly sporting ones, since this is the basis for the entire thesis.

3.2 – Distinctive traits of mega-events

A more complete definition can be the one given by Roche (2000). He considers mega-events to be “large scale cultural (including commercial and sporting) events which have a dramatic character, mass popular appeal and international significance. They are typically organized by variable combinations of national governmental and international non-governmental organizations.”²⁵

Based on Roche's definition, Green J. Solomon later defined them also as “short-term events with long-term consequences for the cities that stage them. They are associated with the creation of infrastructure and event facilities often carrying long-term debts and always requiring long-term use programming.” He continued stating that “if successful, they project a new (or renewed) and perhaps persistent and positive image and identity for the host city through national and international media, particularly TV, coverage. This is usually assumed to have long-term positive consequences in terms of tourism, industrial relocation, and inward investments.”²⁶

²⁴ Ritchie, J.R. (2000). ‘Turning 16 days into 16 years through Olympic legacies’, p.155

²⁵Roche, M.; 2000;“Mega-Events and Modernity: Olympics and Expos in the Growth of Global Culture”.:p.17

²⁶Greene J.S., 2003;“Staged Cities: Mega-events, Slum Clearance, and Global Capital”, p.165

Horne and Manzenreiter (2006), basing their selves in these definitions, stated two major characteristics that, according to them, mega events should possess:

Firstly, the host nation, region or city should experience, during the event, significant alterations to the normal cycle of activities existing in that place when the event wasn't happening. Secondly, the event should attract media representatives and viewers from numerous countries across the world.

3.2.1 – Significant alterations in the locality's cycle of activities

As stated previously, an event's host nation, region or city must indicate several factors/characteristics, during that event's period of time, so that it can be considered a mega event. The main factors which need to be taken in consideration for that purpose are the following:

- Increased volume of tourists directly and indirectly relating to the event
- Additional publicity for the host nation with the intent of leading to further knowledge of the nation's culture by the visitors and creating a positive image.
- Local trade boost due to the visitors expenditures
- Infrastructure improvements in the event's localization and its surroundings
- Increased prosperity during and following the event

Some other authors, like Matheson (2006), however don't agree with this last point, arguing that mega-sporting events often have neutral and in many cases negative repercussions for their host nations.

3.2.2 – Global media participation

Mega events, namely sporting ones, provide immediate and direct access to a global market of viewers, through the media. This easy access allows host nations, regions or cities to project its image and culture to a multi-million base of viewers of different nations.

According to Matheson and Baade (2004), mega events offer hosts the chance to put their nation, region or city on the map, providing significant international exposure. For them this kind of events can also be seen as political activities, that work as economic, political and cultural tools, or even as a sign that a country has arrived as a major international figure.

As examples for the last statement, one might consider the 2002 World Cup in Japan and South Korea, the Beijing Olympic Games in 2008, and even some recent Formula 1 Grand Prix hosted by countries like Bahrain, Turkey or Singapore.

3.3 – Stages of a mega-event

According to Kammeier (2002), mega events are also an issue of urban management, and in order to be properly planned and to correctly manage event's effects, hosts must take in consideration the whole phases of mega event hosting: pre-event, event and post event period.

According to the author a mega event is formed by four crucial phases of management:

- Phase 1: The time in which the host nation, region or city applies for being the host of a mega-event. In this period it's evaluated the commitment of the host to create the required facilities in time for the event. It must include a serious capacity analysis and pre-investment studies centered on the expected supply and demand.

- Phase 2: After acceptance of the project. It includes the preparations for the additional infrastructures and services needed to host the event (e.g.: stadiums, in the case of Euro 2012), and the remaining infrastructures that will be required to be in perfect conditions due to the increasing demand of the host place (e.g.: hotels, housing, transportation means, communications). This phase is considered to be the more important one, as it is the phase in which the planning, financing and implementing of measures is done.

This will be the phase more taken in consideration also in this thesis, since it will all be done previously to the occurrence of the event.

- Phase 3: This phase is concerned with the management of the event itself. The evaluation of this phase can be done by the hosts, by the viewers, by the sponsors, organizers, etc., since it is the phase when the event is viewable by everyone and everyone can create an “opinion” about it.

- Phase 4: This phase is concerned with the long-term management done after the “hand-over” of the event. It includes, for instance, post-event adjustments (e.g.: dismantling temporary buildings and means of transportation done especially for the event).

Taking all this in consideration one is able to properly manage the event correctly and more easily understand its impacts. Examples of how to properly study the impacts of mega events will be discussed in the following section.

3.4 – Impact of mega-events

Every event, being a major one or not, impacts the society in which it is hosted. The effect of those impacts can be deeper or not, according to the magnitude of the event, its duration, its media coverage, its number of viewers/visitors, etc. There are the visible impacts of an event and the less visible ones, as there are the impacts that will be noticed at a short-term level and the ones that will be noticed at the long-term²⁷.

Regarding the invisible short term impacts one can consider the atmosphere/environment surrounding the event. The nation, region or city in which the event is taking place is different than it used to be. There are people from all over the world, streets are more crowded, there is a higher mixture of cultures, etc. All of these things invisibly change the host’s daily routines.

At the short term however, there are also several impacts very noticeable by everyone. Some of those impacts are: New/modified routes of public transports; Different measures of security; Creation of jobs directly related to the event; Economic impact; and Success in sports.

The increased number of new and modified routes for public transports and the measures of security are directly related to the increase of population that happens in a region or city during the occurrence of a mega event. The number of transports increases as do the measures of security.

These two aspects can also relate to the third impact on the above list, which is the creation of jobs related to the event. Jobs in the security area, tour guidance, stewardship in stadiums, streets, etc. all increase due to the high number of visitors that the host experiences during the mega event.

The creation of jobs, associated with the increase of local trade during the event, also creates an economic impact at the short-term level in the host’s region and surroundings.

In the long term there are also several impacts that can be visible for the society, derived from the occurrence of mega-events. Here’s a list of the most important ones: Sports facilities; Structure for traffic; Housing; and Tourism and Structure.

Sports facilities are, pretty much in every event, pre-requisites for the occurrence of that event, needed to be clearly defined and structured in the stages 1 and 2 of the preparation of that event. In the long term normally those facilities continue to be used by the host cities naturally.

New structures for traffic and housing can also be pre-requisites of the organization of an event, but a lot of the times are measures taken by the host nation, region or city for purposes of branding. The construction of these structures will facilitate the organization of the much higher number of people that a city will have during an event. In the long term the structures built continue active and may work as strategies of development for the host.

²⁷ Appendix 9 – Impact of mega-events

Well defined housing and traffic structures for a given event will work, in a long term perspective, as functional tourism structures, allowing a faster tourism development in the host city.

Furthermore, there are also several invisible impacts a mega event can have in the host countries, regions or cities, such as: *Knowledge learning skills; Local pride; Host's image; and Living conditions*

The organization of a mega event allows a region to gain a very big amount of experience in terms of dealing with a huge and momentary increase of population (whether in case of future events or permanent number of inhabitants), of dealing with a huge variety of people, from different countries and cultures, and most importantly, deal with the problems derived from those situations.

When a mega event is globally considered successful it will very probably enhance the feeling of pride from the citizens of the city that hosted that event.

Furthermore, if the event is successful, it will create a positive image not only of the event but, most importantly of the nation, city or region that hosted it. The positive effect in the host's image is only achieved with a good region branding, perceived by the viewers through the media and the level of awareness that the event will obtain.

The enhancement of the image happens due to the transfer of the event's image to the image of the host city. According to Brown (2004) the linking of a destination's brand to one or more events is a co-operative branding activity. In order to increase brand awareness and/or to enhance or change brand image the event's brand image is linked to that of a destination. For an event to have an impact on a destination's image there must be some spillover from the event's image onto the destination's image. The strongest benefits for a city brand will accrue from an event when consumers perceive a meaningful match between the image of the event and the destination (Gwinner and Eaton, 1999). When these two brands are paired, the image of city brand can be strengthened when its association set shares common elements with the association set of the event brand with which it is paired (Gwinner and Eaton, 1999).

These factors all assembled may lead to a better state of mind of the people living in the host cities, having the potential to, at a certain level, increase their living conditions.

Hosting a mega event is highly associated with positive impacts socially, economically and technologically wise. Nonetheless, it can also bring with it some negative legacies, generally not noticeable at first sight by the society, but that can be very damaging, especially in the long term.

These effects are normally related with the usage of the structures built specifically for the event in the post-event period. Several times those structures might remain idle in that period, becoming a financial burden for the municipalities and host countries' governments. Nevertheless, the level of this spatial problem depends on the city's demographic characteristics such as city size, rate of population growth, demographic structure, etc.

Moreover, if unsuccessful, a mega-event can affect negatively the image of a host city or country, reducing future tourism revenues, for instance.

