

EVENT MANAGEMENT AND MANAGEMENT TOOLS IN ORGANIZATION OF MUSIC FESTIVALS

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Abstract: *The aim of this paper work is to represent of contemporary methods of organizing, promotion, and execution of the event, through personal experiences of authors in the organizing of the events, but also through review of current literature, written about this topic. As a representative example, were proceeded music festivals, because of great impact that they have on contemporary tourists' flows, but also on economic of destination where they took place.*

Keywords: *event management, organization of the event, promotion of the event, music festival*

1. CHARACTERISTICS OF MODERN EVENTS

As modern events develop, their economic impact is more notable, which can be seen in the mega-events such as the Olympic Games, World Championships and similar events. Event tourism consists of trips that are primarily motivated by the visitation of the events that have cultural, artistic or fun nature and content. The number of festivals has increased with the growth of mass tourism after World War II. Almost 50% of art festivals in Great Britain have started in the 80s, with the aim to increase tourism in some cities, and there is an increase in those started only for touristic reasons. The term “event tourism” includes different types of tourism: sports, cultural, business, religious and similar, but the focus is on only one aspect – the event, as a motive for tourist gatherings [1].

There is no unique and generally accepted definition of an event, but most authors agree that events are a part of the service economy, because they include engaging both alive and passed human labour in creating an intangible benefit to the consumers [2].

Getz [3] provides two definitions of an event, one of which is from the tourist's perspective, i.e. the event visitor, and the second is from a perspective of an organizer:

1. From the visitor's perspective: “A special event is a possibility for vacation, a social and cultural experience that exceeds normal choices and daily activities.”
2. From the organizer's perspective: “A special event is a one-time event or a periodical event that exceeds normal programs and activities, in the domain of organization and sponsorship.”

Events represent a significant motif for taking touristic moves and have an important role in the development and marketing plans of destinations worldwide [4].

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Andrejević and Grubor [2] conclude that an event represents a specifically designed offer of limited duration, on the basis of an idea that manifests as the original conceptual offer, by engaging executors and funds, i.e. with the use of managerial know-how.

Along with the economic and promotional, events also have significant social value. This role equally shows in both the local community and the visitors. Festivals promote traditional culture and authenticity of a certain region, but their main characteristic is socialization [3].

The greatest number of visitors is drawn by cultural events (especially music festivals), sports and business events [5]. Music festivals in Serbia, such as EXIT, Guča and Belgrade Beer Fest, represent the most visited events in Serbia.

Organizers, local government and entrepreneurs have a common goal which is to achieve as greater attendance as possible, no matter the type of event. Direct or indirect effects on the local community, that are the consequence of organization and realization of events, often are neglected. Awareness of socio-cultural effects that events have on the life of the local community can influence the balance between economic and social prosperity at a destination [6]. A great number of tourists that arrive at a destination (during the event) can cause different socio-cultural and economic influence on the local community.

Bowdin et al. [7] thinks that the special meaning of organizing an event is reflected in the betterment of the local community, the betterment of infrastructure, drawing the tourists and promotion of a certain destination.

Festivals usually weren't developed as tourist attractions, but nevertheless, they are often promoted by tourism organizations in this way. Many cities exploit festivals for tourist purposes and promotion of the city, which sometimes leads to negative effects [8].

Van der Wagen [9] points to nine basic characteristics of the activity of the event:

1. Globally increased interest for events, which is contributed by globalization and the increasingly important role of the Internet.
2. Competitive environment - Cities and countries around the world compete in attracting events.
3. Economic effects and effects on tourism - It is known that events contribute to the economic and touristic development of cities, and even the state. For many cities, events represent the brand and trademark of the destination - famous examples are Edinburgh and Rio de Janeiro.
4. The authenticity of an event product motivates visitors to come to the event.
5. Benefits for the local community - The local community has the expenses, but also benefits from the event. It is important that the positive effects of the event outweigh the expenses and negative effects. The event should fit into the ambiance of the destination, and the risks that may arise as a result of the event should be foreseen and minimized, so that the event would have as many positive effects as possible.
6. Safety and risks - When it comes to mass gatherings, safety is of primary importance. Risks are most often discussed in the context of sports and music events, although business events can also be of high risk, because of the gathering of the business elite.
7. Political impact - Depending on the size of the event, event organizing requires the support of the government at the local or national level. The organization of events of an international character at a destination is considered to be the political success of the government.

