

The Marketing Event: The Case of “Gli Archi Village”

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Abstract

Purpose—The objective of this scientific research is to investigate into the topic of territorial and tourism marketing events, in consideration of their ability to generate increases in flows of tourism, image improvement, as well as the increase in fame of the destinations. In this specific case, the study, just like the analysis of academic literature on the topic of event marketing, of the “Triple Bottom Line” (TBL) model and of the results that have emerged from the “Gli Archi Village” study case, concentrates on the role played by the events compared with the territorial context in question and the relative impacts of an economic, social and environmental nature. The question of the research is therefore the following: *does the case of “Gli Archi Village” confirm the TBL model?*

Keywords: event marketing, event assessment, impact, TBL, case study

1. Introduction and Research Question

This article investigates into the impacts produced by territorial and tourism marketing events, defining a conceptual framework for future developments of the phenomenon.

The events contribute to the creation of value for the stakeholders of a territory on the long term (J. Roos, G. Roos, Dragonetti, & Edvinsson, 1997; Turco, 2004); this creation of value is connected, in general terms, with the system of knowledge available to a territory, that is to say its intellectual capital (Lipparini, 2002; Lizza, 2005).

The cases of companies that create events or participate in events in the most varied forms for objectives related to marketing are more and more common, so much so that the term ‘event marketing’ is used, referring to the “range of activities (planned, organized, controlled) that start with an analysis of the opportunities and risks related to the event and that are carried out on an integrated form inside and outside of the organization in order to achieve short, medium and long term objectives of the organization through satisfaction of the participants of the event (protagonist and spectators) and the stakeholders involved” (Cherubini & Iasevoli, 2005).

Despite the growing importance of mass means of communication and new information technology and computerized technologies, events still represent a kind of use of free time that is very much sought after. Often, however, local policy makers mainly concentrate on the organizational aspects of the event (Castellani, 2004) and less on the analytical and strategic aspects (Crowther, 2011), neglecting the circumstance according to which they generate different effects (not always positive) on the hosting areas from a social-economic profile and from a strictly environmental point of view (Getz, 2005; Fredline, Raybould, Jago, & Deery, 2005). On the other hand, the assessment procedure of the results of an event is rather complicated, first of all as the effects of an event are often indirect and, therefore, difficult to measure especially on the long term and, secondly, as the variables to be analysed depend on the numerous stakeholders involved in the event.

The literature that is analysed in the article focuses on the discipline of event marketing, the role played by events compared with the territorial context in question and the relative impacts generated: specifically, attention is focused on the literature that investigates into the “Triple Bottom Line” (TBL) model (Fredline, Raybould, Jago, & Deery, 2005), according to which an event generates effects on the host territory from an economic, social and environmental point of view, contrasting the theory that mainly lingers on the assessment of economic impacts (Ritchie, 1984).

Research refers to the academic community and also to operators, offering a solution compared with the two

literary positions through representation of the results achieved by “Gli Archi Village”, an event organized in 2009 by the association of operators of the shopping centre “Gli Archi” of Cassino, in Italy.

The article has the following structure. After its introduction, section two provides a short analysis of the literary positions of the event marketing discipline. Section three describes the research approach adopted, based on the case study analysis (Woodside, 2010) of a quality related nature and with a view to a single case (Yin, 2009), followed by section four that includes results related to the case study of “Gli Archi Village”. Subsequently, section five discusses the results that have emerged from the case study and the limits underlying research. Section six contains the conclusions and provides some suggestions for future research. The question of research is therefore the following: *does the case of “Gli Archi Village” confirm the TBL model?*

2. Literature Review

In the current society of knowledge (Foray, 2006; Rullani, 2004; Rooney, Hearn, & Kastle, 2012) and information, the attention of experts is focused on intellectual capital (Stewart, 1999); modern capitalism lays its foundations on knowledge (Trequattrini, 2008) and on the role played by the latter in the field of production processes (Chang, Gong, & Peng, 2012).