At the short-term some problems may also arise, especially related to potential lack of security and riots and disturbance in the host cities.

4 – UEFA Euro championship²⁸ 2012 as a mega-event example

In December 2006 a final decision was made by the Union of European Football Associations (UEFA) regarding the location of the Euro 2012. That decision was in favor of Poland and Ukraine.

²⁸ Appendix 10 – History of the European Football Championship

Nonetheless, an extensive list of requirements was made by UEFA that the host countries and the cities in which the tournament would be developed had to respect. These requirements were the main drivers for most of the costs of the UEFA 2012 European Football Championship. The costs dictated a wide array of economic, legal, cultural and political prerequisite conditions for the host countries, Poland and Ukraine.

4.1 – Euro 2012 – organizing requirements

As stated above, every host country of a major event, such as the European Championship, has to deal with a certain number of requirements from the entities that organize the event, in this case, UEFA. Political requirements, for instance, include the existence of a stable political system and effective government agencies; and legal conditions include a complete legal system, capable of protecting the intellectual property rights associated with the tournament and the existence of a body of employment law that allows open labor markets with no constraints over foreign workers, laws which protect employees from exploitation and that guarantee them marginal benefits.²⁹³⁰

Regarding the amount of capital and labor to host Euro 2012, UEFA required the host nations to prepare eight “state-of-the-art” stadiums with skyboxes and capacities of 30,000 to 50,000 spectators; parking in proximity to the stadiums; good hospitality facilities; multiple five-star hotels in each of the host cities for the use of UEFA officials and participating teams as well as sixteen modern training facilities for the participating teams; modern, well developed and high quality transportation infrastructures linking host cities in addition to public transportation networks within each host city and finally extensive security at major cities’ locations. UEFA stated also that all infrastructure improvements were to be paid by the host countries.

UEFA’s requirements regarding the stadiums included three stadiums seating at least 40,000 spectators and one seating at least 50,000 spectators. All of them should have luxury suites, reserved by UEFA during the entire period of the tournament. UEFA required between 5,000 and 8,000 car parking spaces as well as 400 to 800 bus parking spaces adjacent and near the stadiums. These should have also extensive facilities for media, teams and UEFA officials.

Furthermore UEFA requires a large number of five-star hotels in the host cities that must be reserved exclusively for the use of UEFA officials, support staff and the participating teams, for the duration of the event. It requires moreover, 16 hotels, most of them five-star ones, to be provided for each of the 16 participating national teams. It also requires a five-star hotel near the stadiums for the referees and another five-star hotel with at least 20 rooms ‘in the countryside’ for the exclusive use of the doping control doctors. Finally, UEFA requires between 1,000 and 5,000 beds in four and five-star hotels in cities hosting matches for UEFA’s ‘commercial partners’.

The requirements regarding facilities extend also for the spectators who will attend the matches. According to those requirements, the accommodations for spectators should range from five-star hotels to simple campgrounds.

The final requirements from UEFA are regarding the infrastructures of the host countries. These are not as specific as the ones for sporting facilities and accommodations.

The transportation infrastructures, for instance, are both vague and potentially expensive to meet. Each host country must have a modern, well developed and high quality transportation infrastructure that links each host city. The travelling inside the host cities should be convenient and travel times should be reasonable with efficient and modern routes linking the

²⁹Humphreys B.R. and Prokopowicz S., 2005; “Assessing the impact of sports mega-events in transition economies: EURO 2012 in Poland and Ukraine”

³⁰“UEFA European Football Championship Final Tournament 2012 Phase I Bid Requirements” – Available at <http://www.uefa.com/newsfiles/279728.pdf> - 06/06/2012

Official Site to the city center, the airport, railway stations and other transportation links. Host cities must have also international airports close to them and have at least a comprehensive hospital located near each stadium with 24 hours emergency availability.³¹

4.2 – Costs directly related with the organization of the event

To fulfill the requirements established by UEFA both Poland and Ukraine had to make huge public investments. The value of those construction investments, in sports, hotels and transportation infrastructures (including roads, railways and airports) related to the organization of the Euro 2012 was nearly €38 billion.

The costs associated with the construction or modernization of the EURO 2012 Stadiums, as well as its capacity and the numbers of planned matches are represented in Appendix 10.

The total cost of the eight stadiums is about 2.5 billion Euros, making the venues for UEFA Euro 2012 three times more expensive than the stadiums built for UEFA Euro 2004 in Portugal and over two times more expensive than the ones built for UEFA Euro 2008 in Austria and Switzerland³².

In addition to the eight stadiums, four others were built in Poland and Ukraine as reserve stadiums for the event, costing around €400 million to construct.

In reality, however, for Poland and Ukraine, Euro 2012, much more than a prestigious football competition came as an opportunity to take a major step forward and make up for decades of underinvestment in the transport infrastructure. In fact, the costs related to the stadiums improvements or constructions accounted for less than 10% of the total costs. The vast majority of the investments (almost 80% of the funds) were allocated for projects related to roads and railways improvements.³³ In the following section 4.2.1 I will describe the costs associated with the organization of the event, in Poland.

4.2.1 – Organizing costs in Poland

When it comes to the infrastructures, the completion of the majority of large-scale projects for Euro 2012 was scheduled for 2011. The most important infrastructure projects included: construction and modernization of stadiums, reconstruction and development of airports, modernization of railway and building facilities for motorway and railway communications between host cities and within those same cities. The projects concerned mainly the four host cities: Gdansk, Wroclaw, Warsaw and Poznan; but also Cracow and Upper Silesian agglomeration.

Regarding sporting infrastructures, Poland planned to build and/or modernize six stadiums. The first one finished, in Poznan, was opened in September 2010. The other three (Gdansk, Wroclaw and Warsaw) opened during 2011 and 2012, being the last one inaugurated in February 29th of 2012, in Warsaw. Their costs were approximately €1.2 billion, the most expensive being the national stadium in Warsaw, costing around €520³⁴ million.

Moreover, Euro 2012 has brought considerable investments in road infrastructure. Since 2007 contracts for the construction of more than 1700 kilometers of road have been signed, including approximately 740 km of highways and over 1000km of railroads, bypasses and other major construction projects. All of these projects, up to 2010, accounted for approximately €7 billion.³⁵

As well as the reconstruction of roads, the preparation for Euro 2012 championship was also an opportunity to modernize the Polish main train stations and rail routes. Since 2007 have been signed contracts for the renovation of up to 1700 kilometers of railway lines, which the

³¹ “UEFA European Football Championship Final Tournament 2012 Phase II Bid Requirements” – Available at http://www.uefa.com/MultimediaFiles/Download/ITT/competitions/EURO/01/65/85/41/1658541_DOWNLOAD.pdf

³² http://www.playthegame.org/fileadmin/documents/World_Stadium_Index_10_The_future.pdf / - 31/05/2012

³³ <http://www.euinfrastructure.com/article/Poland-and-Ukraine-to-spend-big-on-Euro-2012/> - 26/05/2012

³⁴ Study was done in Polish currency (PLN) which I adapted to Euro (€).

³⁵ Poland Consulting Services

vast majority was completed before the beginning of the major event, as well as the renewal of 44 railway stations. The cost of these replenishments was approximately €0.5 billion.

As for airports, eight ports have carried expansions of their infrastructures in the frame of the Operational Infrastructure and Environment Programs. The total amount of investment will be approximately €1.8 billion.

Furthermore, a huge investment was done in the improvement of tourism accommodations, such as hotels, hostels, inns, etc.

Finally, Euro 2012 was also be a driving force for developments in IT and communication fields, as for instance, the expansion of locations with Internet access, to places where access was previously inadequate. It came also as an opportunity for the development of new technologies, and quickening of their implementation and promotion.

Concluding, the total cost of Poland's key and important infrastructure projects for Euro 2012 was, up till now, approximately €23 billion. Regarding its financing structure, closely to 60-70% of investment funds came from the state budget. The remaining funds were allocated by local authorities. In total terms, almost 40% of all the funds for Euro 2012 came from the European Union.³⁶

4.3 – Forecasts for the Euro 2012

This section will be based on statistical studies done by UEFA regarding the Austria and Switzerland's Euro 2008³⁷ and by the Polish Tourism Organization (POT). These studies were later applied to the Euro 2012.

According to the POT, "between 700,000 and 1.5 million fans will arrive in Poland for the three-week-long event" They are expected to spend around €230 million.³⁸

The expectancy, according to UEFA statistics, will be that the visitors will be approximately 80% men and that, in average, each visitor will be in Poland for approximately 3/ 3.5 nights spending in average €900/€1000 per head.

In 2008 21,400 rooms in 408 hotels (220 in Austria, 188 in Switzerland) were booked by different target groups, making a total of 139,300 overnights, and it is expected that the numbers will be pretty similar in Euro 2012.