8. Sponsors - The success of the event largely depends on the sponsors, who usually provide financial support, and in return expect promotion through media coverage of the event and numerous other benefits.
9. Volunteer management - More and more events are organized with the help of volunteers. Volunteers should be carefully selected and adequately motivated in order to do the right tasks properly. A human factor is important for the success of the event and the pleasure of visitors.

The event industry can be understood as part of tourism, as a branch of the economy. Bujković [10] identifies several elements that tourism as an economic branch, hospitality industry and event industry have in common:

1. Accommodation,
2. Catering services,
3. Transport,
4. Attractions,
5. Entertainment,
6. Trade.

Elements mentioned are common factors of the development and success of the tourism industry and the event industry. The interdependence of these elements has two aspects:

- Quality and development of tourist offer affects the number and structure of the event,
- In addition to the numerous impacts it has on the local community, the event industry also affects tourism as an economic branch. This impact is reflected in the increased consumption and efficiency increase of the capacities and achievement of better economic results [10].

An example of how events can improve the tourism industry and how much impact they can have on tourism development is the „Univerzijada“ in Belgrade in 2009. This event has influenced the increase in the number of foreign tourists in Serbia and the increased number of overnight stays. Fairs, better tourist products, events and festivals are a potential that can accelerate the massive arrival of foreign tourists and make significant foreign exchange inflows in the Serbian tourism industry [11].

2. EVENT MANAGEMENT

Event management activities depend on the type, structure, duration, setting, and event managers. More complex events require the implementation of a larger number of management activities, the most important of which are the following: planning, organizing, managing human resources, leadership, coordination, evaluation and control. Events management activities are always adapted to the environmental conditions in which the event is being held [2].

According to Adizes [12], the functions of the contemporary event management can include: decision making, regulation, planning, controlling, organizing, governing, achieving goals, leadership, motivation and implementation, and the authors Andrejević and Grubor [2] have added the human resources management and information support to the management of the event.

One of the basic functions of event management is event planning. Event planning involves defining the purpose and mission of the event, i.e. planning activities and their timetable, as well as determining the perpetrator of individual activities.

Planning includes:

- Prediction,
- Deciding,
- Strategic planning and
- Operational planning.

The prediction should anticipate future events and phenomena in the setting up and realization of an event. The prediction may be the prediction of economic events related to the event and predicting changes in the environment.

While the prediction represents work on the preparation of decisions, decision making means to make concrete decisions.

According to Oldkorn [13] in order to make the right decisions, event managers:

1. Identify problems in setting up and executing events,
2. Identify causes and facts,
3. Identify alternative solutions to potential and actual problems that arise when setting up and executing an event,
4. Limit the selection of planned activities and,
5. Implement decisions.

„Strategic planning represents the process of defining the goals of the organization that deals with designing of the event offer, as well as the choice of specific means by which the defined goals will be achieved” [2]. Strategic planning is extremely important in organizing a mega-event.

The basic tasks of strategic planning are the implementation of the vision, mission and goals, i.e. directing actions. During strategic planning, the size of the event is defined, and the environment of the event is picked. The event is marketed, and the marketing program of the event is made, along with the financial plan of setting up and executing the event.

Strategic planning of an event also includes analyzing the environment of the event, both internal and external, most often through PEST or SWOT analysis. PEST analysis also applies to the political, ambient, sociological and technological factors of the environment. SWOT analysis involves identifying the strengths and weaknesses, opportunities and dangers of the environment and the organization that deals with the design and organizing of the events [2].