With a view to the exchange of cognitive resources, it is essential that stable relations are created within a territory between the individuals operating in it; they are called stakeholders (Freeman, 1984; Zanda, 2006) and are represented by customers, suppliers, business partners, credit institutions, research centres, Universities, local authorities and all of those who have an interest in the territory.

A company that operates in a territory must take into consideration the requirements of the individuals interested in its behaviour and its results, that is to say the numerous and opposing expectations of the stakeholders: on this topic the theory of the stakeholders has intervened (Freeman, Rusconi, & Dorigatti, 2007), for which, while elaborating its objectives, the company system must consider the expectations of each individual interested, aiming at the satisfaction of each one of them (Donaldson & Preston, 1995; Mitchell, Agle, & Wood, 1997; Trequattrini, 1999). In other words, the relationships that the company has with the environment in question guarantee its long term survival.

Recognition of the strategic importance of intangible company assets for purposes related to the creation of value and long term company competitiveness (J. Roos, G. Roos, Dragonetti, & Edvinsson, 1997; Turco, 2004) lies at the basis of company conception as the knowledge system (Zanda, 2006).

From an economic-company perspective applied to the study of territories, the system of knowledge of a territory represents its intellectual capital (Lipparini, 2002; Lizza, 2005) that is to say the range of skills, of ideas, of the competence that it possesses. The dimension that qualify intellectual capital are the following (Comuzzi, Marasca, & Olivotto, 2009; Edvinsson & Malone, 1997; Itami, 1988; Marchi & Marasca, 2010; Sveiby, 1997): human capital, represented by skills, by experience and by the knowledge of managers and employees within the company; structural capital, that is to say the range of structured or coded knowledge in the organization in the form of patents, databases, regulations, formalized and non-formalized procedures, information technology; the relational capital connected with the whole range of relations that the company creates with the external environment and, in particular, with the stakeholders.

The interaction between human capital, structural capital and relational capital allows for the enhancement of each member of intellectual capital, generating an increase in the quality of life and allowing for the territory to increase its value. It follows that, the people who create relations based on the structural capital necessary to create different company project characteristics lie at the basis of the creation of value for the stakeholders of a territory on the long term. Therefore human capital, structural capital and relational capital should work together; it is not possible to invest in personnel, in systems and in relations with stakeholders individually (Freeman, 1984).

Events belong to the instruments that contribute towards the creation of relational capital. In the study of the subject matter of events, one of the main problems to be faced consists in containing the field of investigations and in-depth analysis, considering that this phenomenon is varied, composite and complex (Simeon & Di Trapani, 2011).

In this regard, Goldblatt (1997), recouping Getz (2005), emphasises the element of celebration of events, stating that a “special event can be recognized in a specific period of time by the intention and rituals carried out with the objective of satisfying requirements”. McDonnell et al. (1999) moves in the same direction, according to which the events are “celebrations that are consciously planned and organized in order to highlight occasions that are, in some way, special”.

Van Der Wagen (2001), however, focuses on the relational dimension of the event, stating that “the majority of events are in reality relations within a community”. This approach is also backed by Douglas, Douglas and Derrett (2001), for which an event is interpreted “as a need originated from the community itself to celebrate moments or characteristics of personal lifestyles or history”. The relational aspect of events is underlined, among other things, by Behrer and Larsson (1998), for which “an event is an activity that allows for the achievement of a specific place and time, a meeting during which messages are approached and recreational activities are carried out”, by Dalla Sega (2005), stating that an event is “the thing in connection”, therefore the subject among individuals, by Varzi (2001) and Diodato (2005), those who consider the event as a form of human relation and social communication and by Castronovo and Huang (2012); in particular, as far as these Authors are concerned: “Events can be essential to marketing strategy and marketing communications as they help to build one-to-one relationships with stakeholders” (p. 121).