Poland's airports are also readying themselves for a huge surge in traffic during Euro 2012, with 100,000 extra passengers expected at Warsaw's Chopin Airport alone.

"Due to the arrival of soccer fans we expect to see 10 percent year-on-year growth in passenger numbers this June," - Przemysław Przybylski, a spokesman for the airport - "We expect almost 750 charter planes with Euro 2012 fans."³⁹

As for public transportation, it is also expectable that it will be as popular as it was during the Euro 2008. During that tournament, in Austria, 3,977 extra trains were provided and 2.4 million additional passengers than average used public transports. In Switzerland the numbers accounted for 4,700 extra trains used by additional 2 million passengers. The public transport targets of 60% for long distance travels and 80% for local transportation were exceeded.

Finally, regarding Media and TV figures, around 8 billion viewers in all followed UEFA Euro 2004, number that was exceeded in the 2008 tournament and that will probably exceeded again this year, expectably reaching the 10 billion viewers worldwide. In 2008, each of the 31 matches was watched live by at least 155 million TV viewers, and the final round of the championship was shown in a total of 231 countries.

³⁶ All section 4.2.1 was based in a study done by *Poland Consulting Services* – Available at <http://www.polandconsulting.com/about-poland/trade-shows/>

³⁷ "UEFA EURO 2008 review; 29 July 2008" – Available at http://www1.uefa.com/MultimediaFiles/Download/PressConference/Competitions/MediaServices/73/54/33/735433_DOWN_LOAD.pdf

³⁸ Wiadomości z POT - Polska Organizacja Turystyczna

³⁹ "Warsaw Business Journal - Goal!: Poland hopes to replicate the 'Barcelona effect'" – 4th July 2012 edition

Approximately 10,000 media representatives are expected, including approximately 5,000 for radio and personnel, 1,000 photographers, 2,800 print media journalists and over 1,000 host broadcast staff (responsible for TV production).

Furthermore, the perimeter boards bearing the host cities were visible for over seven hours during live broadcasts, representing an advertising value of about €90 million⁴⁰.

This factor will be very important for the promotion and marketing of cities, since the vast majority of this event's viewers will not be present in the physical space of the event. The branding process of a city is also done through what is broadcasted about that city all around the world.

"We are convinced that back in their home countries tourists will speak highly of us and that they will come back with their families and friends in the future – not only to the host cities" said Karolina Kaczmarczyk, a spokesperson for Poland's Ministry of Sport and Tourism. Mainly as a result of Euro 2012's promotional effects, visitor numbers to Poland are expected to rise to 13.6 million next year, compared to the current 10 million annual foreign tourists. Numbers are then forecast to rise by 500,000 a year up to 2020.

In order to capitalize on the promotional benefits of Euro 2012, there will be a campaign carried out after the tournament called: "Come back. You haven't seen anything yet!"

"We believe that the tournament would help us change the image of our country," said Ms. Kaczmarczyk, of Poland's Tourism Ministry.

4.4 – Theoretical context of UEFA Euro 2012 event organization

In order for the Euro 2012 to be considered a mega-event, the nation/s in which the event is hosted needs to possess the two main distinctive features that characterize this kind of event: firstly, the host nation, region or city should experience, during the event, significant alterations to the normal cycle of activities existing in that place when the event wasn't happening. Secondly, the event should involve the participation of media representatives and viewers from numerous countries across the world.

As stated in the three previous sections (4.1, 4.2 and 4.3), it is clear that the host nations will experience significant alterations in their normal cycle of activities. There will be increased volume of tourists, directly related to the event; the local trade will boost due to those tourists' expenditures and that there will be a clear intent to create a positive image of the host nations with the usage of additional publicity, which will also lead to further knowledge of the nation's culture by the visitors. Moreover, the UEFA requirements will oblige the host nations to make several infrastructure improvements in the localities in which the event will occur.

Regarding the media participation, as stated in the section 4.2 there will be approximately 10,000 media representatives from all around the world. All the 31 matches will be broadcasted live, reaching around 10 billion viewers all over the world, throughout the whole tournament. This will allow the host nations to project its image and culture, having significant international exposure.

5 – Warsaw as host city of the mega-event

5.1 – Warsaw and the Euro 2012 – preparations to receive the event

Warsaw, alongside with Kiev and Donetsk, will be one of the event's host cities which will receive more games during the tournament, five, including the always important opening game and ceremony. The matches will occur in the 8th, 12th, 16th, 21st and 28th of June.

In order to be properly prepared to receive this event, just like all the other host cities, Warsaw needed to fulfill all the requirements imposed by UEFA (section 4.1). All the impositions in terms of infrastructures, such as the construction of a 50,000 capacity stadium,

⁴⁰ "UEFA EURO 2008 review; 29 July 2008"; p.2 and p. 3

5-star hotels and improvement of roads and railways, security measures, etc., were respected by the city, quite before the beginning of the event. Following I'll describe some of these major improvements.

Warsaw municipality highly invested in railroads by the systematic modernization of its railway infrastructure. These investments included, for example, the change of old railway tracks for modern ones with increased durability; the modernization of the crossroads near some of the most important streets of the city; the reconstruction of one of the major tram terminus; the upgrading of a contact system along all the routes, which will improve the traffic control; and finally an installation of electronic information systems for passengers in every public vehicle.⁴¹

It also improved the quality of some of the major train stations in the city. For instance, Warszawa Stadion Railway Station, which is located next to the newly constructed football arena, was reconstructed by PKP S.A. PKP Polskie Linie Kolejowe (Polish Railways). The station was redecorated, its platforms and railway tracks were modernized and a more modern and clearer information system for passengers was installed. New sounding, air-conditioning and electric systems were developed as well. Monitoring connected to the central monitoring system of stations in Warsaw and the City of Warsaw camera systems were installed with the purpose of increasing passengers' security. Moreover, the railway station was adapted to suit the needs of the disabled and those who have problems with moving.

Furthermore, roundabouts, junctions between streets and flyovers roads were built in order to improve the traffic conditions and increase the number of accesses to metropolitan areas of the city, which were very poor and few before this.

Likewise, roads, bicycle paths and pavements were modernized and resurfaced. Street lights and acoustic screens throughout the city were installed.

One of the largest ventures directly connected with the preparations to the Euro 2012 in Warsaw was the improvement of the city's security.

The main reason for that was the construction of the Security Centre of the City of Warsaw. One of the most important elements in this security system was an Integrated Coordination and Reaction office. The cooperation of services in different fields results in increase of mobility and effectiveness of the security agents. Moreover, thanks to the Centre, the monitoring of events taking place in Warsaw will improve. Tasks concerned with the functioning of the Emergency Communication Centre were also implemented in this new Centre. It is now possible to gather data required for analysis of the situation, making quick decisions and launching appropriate procedures in a specific place at a specific time.⁴²

Additionally, related with the organization of the Euro 2012, the Municipal Police in Warsaw has, since 2007, consistently invested in their officers by offering them training in foreign languages. Hundreds of officers attended English and Russian classes. This will be particularly useful during the event, when crowds of foreign fans and tourists visit the capital.

Another interesting campaign done in respect to the organization of the Euro 2012 was an educational and informative one dedicated to primary, middle and secondary school pupils. It was a program that consisted in showing them model behavior patterns during mass events, showing them what cultured supporting is all about and informing them about legal responsibility against violation of social and legal norms.⁴³

Furthermore, the city municipality, just for the purpose of the Euro 2012, will build a Fan-zone, the largest in Poland, in the city center. This fan-zone will be able to receive up to

⁴¹ <http://en.poland.gov.pl/> - Poland's preparation to the UEFA EURO 2012

⁴² "Warsaw - the host city of UEFA Euro 2012™ - Preparations to the championships" – UEFA newsletter nr.3, p.1 – available at http://uefaeuro2012.um.warszawa.pl/sites/euro2012.um.warszawa.pl/files/newsletter_nr_3_ang.pdf. 04/06/2012

⁴³ "Warsaw - the host city of UEFA Euro 2012™ - Preparations to the championships" – UEFA newsletter nr.2, p.6 – available at http://uefaeuro2012.um.warszawa.pl/sites/euro2012.um.warszawa.pl/files/newsletter_nr_2_ang.pdf. – 04/06/2012

100.000 people at a time and will give supporters the possibility to experience football emotions together and, in addition, different kinds of concerts, competitions and attractions for children will also be organized there. The opening ceremony will occur in the 7th of June. The city municipality allowed also Carlsberg Company, one of the official sponsors of the tournament, to organize a special camp, where fans will be able to find accommodation and a several number of more attractions. The camp will be located by the Vistula River just beside the Olympic Centre, and will be divided into several areas. It will serve as an accommodation base for approximately 5.000 people and it will possess full sanitary equipment. There, fans will find a place to sleep, being able to choose between renting a tent, a Dutch house or a place for camper. Moreover, there will be a main stage for small concerts and a huge wall screen for watching the tournament matches. Additionally, a fluvial beach with a nearby bar will be prepared, along with football pitches, beach soccer and volleyball fields.