Operational planning represents the development of practical plans and budgets necessary for the setting up and executing an event, and includes operational objectives, means for achieving operational objectives, means of communication within and between teams in charge of setting up and executing of an event. Operational plans in relation to the strategic plans have a narrower coverage. Types of operational plans in the implementation of event management are disposable plans and permanent plans.

Disposable plans are used for individual cases and solving specific problems, and their purpose is terminated after solving a particular problem. The most common disposable plans are programs, projects, and budget, and they are created for each event separately. Permanent plans are used in several repetitive situations, so the most common forms of permanent plans are procedures and rules. Permanent plans have usable value in cases of the organization of the events that are repeated [2].

3. ORGANIZATION AND EXECUTION OF THE EVENTS

Event managers affect the structure of the events and the directions of the activities in order to achieve the defined goals and running the event in the best possible way. Event managers organize executors and necessary resources, i.e. delegate activities to reach a specific organization or organizational structure. An organization is a necessary basis for setting up and running an event. The organizational structure of an event is especially influenced by the available resources, the environment and the duration of the event.

To successfully organize an event, Goldblatt [14] thinks that five questions should be answered: Why? Who? Where? When? How?

- Why is the event organized, i.e. planned? It's necessary to notice the needs of potential visitors whose satisfaction is the main reason for the event.
- Who are the main participants in setting up and executing an event?
- Where to hold the event? It is necessary to choose a place that is easily accessible to visitors and performers, where the event will not hinder the regular functioning of the local community; also, the site must be in line with the financial possibilities of the event organizer.
- When? I.e. what is the best time to run the event, how long does it take to organize it and when are the competing events held?
- How? I.e. what is the content of the event? The content must satisfy the expectations of potential visitors and organizers. This question also integrates and answers the previous questions.

Joint engagement of internal and external interest groups is necessary for setting up and executing events. Interest groups i.e. stakeholders are:

- The event organizer (basic stakeholder),
- A narrower environment of the event,
- Associates,
- The media,
- Sponsors,
- Participants and visitors [7].

Event organizers can be private profit organizations, non-profit organizations, and sometimes individual government organizations. Government organizations that organize the event are usually organizations that promote artistic, cultural, entertainment, sports, health, tourism or economic integration. Direct executors of the events are in the focus of the organizers, apart from visitors. Their expertise affects the quality of services provided and the satisfaction of visitors. In addition to employees, volunteers play an exceptional role in the organization of major events.

Sponsors have an increasing role in organizing events. They can be physical and legal entities, and they are important because they provide the necessary financial resources, services or provide other types of support in organizing the event. Sponsors have their own specific goals of gaining benefits.

The media plays an increasing role and importance in organizing contemporary events. Media coverage of contemporary events is as important as their physical execution, so the media can be considered a distinctive stakeholder.

The environment in which the event is performed is extremely important for the event itself, for the overall image of the event, and can individually affect the attendance and satisfaction of visitors. Marketing support contributes to the acceptability of events in different environments.

Determining the appropriate division of labor, organizational structure and coordination are the essences of organizing events. Grouping activities in setting up and executing an event means the division of work. The organizational structure is the result of grouping specialized activities in the setting up and execution of an event. Due to the grouping of activities and creating the organizational structure, a certain number of hierarchical levels and forms is singled out in coordination between the individual parts and the hierarchical levels. The division of labor and specialization increase productivity in the setting up and execution of the events.

The largest number of activities in setting up and executing events is performed by an event manager with a small number of associates, since event organizers are usually small organizations. Large and mega-events have a different structure and division of labor. In this case, event managers cooperate with a larger number of executors and a greater division of labor occurs. In addition to the division of labor, it is also important to determine the extent of jurisdiction or scope of control. The extent of jurisdiction is reflected in the efficient execution of tasks of subordinate executors and the effectiveness of the event manager. If the executors have little jurisdiction, they are a „high” organizational structure, which consists of a large number of hierarchical levels, and the excessive authority is typical for small organizational structures with fewer hierarchical levels. Too much managerial responsibility, as well as the lack of it, are not good for the quality execution of the event, because imprecision can be found in the instructions of the executors and lead to the impossibility of timely control of the executor [15].