Shone and Parry (2010) provide a much more extensive definition of events, believing “that phenomenon arising from those non-routine occasions which have leisure, cultural, personal or organizational objectives set apart from the normal activity of daily life, whose purpose is to enlighten, celebrate, entertain or challenge the experience of a group of a people”. These Authors, on the one hand, highlight that the main specific features of the events are characterised by their unique nature and not be repetitiveness, on the other hand, they observe the opportunity of identification of some criteria of classification.

Starting with the perspective of territorial marketing, events are considered as “efficient territorial and urban, as well as tourist, marketing instruments that allow for increases in flows of tourists, an increase in the image and position as well as the growth of fame of some destinations, representing important leisure time activities” (Ferrari, 2012). Once again with reference to a viewpoint of territorial marketing, as far as Simeon and Di Trapani (2011) are concerned, an event is understood “as one of the instruments used by a territory to improve or reposition its image, to attract flows of tourists, to enhance personal resources and to activate development processes”.

Regardless of the accepted definition of an event, the need to focus attention of the various phases to be followed for the correct organization and creation of the event, can be recognized; these phases can be summarized in the following points (Cherubini, Bonetti, Iasevoli, & Resciniti, 2009):

- 1) Event idea,
- 2) Service concept,
- 3) Economic analysis,
- 4) Feasibility,
- 5) Business plan & organization,
- 6) Execution,
- 7) Calculation,
- 8) Assessment.

This is a dynamic, interactive and rigorous process that “requires the involvement of the entire organization for an adequately long period of time” (Ferrari, 2012).

The phase of the event idea consists in the identification of the distinctive features that the event should have, this means in the formalization of the embryonic project (Buttà, 1991) by its inventor. An organizer as well as a possible partner may come up with the idea of a new event.

Once the event idea has been defined, service concept is then carried out, with general definition of the experience (Pin II & Gilmore, 1999; Carù & Cova, 2003) offered to the end user, or the main and additional services that are supplied, as well as the location in which the event will be hosted.

In the following phase an economic analysis is carried out, aimed at the forecast of proceeds and costs connected with the event.

The next step is the control of feasibility of the event, through an assessment of the possible execution of the promotional initiatives developed and by starting persuasion action of the various public and private partners with regards to sponsoring (Kelly, Cornwell, Coote, & McAlister, 2012) and taking part in the event.

During the business plan and organisation phase, a specific marketing plan is used in which the services aimed at end users and adhering partners are defined.

The sixth phase is execution of the event, whose success not only depends on a careful assessment of the potential and identification of suitable strategies, strictly connected with the ability of human resources in implementing the strategy outlined (Cafferata, 2009).

Calculation basically consists in the accounting of proceeds achieved and costs truly borne.

The last phase consists in the final assessment of the event (ex post); it should allow for the control of any possible gaps in the results achieved by the predefined objectives and the implementation of any corrective action in the future.

In coherence with the process outlined, the following definition of event marketing is reached: “a range of activities (planned, organized, controlled) that begin with an analysis of opportunities and risks related to the event and that are carried out in an integrated manner inside and outside of the organization in order to achieve short, medium and long term objectives of the organization through the satisfaction of event participants (protagonists and spectators) and of the stakeholders involved” (Cherubini & Iasevoli, 2005).

In consideration of the growing importance undertaken by the events for promotion of the territories involved, awareness of the need to be able to assess the impacts created and therefore the level of success or failure of the events is establishing itself among the local policy makers. The need to adopt balanced measuring systems of the results achieved following the execution of an event was already highlighted at the beginning of the Nineties by Faulkner (1993), according to whom: “due to the fact that they often find themselves working in environments with a growing level of competition, the systems and/or development agencies are becoming more and more aware of the need to provide detailed justification of the efficiency of promotional action and, in general, marketing plans through the creation of much stricter measuring processes (...) and this is especially true for large events who often create an extension to their programmes”.