Regarding connections to Warsaw from other cities in the country, PKP Intercity, the main train's company in Poland, is preparing a new network of railway connections specifically prepared for the event. They will increase the number of daily connections between Warsaw and some of the more important cities in Poland, like Cracow, Katowice and Poznan. In days where Poland will play in Warsaw (two games during the Tournament's first stage, 8th and 12th of June), for instance, PKP Intercity plans to send 65 trains which will transport over 30.000 people to the city.

The public transportation routes and schedules inside the city will also change considerably during the Euro 2012. A direct route from the city center to the airport, for instance, will be created just for the event. Many other additional trams will be operating also, and their operating hours will be extended. The Warsaw Trams Company has recently bought 168 such vehicles, from which 120 will be delivered before the tournament begins.

From the 7th of June to the 1st of July (duration of the event), the metro in Warsaw will run until 2.00, as opposed to the regular schedule, which finishes at 0.00. In the nights after the matches played in the Warsaw Stadium, as well as in the night of the final match, in the 1st of July, the metro will run all night.⁴⁴

The City Transport Authorities in Warsaw are also planning to open additional parking spaces in the system of Park and Ride during the Euro 2012. Approximately 25.000 parking spaces in different parts of Warsaw will be available for the fans who decide to come for UEFA Euro 2012 matches by car. Seven temporary car parks will be created in places which will be easily accessible by fans travelling by cars and where they will be able to use public transport easily. Those car parks will be opened at entry points to the capital, where there are good conditions to use public transport which will take supporters to the stadium and the Fan-Zone located in the city center.

5.1.1 – Potential impacts resultant from the organization of the Euro 2012

As one of the cities hosting the Euro 2012, Warsaw will be highly impacted, in a vast number of ways, by it.

First of all, during the event, the city will be evolved in a different “atmosphere” that it usually is. A great number of supporters from the teams participating in the event will be present in Warsaw, making it a much more crowded, culturally diverse and entertained place during the period of the event. This “clash” of cultures may have a negative impact in the city, increasing the possibility of fights and disturbances between supporters of different national teams. However, has seen in the section above, Warsaw municipality highly invested in security measures for the purpose of the Euro 2012.

⁴⁴ ZTM Warszawa

The augmented number of people in Warsaw will also increase the local trade, creating a very positive economic impact for the city. It is expected that each visitor during the event will spend in average €1000, staying in average 3 to 3.5 days in the city.

Furthermore, the increasing number of people will also lead to the creation of jobs directly related to the Euro 2012. Stewards in the stadium, tour guides, extra public transportation drivers, due to the increase in the number of vehicles doing the public routes, more jobs related with the event's security, etc. Moreover there will be lots of changes in the routes and schedules of the metro, trams and buses, which will impact the way the Warsaw "functions".

These impacts are mainly short-termed and will be noticed during the period of the event. The impacts of the Euro 2012 will be, however, also noticeable in the long-term.

All the requirements for the event, such as the construction of 5-star hotels, the modernization of roads, railways and pavements, will have a very positive impact in the living conditions in Warsaw, in the long-term, since they'll remain active. Furthermore, they'll work as functional tourism structures, allowing a faster tourism development in Warsaw. In fact, the number of tourists of Poland is forecasted to rise by 500,000 a year up to 2020, due to the effects of the Euro 2012, and a high percentage of those tourists will be visiting Warsaw. The stadium built specifically for the event will continue to be used, for the games of the Polish football national team, and for other purposes such as concerts, entertainment events, etc. If not regularly used, the presence of the stadium in Warsaw may end up having a negative impact in the city's economy, since it will produce much higher costs than revenues.

If successful, the event will, most probably, generate a positive feeling of pride amongst the inhabitants of Warsaw. Warsaw will gain a lot of experience in dealing with events of this kind, learning how to adequately receive people of different cultures.

Finally, one of the major impacts for Warsaw is the image that it will project by hosting an event of this repercussion. If the event is successful, the image well communicated, and people feel like their stay in Warsaw was positive and memorable, they will create a good image of the city and feel emotionally connected to the brand "Warsaw". This will be one of the biggest objectives of the city's municipality.

5.1.2 – Objectives connected with hosting the Euro 2012⁴⁵

Euro 2012 will give Warsaw a golden opportunity to re-boost its image among would-be tourists, and change the way they perceive the city. In this matter, Poland, and primarily Warsaw, is hoping Euro 2012 will do for it what the 1992 Summer Olympics did for Barcelona, put it firmly on the tourist map and ensure visitors keep coming long after the tournament's final whistle⁴⁶.

"The greatest investment of Euro 2012 isn't the wonderful stadiums, the great airport terminals, the roads and railway stations," Polish Prime Minister Donald Tusk stated "It's investment in the brand and reputation of Poland among the hundreds of millions who will watch it on TV and the hundreds of thousands who'll come here and won't judge us only on sport."

But for the country to cash in on the Polish capital version of the "Barcelona effect," fans will need to leave the tournament with an enhanced impression of Poland and its main host city. Warsaw is still shaking off its image as a drab, post-communist remote place and, moreover, it isn't exactly a first-choice destination for would-be tourists pondering where to go for a weekend break.

"We hope that good memories from Euro 2012 will help improving the international image of Warsaw, which was so far perceived by foreigners as a conservative city with traditional values," said Karolina Kaczmarczyk, a spokesperson for Poland's Ministry of Sport and

⁴⁵ Based on the theory written in the section 2.2.1

⁴⁶ "Warsaw Business Journal - Goal!: Poland hopes to replicate the 'Barcelona effect'" – 4th July 2012 edition

Tourism. “Recently modernized road, railway and air infrastructure will also be significant as regards the general impression of tourists,” she added.

Taking in consideration the theoretical context analyzed in section 2.2.1 (Objectives of event marketing) one can infer that, according to what the high Polish entities stated previously to the beginning of the event, the main objectives of hosting the Euro 2012 are, in Warsaw, product-related objectives (being Warsaw “the product”) and the objective of achieving media coverage.

This last one is clear and will be fully accomplished. As detailed in previous sections, there will be over 10,000 media representatives from all over the world, and the event will be watched by as much as 8 billion viewers, in all. Furthermore, the perimeter boards bearing the host cities will be visible for over seven hours during live broadcasts, which will represent a huge advertising value for Warsaw, helping in the promotion of the brand “Warsaw” and its reputation.

The achievement of media coverage will, therefore, allow the accomplishment of the product-related objectives of the Euro 2012, which are mainly, to generate a positive image and create awareness towards the brand “Warsaw”, create affection towards the city and identify the city with its target groups.

The analysis of whether these objectives can or can’t be achieved will be discussed in the following sections, taking in consideration the theoretical background studied in the first sections of this thesis.

5.2 – Warsaw branding approach

As stated in section 5.1.1, Warsaw municipality will use the Euro 2012 as a marketing tool for the city, in an attempt to conduct city branding. This kind of branding will be branding as a form of place management (section 1.2.2.1), since one of the major objectives of place management strategies is to change the way places are perceived by specific or general groups of users, creating a recognizable place identity and image. In fact, Most of the continuous decisions taken by Warsaw municipality have the ability to change people’s perception of the city.

Warsaw is, however, simultaneously a place of residence and a place of work for the people who live in it; a destination for people that visit it; and a place of opportunity for the people that invest in it. The group of its possible target audiences is therefore, very varied, as are the images that each group has regarding it (Appendix 13). The targets at which Warsaw municipality will try to attempt passing through its brand image by hosting the Euro 2012 will be discussed in the following section.

5.2.1 – Target groups of event marketing used by Warsaw⁴⁷

Each place has to find ways to differentiate and position themselves for their target markets. According to Kotler (1999) there are four major target markets: visitors (tourists and travelers); residents and employees (entrepreneurs, investors, etc.); business and industry (heavy, high-tech industry); and export markets.

In an initial approach one might consider that the main target of the Euro 2012 marketing, in terms of using it as a city branding tool, are the tourists that visit Warsaw or wish to do so, whether they are Polish or not. According to Karolina Kaczmarczyk, a spokesperson for Poland’s Ministry of Sport and Tourism, it is hoped “that good memories from Euro 2012 will help improving the international image of Warsaw, which was so far perceived by foreigners as a conservative city with traditional values.” She added that “recently modernized road, railway and air infrastructure will also be significant as regards the general impression of tourists”.