4. ORGANIZATIONAL STRUCTURE OF THE EVENT

According to the authors Andrejević and Grubor [2], „the organizational structure is the result of the process of organizing the events. The structure reflects the degree of specialization, the connection of functions and activities, the delegation of authority to the hierarchical levels and the forms of communication on the basis of which coordination is achieved.“ The basic aspects of the organizational structure of the events according to the authors Stoner and Freeman [16] are:

- Division of work,
- Relations between managers and event executors,
- Types of activities that are being performed,
- Activity grouping criteria,
- Hierarchical levels.

Event organization can be structured in several ways. Depending on the type of event, the duration of the event, and the specifics of setting up and executing events, best known are the following three ways of structuring:

- Functional organizational structure,
- Divisional structure,
- Combined structure,
- Teamwork, and
- Network structure [2].

Event organization involves the use of limited resources, not only in the material sense, but also the time for the organization and execution of events is limited. The optimum utilization of these resources is achieved by adequate division of labor and specialization. Increasing the specialization increases the meaning of coordination. Coordination links the goals and activities of organizational units and thus contributes to increasing the efficiency of setting up and executing events. Coordination is accomplished by setting up an organizational hierarchy, applying defined rules and procedures [16].

The need for coordination is reduced by providing additional resources to organizational parts, which increases their freedom in accomplishing as many tasks as possible. Organizational units become capable of self-realization of activities, without cooperation with other organizational units.

5. STAKEHOLDERS IN THE ORGANIZATION OF MUSIC FESTIVALS

The stakeholder is an interested party (phenomenon, occurrence, person, group, thing, institution, weather conditions, etc.) that wants to enter into an interaction or relationship and wants to cooperate, someone who sees their interest, who wants to deal with, or is concerned about something that stems from interaction [17].

All companies have more stakeholders, some of which are very important, to those whose relationship is not critical to the company. It is also someone who has an interest in getting in touch, regardless of the risk that he may not eventually gain profit (regardless of the effort, resources or the like) or obtains some intangible value, such as knowledge, experience.

Social activity in Serbia, especially in the field of culture and music, depends on the state and the state budget, and especially events like different festivals, which are not self-sustaining and need co-financing.

According to Stamenković [17], the group of stakeholders in organizing a music festival may be the following:

1. Government institutions - from the basic units of local self-government - local communities, through city administrations for the economy, tourism and similar, to competent ministries.
2. Public sector stakeholders - tourist organizations, communal services, inspection services, urban traffic transport, city sanitation, electricity distribution, police and others.
3. Private sector stakeholders - companies involved in organizing festivals, production, distribution, printing, design, consulting, marketing, security, accommodation and catering services, guide services and more.

4. Education stakeholders - universities and higher educational institutions for tourism, psychology, sociology, project management, organizational sciences and others that can study music festivals from various aspects and who can learn practical knowledge and skills through practice.
5. Non-governmental sector stakeholders - non-governmental organizations, citizens' associations, civic initiatives, clusters and the like, dealing with marginalized groups in the society, acute problems in the community and the country - in the fields of culture, music, tourism, politics and others.
6. Media and information houses - television, radio, news agencies, marketing agencies, internet portals.
7. Volunteers and future leaders - educated young people and youth, unemployed, marginalized groups (elderly, Roma, LGBT population, etc.).
8. International institutions - associations, agencies and tour operators.

One of the most important stakeholders not mentioned by the author is the local community, which can significantly influence the development of tourism in the place where he resides. The local community affects the overall impression that tourists carry from the destination, which also influences the decision of tourists to visit again or recommend a destination. The local population knows the destination best and how the development of tourism and the holding of the festival affects the local population and the daily life of the community. It is necessary to constantly monitor and appreciate the views of the local community about the organization of the festival, other events and the development of tourism in general [18].

6. EVENT CONTROL

The degree of achievement of the planned goals is measured by controlling and evaluating events. It is determined whether there are deviations in the achieved in relation to the planned, and on the basis of the results of the control, actions are taken for correction. In modern event management, managers spend more time controlling, not only the final, but all stages of setting up and executing events. Event control is a dynamical process that enables realizing the continuity of the event management [2].