According to part of the economic-managerial literature, it is not enough to simply measure the economic effects (Ritchie, 1984), but the adoption of a much broader and systematic assessment approach is preferred. In this regard, it has been observed that: “from the middle of the year two thousand, in a rather incisive manner, it can be observed that it is no longer sufficient for a territory to only take into consideration the economic repercussions” (Cherubini et al., 2009).

One of the first that carried out studies in this direction was Getz (2005), for whom the impact of an event may include the following five aspects: economic, social-cultural, commercial and marketing, physical and environmental, political. According to this orientation, the numerous stakeholders involved in an event feel the need to recognize the effects produced not only from an economic point of view, but also from a social (Arnold, Landry, & Wood, 2010; Hamatschek, 2013), cultural, environmental and image related perspective (Drengner, Gaus, & Jahn, 2008; Drengner, Jahn, & Zanger, 2011) projected externally.

In a similar way to Getz (2005), with reference to the previous works by Elkington (1980, 1999), Fredline, Raybould, Jago and Deery (2005) have proposed the “Triple Bottom Line” (TBL) model for the assessment of events, focusing on the following three types of effects: economic, social and environmental.

The TBL model ends with the definition of some indicators created for purposes related to economic, social and environmental assessment of the event examined (Table 1):

Table 1. Indicators for the assessment of events according to the TBL model

<i>Economic indicators</i>	<ul style="list-style-type: none"> • Benefit / Cost Ratio = Net visitor expenditure + Net event expenditure / Net additional public sector investment (grants) + Net private sector investment (sponsorships) • Average visitor trip expenditure / Average domestic overnight trip expenditure • Net benefit per head of population
<i>Environmental indicators</i>	<ul style="list-style-type: none"> • Energy consumed at the venue • Energy consumed in transport to the venue • Water consumed at the venue – waste water recycled • Water generated at the venue – waste recycling
<i>Social indicators</i>	<ul style="list-style-type: none"> • Resident perceptions of impacts on quality of life • % of locals who attend the event

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- Crime reported associated with event / crowd management incidents
 - % of local businesses contracted to supply goods and services to events
 - Efforts made to reduce negative externalities e.g. extra public transport provided
 - Traffic counts or dollar value of time lost in traffic
 - Value of access to new facilities developed
 - Value of access to facilities denied to locals during event
 - Quantity and quality of media exposure
 - Locals who volunteer at event – skill development, social opportunities, altruism
 - % locals involved in the event
 - Involvement of local children in event – promotion of interest in event theme
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Source: Our elaboration by Fredline, Raybould, Jago and Deery (2005).

From the table we can see how the benefits/costs ratio for the hosting territory, measurement of the average costs borne by visitors and the net advantages achieved by each residing in the area are included among the economic indicators. In the second part of the model, the environmental impact produced by the territory is calculated in terms of energy, water and waste related aspects. Finally, some of the indicators that allow for an assessment of perception by residents with regards to the event organised are used.

In brief, despite the fact that each single event produces effects that are different each time, this model proposes a set of standard indicators and can be applied to each event regardless of the specific type. In other words, it is all about a dynamic assessment instrument, also in consideration of the fact that it presents the advantage of allowing for the operation of a time related comparison of the results achieved and, consequently, the identification of the strong and weak points of the event.

3. Methodology

Events represent a relatively new phenomenon and therefore neither does a specific framework legislation on an Italian level exist nor statistical surveys in the field of official national ones. In particular, with regards to the first aspect, the absence of a unitary legal concept of an event or public performance as well as a doctrinarian or case law interpretation can be observed (Ciurnelli, 2009). Therefore, the research method followed is that of the case study analysis (Woodside, 2010) of a quality related nature and with a view to a single case (Yin, 2009), as it concentrates on the interaction of individuals investigated and on the specific features of the phenomenon analysed (Eisenhardt, 1989; Edmondson & McManus, 2007).