⁴⁷ All data in this section were copied from the Warsaw Business Journal edition of the 4th of July 2012.

Polish Prime Minister Donald Tusk further stated that Euro 2012 “it’s an investment in the brand and reputation of Poland among the hundreds of millions who will watch it on TV and the hundreds of thousands who’ll come here and won’t judge us only on sport.” As one can observe from these previous declarations, it is clear that tourists are one of the targets of the city’s branding renovation.

It becomes also clear that all the measures that the city took in order to fulfill the requirements for the event, such as the improvement of roads, of pavements, parking spaces, public transportation routes and vehicles, the increase of security measures in the city, etc., will affect the image the city has and be crucial in its re-branding.

Nonetheless, these changes and improvements will be noticed not only by tourists but also (and mainly), by the residents and employees of Warsaw. Thus, one can assume that they will also be a major target of the branding renovation that Warsaw will undergo, due to the hosting of the Euro 2012. In fact, and taking in consideration what author Kavaratzis (2008) said, residents and city employees are at the same time the most important target audience of city branding since they are the most important city marketers.

The hosting of this mega-event may also, in a minor scale, influence the image that business and industry and export markets have of Warsaw, and therefore, they can also be considered as part of the target audience.

5.2.2 – Warsaw positioning changes – new image

Warsaw will use the mega-event Euro 2012 as an attempt to promote the city and help in its process of branding renovation. In order to do so, Warsaw municipality will try to position its image in a given way for the target audiences defined in section 5.2.1.

As was analyzed in Appendix 13, each target audience, namely residents, businessmen and tourists, have different perspectives of the city.

Tourists consider Warsaw slightly chaotic, poor and with lack of color. They do, however, consider it to be very exciting, modern and friendly. Nonetheless, they don’t demonstrate great emotional connections to the brand “Warsaw”.

Residents, despite of having a great connection to Warsaw and consider it a modern and exciting city, they see also the city as very dirty, noisy, crowded, relatively chaotic and dangerous.

Finally, businessmen see Warsaw as a very old-fashioned, poor, boring city, with few opportunities to do business. They are the target audience which has the most negative perspective of the brand “Warsaw”.

As observed in the sections above, Warsaw municipalities made great efforts in building new roads, railways and pavements with the attempt of improving traffic conditions. They also built a new stadium from the ground as well as several 5-star hotels. Moreover, they modernized several buildings, public transportation vehicles and created new routes for the trams and buses, directly related with the event. Furthermore, Warsaw municipalities made also a huge investment in security measures so that the event may occur without problems of that type. Finally, they built specific entertainment areas all around the city so that the supporters and visitors of the event may find places to have fun.

All these measures, if well communicated, will position Warsaw in a very different way than it previously was. Taking all of them in consideration, the major attempt of the Warsaw municipality is to position Warsaw as a safe, entertaining, well-ordered, modern and rich city. This is how they want the new brand “Warsaw” to be perceived.

Nonetheless, each target audience may and will have different images regarding the global view of the new brand “Warsaw”, individually benefiting from it in different ways. Despite of this fact, the core of the “Warsaw” brand has to be viewed as the same by all of them, in order to achieve consistency in the messages it sends. The core of the brand is attached to universal

values, such as social responsibility, environmental care, sustainability, progressiveness, innovation, quality, trust, etc. In order to position these values properly Warsaw will have to appropriately know how to communicate them.

5.2.3 – Warsaw’s image communication for Euro 2012

To make an image pass through to the desired targets and to achieve the desired positioning of the brand “Warsaw”, the city must be able to accurately communicate that image. In section 1.1.2.1 the theoretical framework of how image is communicated was systematically explained. It described the way image is communicated to the target audience, through three distinct types of communication: primary, secondary and tertiary.

The primary communication is related to the first things that are visible for the audience when it is present at a given place. It is divided into four major areas: landscape strategies; infrastructure projects; organizational structure; and place behavior. The primary communication directly related with the Euro 2012, in Warsaw, will be passed through the target due to the improvement and construction of several of the infrastructures of the city, such as the renovation of pavements, roads and railways; the construction of a new football stadium, the development of better and highly modernized security measures, and by all the other landscape strategies and groundwork projects built specifically for the fulfillment of the infrastructural needs of the mega-event.

All the changes in the public transportation routes and schedules, as well as the opening of new and larger car parking locations or the training of police officers language skills will also work as a method of transmitting this type of communication.

The secondary communication is the one used to directly transmit a desired image. It is transmitted by advertising campaigns, public relations, usage of logos, etc.

One of the more important campaigns for the promotion Warsaw during the UEFA Euro 2012 was launched by the city’s municipality. It will consist in the animated design of two of the major symbols of the city, the Mermaid and Frederic Chopin, wearing football uniforms from the Polish national team, with some of the major landmarks of the capital, like the Palace of Science and Culture, the Chopin Museum, Rondo 1 skyscraper and the National Stadium, in their background. Promotional activities will be carried out both across the country and abroad. The pair of characters will be seen on posters, leaflets, expositions in the official Fan Zone, in press advertisements, on the Internet and in brochures prepared by the City for the tournament. The figures will also appear in the center of Warsaw on up to 400 Coca-Cola fridges.

The animated spots and the characters will be created to encourage the residents of Warsaw as well as tourists to have fun and to participate in the mega-event.

Further promotional activities of the City of Warsaw will include usage of the following slogans: “Feel invited”, used by Polish Tourism Organization and “Warsaw - have fun!” as well as “Fun welcomes fans!”

Moreover, the Polish government will launch the social campaign "Poles 2012 - we are all hosts" to encourage Poles to feel as responsible guests for the Euro 2012 football tournament. The campaign will feature an Italian, a Russian and an Irishman recalling the time spent in Poland during the football championship.

Posters bearing the "Feel like at home" slogan will be another medium of promotion of the mega-event. In the background of those posters there are fans' faces painted in their national colors. The posters and the slogan will appear in promotional materials of the campaign partners: at PKN Orlen petrol stations, at overpasses leading to Poland and in post offices, railway stations and airports.

Besides the posters there will be also "How can I help" and "Welcome" badges in different languages, to serve everyone arriving to the city.

The tertiary communication is related with word-of-mouth, visiting or living experiences, personal opinions of the place, etc. It is highly reinforced by the media and the coverage it does. The biggest part of this communication isn't controlled by the responsible entities in Warsaw but by the target audience themselves; they will be the ones transmitting what they think of the city to other potential "city customers". Nonetheless, as stated in previous sections, the tournament will be transmitted to all around the world, thus the tertiary communication will reach a very wide target.

Warsaw's municipality main goal is to generate a positive tertiary communication, transmitting to their target audience a positive image of the city, and clear and distinguishing features that they can immediately associate with the brand "Warsaw".

A good image communication of the event, associated with a strong community support from the people of Warsaw, the professionalism of the organization and the compatibility of the event with the city, will certainly help the event to be successful in imaging and transmitting the brand "Warsaw".

CONCLUSION

Based on the theoretical background studied on the first three chapters of this thesis, one can acknowledge that Warsaw is definitely prepared to receive a mega-event of the dimension of the UEFA Euro 2012. The city municipality fulfilled all the pre-established requirements for its good realization, and took all the measures that it should take so that the event accrues in a very positive way.

Furthermore, Warsaw was prepared in a way that provides it the ability to communicate the desired brand image that the city municipality previously set out for its selected target audience.

From my perspective, one may say that, if the event moves in the direction that the Warsaw municipality hopes it does, then the city has all the possibilities to be able to adequately communicate to its target audience precisely the desired brand image and positioning that it projected during the preparation of the Euro 2012.

If that is the case, it will be clear that this mega-event undeniably worked as a very strong branding tool for Warsaw.