In this way an analysis of the “Gli Archi Village” (a public performance developed in 2009 by the association of the “Gli Archi” shopping centre operators of Cassino, in the Province of Frosinone) case study has been carried out. This shopping centre is characterised by a whole range of cultural, theatrical, food and wine, and publicity related initiatives and, in particular, musical, all organised in the shopping centre itself during the summer months.

For elaboration of the case in question the President of the association of operators of “Gli Archi” shopping centre and the manager of the shopping centre were interviewed directly, through a questionnaire, a method suitable for the collection of primary data (Borra & Di Ciaccio, 2004).

While carrying out the interview, a protocol was pursued aimed at investigating into several aspects; this protocol has observed the following phases (Yin, 2009):

- 1) First of all the main idea and goal of the study was introduced, with the objective of capturing the initial impressions of the individuals interviewed;
- 2) Subsequently, the time that the association has taken from the elaboration phase of the event idea to execution of the event itself, has been analysed;
- 3) The third phase focused on the understanding of the types of initiatives carried out during the event: cultural, religious, political, sports, musical, theatrical, cinema, food and wine, folklore, publicity related, technological, association related or celebrative, according to the classification contained in Cherubini et al. (2009);
- 4) The fourth phase consists in the analysis of the functions carried out by the individuals indicated as people in charge of development and implementation of the event;

5) During the fifth phase the indicators aimed at establishing the economic, environmental and social impacts produced on the territory hosting the event, have been calculated.

At the end of the interview, the individuals interviewed expressed their personal conclusive thoughts on the general impact generated by the event on the area of Cassino and on surrounding municipalities, stopping to comment on the corrective action that they intend to adopt in the following edition.

Once finished the data collection phase, the “Triple Bottom Line” (TBL) model was applied (Fredline, Raybould, Jago, & Deery, 2005) according to the event marketing scorecard system (Cherubini & Iasevoli, 2005; Cherubini & Iasevoli, 2006). The later includes identification of the results achieved, according to the indicators selected, as well as the level of achievement of the predefined objectives (objective not achieved, achieved, exceeded).

4. Findings

Following application of the TBL model (Fredline, Raybould, Jago, & Deery, 2005) to the case study of “Gli Archi Village”, it has emerged that the last three editions held in 2011, 2012 and 2013 (always held in the month of August) have generated positive effects from an environmental and social point of view, according to the descriptions provided below (Table 2).

From an economic point of view the objective of the ratio between costs and benefits was achieved by the organisers in 2011 (100%) and in 2012 (50%), while it was not achieved in 2013 (40%); as far as the average cost of visitors is concerned, in 2001 the objective was achieved (€30), in 2012 it was not achieved (€25) and in 2013 it was exceeded (€35). However, it is important to highlight that this data does not worry the organisers as they are much more aware of the creation of a loyal relationship with customers on the long term (Fukuyama, 1995; Luhmann, 2002).

By focusing the analysis on four environmental indicators, in 2011 for two of the indicators (energy and water consumed at the venue) the objectives identified by the organisers were achieved and for the other two (energy consumed in the field of transport in order to facilitate the event and the percentage of differential waste collection) the objectives were exceeded; in 2012 the objectives predefined were exceeded in three cases (energy consumed at the venue, energy consumed in the field of transport in order to facilitate the event and the percentage of differential waste collection) while with regards to the amount of water consumed at the venue, the objective was achieved; in 2013 the objectives were always exceeded.