APPENDIXES

CHAPTER 1:

• **Appendix 1: Targets and Sub-Targets of Place Marketing**

Visitors	Residents and Employees	Business and Industry	Export Markets
<ul style="list-style-type: none"> • Business Visitors (attending conventions, exploring a site, etc.) • Tourists and Travelers 	<ul style="list-style-type: none"> • Professional employees (engineers, doctors, etc.) • Skilled employees • Wealthy individuals • Entrepreneurs • Unskilled Workers 	<ul style="list-style-type: none"> • Heavy Industry • High-tech industry, services companies, etc. • Entrepreneurs 	<ul style="list-style-type: none"> • International Markets • Other places within the domestic markets

Table 1.1: Four major targets of Place Marketing according to Kotler (1999)

Source: Kotler (1999)

• **Appendix 2: Place Marketing Environments**

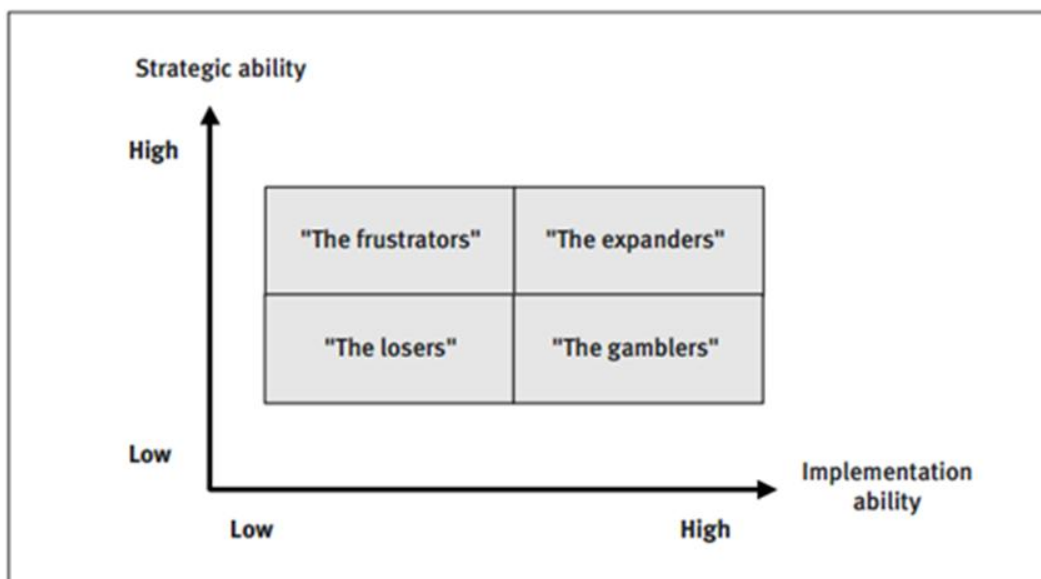


Fig 1.1: Place Marketing Environments according to places' strategic and implementation ability

Source: Kotler et al. 2002; page 177

- **Appendix 3: The theoretical framework of City Branding**

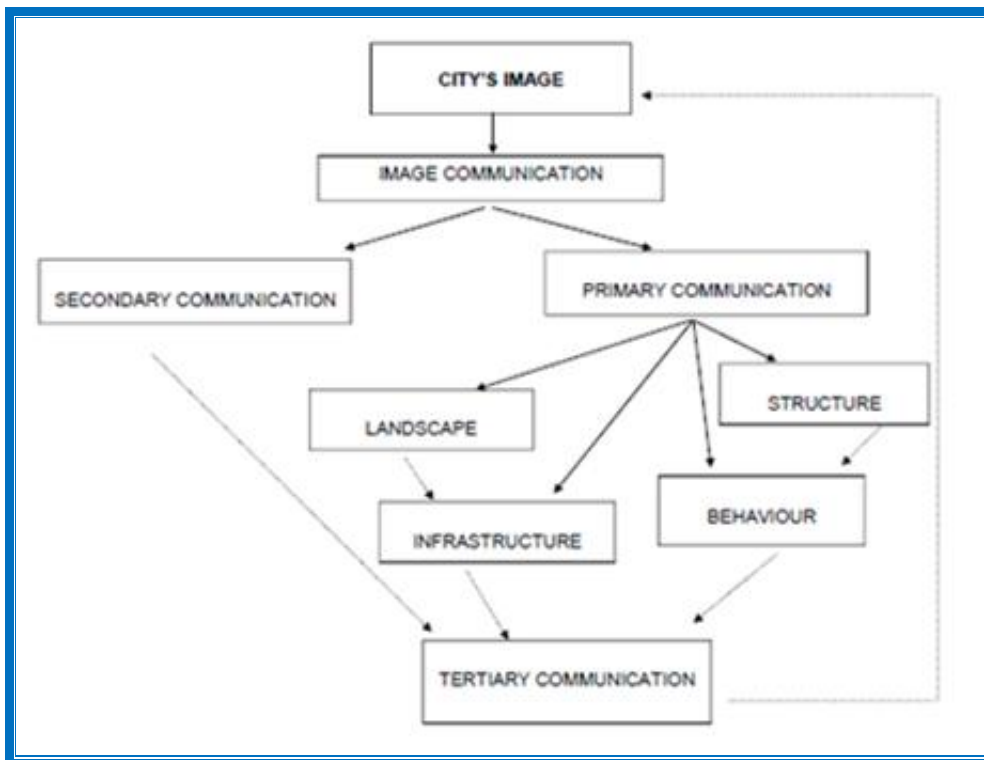


Fig 1.2: A Theoretical Framework of City Branding

Source: Kavaratzis M. et al 2004, p.41

- **Appendix 4 – Components of a brand**

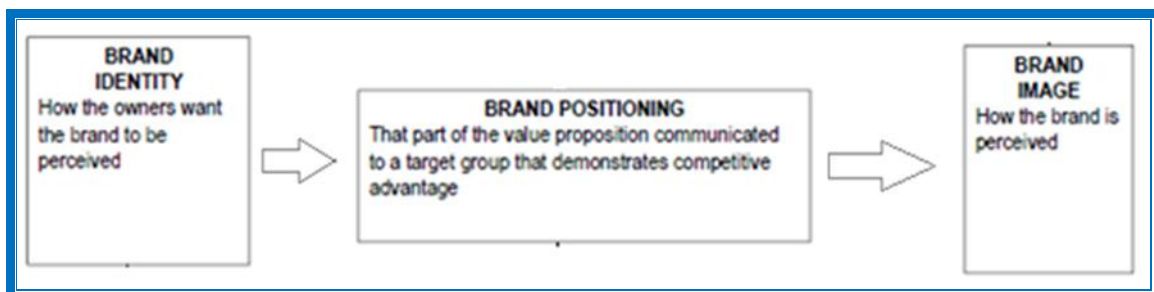


Fig 1.3: Main components of a brand

Source: Kavaratzis M. et al 2004, p.55

CHAPTER 2:

• **Appendix 5 – Integrated Marketing Communication through events**

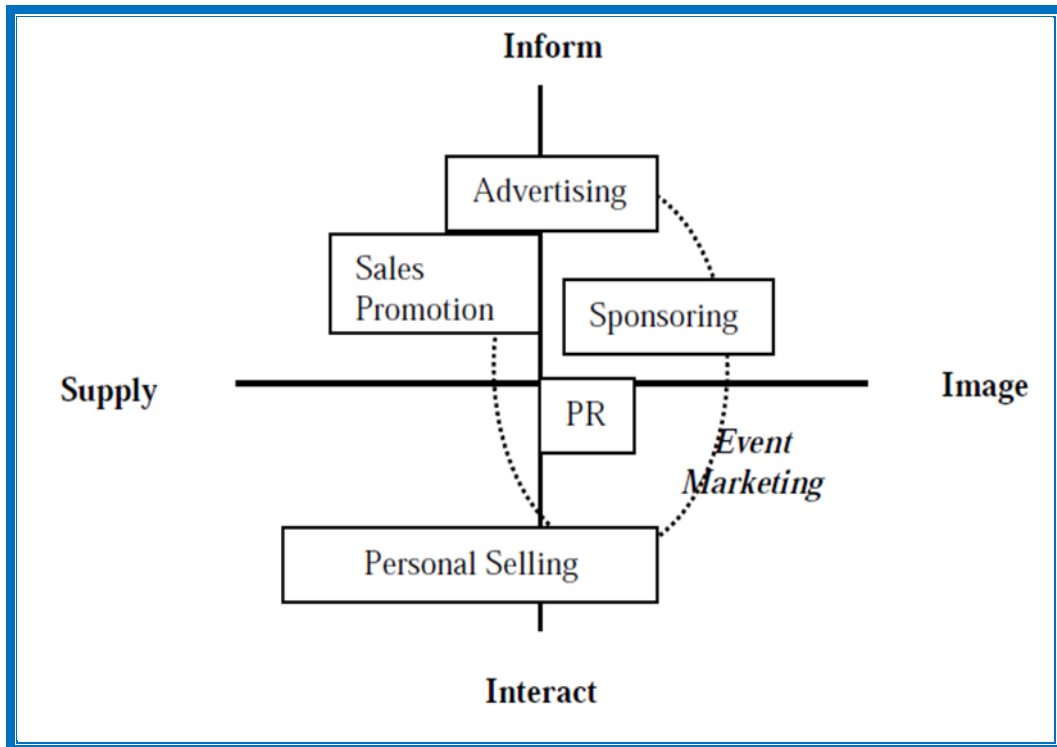


Fig2.1: The role of Event Marketing in the Promotion Mix – Conceptual model

Source: Adapted from Behrer & Larsson (1998), p.153

• **Appendix 6 – Image generation through an event**

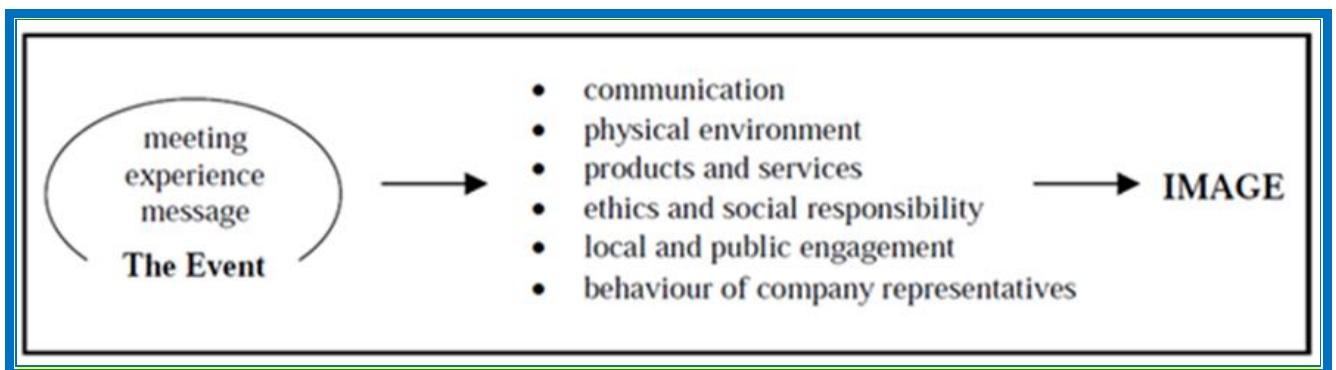


Fig 2.2: Image generation through an event

Source: Behrer and Larsson (1998); p.156

• **Appendix 7 – Approaches to Event Marketing**

Events are classified differently depending if they are based on a new or an already existing event and depending if they take place in the company's own arena or in someone else's arena:

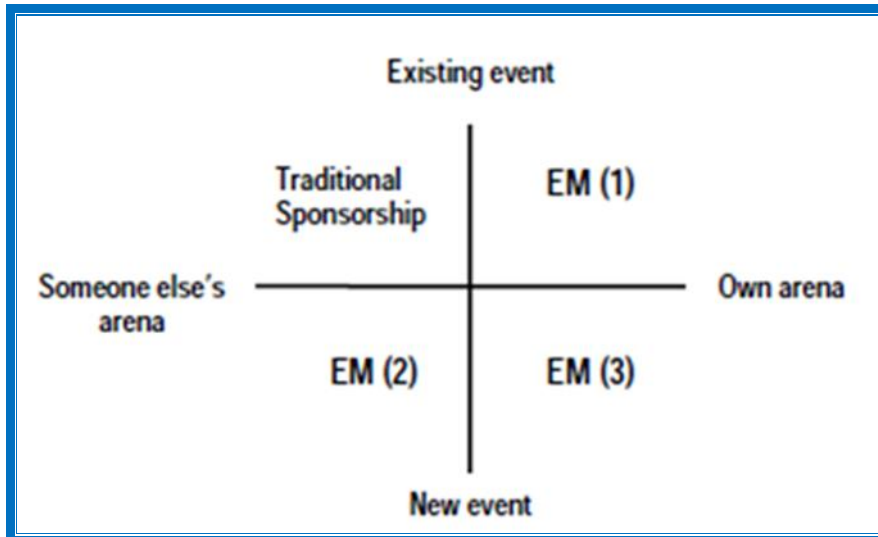


Figure 2.3: Traditional sponsorship and Event Marketing (EM)
Source: Behrer and Larsson (1998, p.194)

2.2.2.1 – Traditional sponsorship

As one can see from figure 3.4 traditional sponsorship happens when a company sponsors an already existing event at someone else's arena. A common example of traditional sponsorship is, for instance, giving financial support to various sporting events, in trade of having advertising surrounding the event.

2.2.2.2 – Event marketing 1 (EM 1)

EM (1) happens when a company or organization uses an existing event to attract customers to the own arena or to profile that arena with the help of an event. Cities arranging major sporting events (Olympic Games, Football World Cups, European Football Cups, etc.), is an example of EM (1). It is an existing event which takes place on the own city arena, with the purpose of marking and promoting that city. The type of event marketing that will be talked and discussed in this thesis will mainly be this one.

2.2.2.3 – Event marketing 2 (EM 2)

EM (2) happens when a company creates its own event on someone else's arena. The company and event are perceived as synonymous even if the arena is neutral. The main goal is to portray an image, with the help of an arena, matching the brand identity. It happens, for instance, when a company arranges release parties at different places to promote the launching of a new product.

2.2.2.4 – Event marketing 3 (EM 3)

EM (3) happens when a company creates its own event on its own arena. It is a way both of attracting customers and also a way of creating relationships with them. An example of this is Nike's creation of its own permanent arena called Nike Town. Athletes are brought there to interact with the customers and show off the company's new products.

• **Appendix 8 – Factors complicating event’s evaluation**

Factors complicating the evaluation of events
<ul style="list-style-type: none">• The simultaneous usage of other marketing mix/ Communication mix variables• The transferred effects of previous marketing communications effort• Uncontrollable environment factors• The effects of qualitative inputs in marketing communications• The pursuit of multiple objectives• The discretionary nature of media coverage

Table 2.2: Summary of factors complicating the evaluation of Events

Source: Adapted from Eriksson and Hjalmsen, 2000

CHAPTER 3:

• **Appendix 9 – The impact of mega-events**

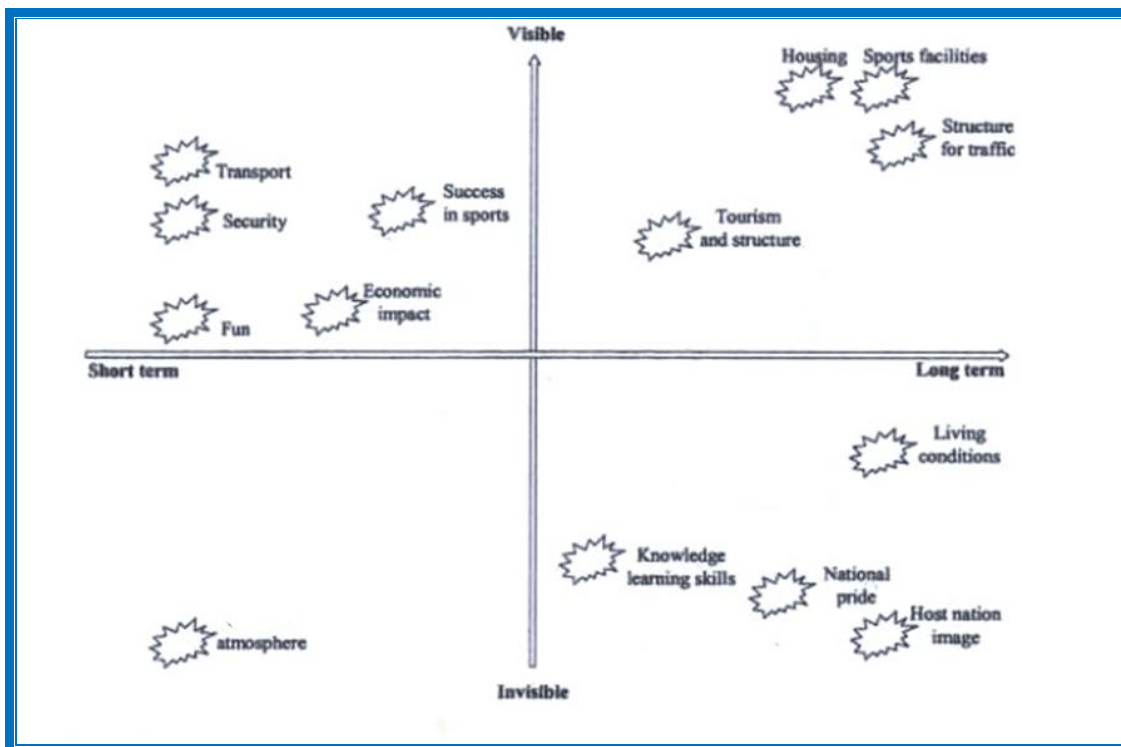


Figure 3.1: The impacts of mega-events

Source: Adapted from Preuss (2002)

CHAPTER 4:

• **Appendix 10 – History of the European Football Championship**

Held every four years since 1960, in the even-numbered years between World Cup Football Tournaments, the UEFA European Football Championship is the main football competition of the men’s national teams, which are governed by UEFA (the Union of European Football Associations).

The idea for a pan-European football tournament was first proposed by Frenchman Henri Delaunay in 1927, but it was not until 1958, three years after his death, that the tournament was accepted as a formal competition. In honor of Delaunay, the trophy awarded to the champions is named after him. The first tournament was held in France, in 1960.