With regards to the social indicators, as far as 2011 is concerned, the organised declared that they had always reached (% of local companies with a contract for the supply of goods and services connected with the event, % increase of local traffic congestion, % of local workers involved, additional runs of local public means of transport, children participating in specific entertainment activities, sponsors of the event, the creation of infrastructures/services to benefit residents after the event) or exceeded (average opinion of the event participants, % of the local residents that attend the event, cases of criminality and accidents occurred during the event, % increase in the quality of local public transport, television and radio services related to the event, users involved in the field of social networks) the objectives initially defined. A similar situation was found in 2012 (seven objectives achieved: % of local residents that attend the event, % of local companies with a contract for the supply of goods and services connected with the event, % increase of local traffic congestion, % of local workers involved, children participating in specific entertainment activities, sponsors of the event, the creation of infrastructures/services to benefit residents after the event; six objectives exceeded: the average opinion of participants of the event, cases of criminality and accidents occurred during the event, % increase in the quality of local public transport, additional runs of local public means of transport, television and radio services related to the event, users involved in the field of social networks). On the other hand, the last edition achieved six objectives (% of local residents that attend the event, % of local companies with a contract for the supply of goods and services connected with the event, % increase of local traffic congestion, % of local workers involved, children participating in specific entertainment activities, the creation of infrastructures/services to benefit residents after the event) and the same number exceeded (the average opinion of event participants, cases of criminality and accidents that occurred during the event, % of increase in the quality of local public transport, additional runs of local public transport means). One more objective not achieved should be added, the number of companies that sponsored the event, in 2013 it fell to 30 (45 in 2011 and 47 in 2012).

Table 2. 'Gli Archi Village' event evaluation through the TBL model—2011 edition

<i>Impact</i>	<i>Indicators (key performance indicators)</i>	<i>Notes</i>	<i>Results</i>	<i>Objective</i>		
				<i>A</i>	<i>B</i>	<i>C</i>
<i>Economic</i> (2011)	Costs/Benefits for the organiser	Benefits also include public loans and sponsors	100%		X	
	Average visitor expenditure		30,00 €		X	
<i>Environmental</i> (2011)	Energy consumed at the venue		13.100 kWh		X	
	Energy consumed in transport to the venue		0 kWh			X
	Water consumed at the venue		200.000 l		X	
	Separate waste collection /Total waste generated		100%			X
<i>Social</i> (2011)	Average opinion of the event participants	Min. 0, Max. 10	8			X
	% of the local residents that attend the event		70%			X
	Cases of criminality and accidents that occurred during the event		n. 0			X
	% of local companies with a supply contract for goods and services connected with the event		72%		X	
	% of increase of local traffic congestion		35%		X	
	% of increase of the quality of local public transport		100%			X
	% of local workers involved		45%		X	
	Additional runs of means of local public transport		n. 1			X
	Television and radio services related to the event		n. 135			X
	Users involved in the field of social networks		n. 15.800			X
	Children participating in specific entertainment activities		n. 700		X	
	Sponsor companies of the event		n. 45		X	
	Creation of infrastructures/services to benefit residents after the event		n. 11		X	
<i>Economic</i> (2012)	Cost/Benefits for the organiser	The benefits also include public loans and sponsors	50%		X	
	Average visitor expenditure		25,00 €	X		
<i>Environmental</i> (2012)	Energy consumed at the venue		12.800 kWh			X
	Energy consumed in the field of transport to facilitate the event		0 kWh			X
	Water consumed at the venue		200.000 l		X	
	Separate waste collection/Total waste produced		100%			X
<i>Social</i> (2012)	Average opinion of the event participants	Min. 0, Max. 10	9			X
	% of local residents that attend the event		65%		X	
	Cases of criminality and accidents occurred during the event		n. 0			X
	% of local companies with a contract for the supply of goods and services connected with the event		45%		X	
	% of increase in local traffic congestion		30%		X	
	% of increase in the quality of local public transport		100%			X
	% of local workers involved		38%		X	