After many changes in the final tournament’s configuration it is now formed by sixteen teams, distributed in four groups, each consisting of four teams. Each of the four teams plays against each other, passing the two best teams to the knock-out round, in which there are the quarter-finals, semi-finals and finally the final, to determine the European Football champion. Totally, every tournament is formed by 31 football matches.

According to our theory on mega-events, a European Football Championship is considered a single-sport regional mega-event.

• **Appendix 11 – Costs associated with the construction of stadiums for Euro 2012**

Host City	Cost	Net Capacity	Planned Matches
Warsaw	€520 million	58.500 spectators	5
Gdansk	€235 million	43.615 spectators	4
Wroclaw	€232 million	42.771 spectators	3
Poznan	€205 million	43.269 spectators	3
Kiev	€670 million	65.400 spectators	5
Donetsk	€335 million	51.504 spectators	5
Lviv	€245 million	34.915 spectators	3
Kharkiv	€60 million	38.633 spectators	3

Table 4.1: Costs, net capacity and number of planned matches of the event stadiums

Source: Saxo Bank and Factset Research Data

CHAPTER 5:

- **Appendix 12 – Brief History of Warsaw**

Warsaw is the capital and largest city of Poland. It is located on the margins of the Vistula River, roughly 260 kilometers from the Baltic Sea and 300 kilometers from the Carpathian Mountains. Its population is estimated at around 1,717,000 residents with a greater metropolitan area of 2,632,000 residents, making Warsaw the 10th most populous city in the European Union. Warsaw is a relatively high international tourist destination and an important economic hub in Central Europe. It is also known as the "phoenix city" because it has survived many wars throughout its history.

Most notably, the city had to be painstakingly rebuilt after the extensive damage it suffered from World War II, during which 80% of its buildings were destroyed. In the post-period of the war, under a Communist regime set up by the conquering Soviets, large prefabricated housing projects were erected in Warsaw to address the housing shortage, along with other typical buildings of an Eastern Bloc city, such as the Palace of Culture and Science. Many of the historic streets, buildings, and churches were restored to their original form. In 1980, Warsaw's historic Old Town was inscribed onto UNESCO's World Heritage list.

With the entrance of Poland into the European Union in 2004, Warsaw is currently experiencing the biggest economic boom of its history. In 2012, Warsaw will be one of the cities hosting the country's biggest sporting event so far, the UEFA Euro 2012.

- **Appendix 13 – Current Image of Warsaw – residents, entrepreneurs and tourists**

To evaluate the image of Warsaw I based my research on a study done by Sylwia Dudek-Mankowska, a former student of the University of Warsaw. She analyzed the image of Warsaw, performing several questionnaires and distributing them amongst three main target audiences. The targets were residents (students and workers living in the metropolitan area of Warsaw), entrepreneurs (Polish or not, living in the metropolitan area of Warsaw, who had or were planning to start a business in Warsaw) and finally tourists visiting the city. In order to obtain the cognitive components of the Warsaw image, the respondents were asked about Warsaw's attractiveness as a place to live, a place to run a business in and a place to spend their leisure time.

When asked to make associations with the word “Warsaw” the three groups of respondents firstly linked it to the particular functions of the city as the capital of the country. They answered such things as: “the capital of Poland”; “big city”; “the most important city in Poland”; or “the pride of Poland”.

In a second group of associations, for residents and metropolitan entrepreneurs, came the family ties that link them with the city. They used expressions like: “my city”; “my place”; or “the city of my birth, of my ancestors”. Many of them emphasized the fact that they feel strongly connected with the city and they would never like to move out. For tourists however, the second group of associations was highly linked to the city’s past. They used expressions like “the Warsaw Uprising”; “The Second World War”, “Communism” or “reconstruction after the War”.

One interesting difference between the two first groups (metropolitans) and the third was that the last one had much more diversified answers, and a considerable part of it had great difficulties in presenting their associations with the city.

In terms of symbols of the city, the tourists once again were more diverse giving their answers, and many of them didn’t know much about that topic, however the results were very similar between the three targets. They recognized as main symbols of the city the Palace of Culture and Science, the Old Town, the Royal Castle and finally the Royal Lazienki Park.

This initial questionnaire proves that the perception of brand “Warsaw” is completely different for those who live or work in the city and those who visit it. The first two groups associate the city brand “Warsaw” with familiarity, prosperous place to develop a family, etc. Tourists however, don’t have a clear image of Warsaw, but still relate it a lot with the history and all the past occurrences that affected the growth of the city in the last 75 years or so, mainly the Second World War and the post-communism period.

This first approach to each target indicated that all of them, despite of some similar answers, had different perspectives of the city, both in emotional and suggestive aspects. Therefore another survey was done to analyze what each of them thought about specific subjects about Warsaw, which somehow account for the creation of a given image of the city. The following figure represents the evaluations the three targets gave about some of these specific subjects. The range of evaluation went from -2 (very negative) to 2 (very positive). The results were the following:

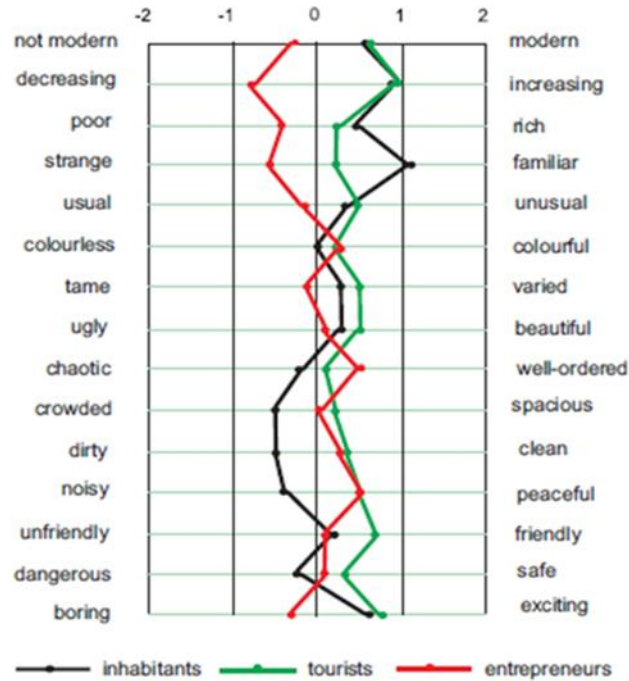


Fig 5.1: Images of Warsaw according to differential characteristics

Source: Dudek-Mankowska S. – “Image of Warsaw in the consciousness of its inhabitants, entrepreneurs and tourists”

In a broad analysis from the graphic above one can infer several conclusions. For instance it is clear that residents and tourists associate Warsaw with modernity, development and health, as opposite to the entrepreneurs. Tourists and entrepreneurs, for example, considered the city to have good living conditions, since according to them Warsaw is a peaceful, clean, quite friendly and safe city, as opposite to the residents, that dislike the hygienic aspect, associating the city with crowded streets and mass transportation, chaos and dirtiness. These differences might have resulted from different types of contact with the city, while people living and working in the city disliked pollution and dirtiness more than people just visiting the city for a few days.

Analyzing each target more specifically one can understand that as place for living the city is considered highly dirty, noisy, crowded, relatively chaotic and dangerous. As more positive aspects they consider the city highly familiar, exciting, modern, and they consider that the city has been increasing its standards of living.

As a place to do business, entrepreneurs see Warsaw as a very old-fashioned, poor, strange, slightly boring city, and they consider that the opportunities for starting a business have been decreasing. On the positive side, they view the city as a peaceful, well-ordered, clean, and colorful.

As a place to visit, tourists consider everything positive. The least positive ones are the chaos present in the city, the fact that the city seems poor and unfamiliar and finally that it lacks color. On the other hand, they consider

the city to be very exciting, modern, beautiful, friendly, and they believe that it can continue to grow in upcoming years. Nonetheless, they don't demonstrate a big emotional connection towards the city.

Concluding, the research indicated differences in perception of Warsaw between people that are tightly connected with the city and those with little personal contact to it. The image of Warsaw in tourist's consciousness seemed to be more positive than in other groups, despite of demonstrating a low connection and suggestiveness towards the city. It seems clear that the image of Warsaw is not yet well defined and it can be changed in the future. Their opinion upon tourist attractiveness of Warsaw, however, was clearly positive.

Residents and Entrepreneurs, on the other hand, have a creased connection with Warsaw, shown by the emotional intensity of their answers. They are spatially unified, highly familiarized with the city and, therefore, highly suggestive towards improvements for the future of Warsaw.

- **Appendix 14 - One of the posters promoting Warsaw during the Euro 2012**



Fig 5.2: One of Warsaw's promotional posters for Euro 2012

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