	Additional runs of means of public local transport		n. 2	X
	Television and radio services related to the event		n. 152	X
	Users involved in the field of social networks		n. 16.944	X
	Children participating in specific entertainment activities		n. 725	X
	Sponsor companies of the event		n. 47	X
	Creation of infrastructures/services to the benefit of residents after the event		n. 12	X
<i>Economic</i> (2013)	Costs/Benefits for the organiser	The benefits also include public loans and sponsors	40%	X
	Average visitor expenditure		35,00 €	X
<i>Environmental</i> (2013)	Energy consumed at the venue		12.500 kWh	X
	Energy consumed in the field of transport to facilitate the event		0 kWh	X
	Water consumed at the venue		180.000 l	X
	Separate waste collection/Total waste produced		100%	X
<i>Social</i> (2013)	Average opinion of the event participants	Min. 0, Max. 10	9	X
	% of local residents that attend the event		60%	X
	Cases of criminality and accidents occurred during the event		n. 0	X
	% of local companies with a contract for the supply of goods and services connected with the event		50%	X
	% of increase in local traffic congestion		30 %	X
	% of increase in the quality of local public transport		100%	X
	% of local workers involved		40%	X
	Additional runs to means of local public transport		n. 2	X
	Television and radio services related to the event		n. 184	X
	Users involved in the field of social networks		n. 25.000	X
	Children participating in specific entertainment activities		n. 700	X
	Sponsor companies of the event		n. 30	X
	Creation of infrastructures/services to the benefit of residents after the event		n. 13	X

Note. A = not achieved; B = achieved; C = exceeded.

Source: Our elaboration.

5. Discussions and Research Limitations

The investigations carried out, whose results should induce local policy makers to reflect on the potentials deriving from the development of events, proves that the TBL model is confirmed in the case studied, summarising the effects generally produced; this is valid with regards to the economic indicators, such as the incidence of benefit costs and the average visitor expenditure, as well as environmental indicators, such as the amount of energy consumed during the event and the percentage of separate waste collection and social indicators, including the cases of criminality and accidents that occurred during the event and the percentage of local workers involved.

This assessment instrument can be considered dynamic as it can be applied to future years, and it can be compared with the results that have emerged from other events.

However the TBL model, according to the ideas of the inventors themselves, represents “an embryonic method for synthesising event impacts” (Fredline, Raybould, Jago, & Deery, 2005), whose efficiency is connected with the indicators used as a basis for calculations. The need to adapt the indicators to be included in the model on the

basis of the suggestions made by the organisers themselves as well as by the various stakeholders, such as communities and local administrations for programming and for the management of events, follows.

6. Conclusions and Hints for Future Research

The results achieved from an economic, environmental and social point of view, as emerged from use of the TBL model, allow us to sustain that “Gli Archi Village” represents an instrument of reinforcement of the cognitive and emotional image of the local territory hosting these events, triggering important development dynamics. Therefore, we believe that event should be conceived as vital elements of a reticular system of tourist services, handled by a main operator who, on the one hand, stimulates and promotes territorial development and, on the other hand, creates the requirements for inter-organisational cooperation, defining the times and methods (Pechlaner, Reuter, & Bachinger, 2010).

Furthermore, the opportunity of organising events focused on the enhancement of local resources is recognised, representing sources of competitive advantage and elements of differentiation of an area. With regards to this aspect, the importance of the role undertaken by local resources is connected with the bond that they manage to create with the culture, history, and local traditions as well as the level of involvement of the hosting community. In other words, the resources based on local specifications may rise from a territorial brand that represents the “basic values of the community and at the same time a point of convergence between the identity of the area and the exterior performances of the image of the same, between the way in which the community is represented and the image is used by tourist operators to promote the destination” (Ferrari & Adamo, 2005).

Finally, it can be identified that the validity of the results emerged by this contribution cannot be generalized indiscriminately, as this contribution is limited by an analysis of each single case related to a national field, to be investigated further. It follows that this study can be understood as the first level of a much broader investigation, based on application of the TBL model to a greater number of cases, with the objective of providing much more accurate thoughts on the evidence generated and on any action to be undertaken.

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