Regarding the timing of the event control, the following types of controls can be distinguished [3]:

- Preliminary control,
- Control over the duration of the event,
- Subsequent control.

Preliminary control takes place before the event itself is executed, at the research and planning stage, i.e. while researching the market, competition, and the necessary resources. This control aims at minimizing the risk of occurrence and development of negative impacts in the setting up and execution of events.

Control over the duration of an event (or simultaneous control - as some authors call it) takes place at the stage of setting up and execution of the event. The process of event unfolding is controlled and the information is collected for the final, i.e. subsequent control. Simultaneous control should be a part of the organizer's event process.

Subsequent control takes place after the event. At this stage, the degree of achieved goals is measured in relation to the planned; achieved goals and results of the events are also measured. Based on the results of subsequent control, measures are taken to eliminate errors and omissions in the setting up and execution of events.

In the opinion of Tum, Norton and Wright [19], the basic stages of control in the event management are:

- Defining standards and methods for assessing the achievement of goals and results of the event,
- Assessment of the achievement of the objectives and results of the event,
- Determining the deviation of the achieved objectives and results of the events in relation to the standards, and
- Implementation of corrective measures.

According to Henderson and Bialeschki [20], part of the process of controlling the events should be the following elements:

- Staff,
- Politics,
- Place,
- Program, and
- Participant's opinion.

Some authors consider that the most frequent object of event control is the program of the event, which is, according to them, a basic motive for visiting events.

If it is established that the objectives achieved are in accordance with the defined standards, there is no need to take corrective measures. Corrective measures are taken if the results achieved are lower than planned. As corrective measures are implemented in activities in setting up and executing events, they can also be implemented in defining standards.

Event managers use numerous methods to control events. Meetings with key interest groups are most often organized, from which information about the shortcomings and benefits of an organized event is obtained, and a survey is conducted among visitors and participants through a questionnaire distributed during the event. Event organizers are most often interested in financial control of the event, but special attention should be paid to the non-material effects of the event. Authors O'Toole and Mikolaitis [21] speak of event control that should include two elements: program and destination, and the quality of services in it. Control is extremely important to event managers, but also to the destination itself and the local community living at the destination where the event is held. Based on the results obtained by event control, further planning and forecasting for future events should be carried out.

7. MARKETING OF THE EVENTS – MUSIC FESTIVALS

As the site of the first events in which marketing was applied, authors often cite bazars. They are places where a large number of exhibitors have tried to sell their goods to numerous visitors. In order to attract the attention of potential buyers, sellers had to influence the sense of sight, smell, hearing, touch and taste of potential customers. Bazars can be viewed as business events,

and it is considered that the first application of marketing was on business events and that they were followed by cultural, artistic and political events.

According to the American Marketing Association, the event marketing refers to the promotion of time-defined events, such as large fairs (for example, the Agricultural Fair in Novi Sad), art programs (Biennale in Venice), global sports events (such as the Olympic Games) or anniversary celebrations of companies (in our country, these events are celebrated in the form of promotional packaging of products and smaller individual events). In modern conditions, new occupations such as event planners and a number of other occupations have emerged, the purpose of which is to better organize events.

According to Hall [22], marketing represents event management function that maintains contacts with participants and event visitors, recognizing their needs and motivations, developing products that meet these needs and constructing a program that expresses the intentions and goals of the event.

The authors Lade and Jackson [23] tried to identify the key success factors of the festivals, which in their opinion depended on marketing orientation. These authors identified specific marketing strategies used by two Australian festivals. Particular attention was paid to several strategies referring to interested parties and cooperation. Mehmetoglu & Ellingsen [24] examined a group of small Norwegian festivals that have no marketing orientation, therefore the authors consider that their failure on the world stage, i.e. no popularity, comes out of it. They assume that the marketing orientation will increase (among other things) the adoption of higher touristic goals.

Some of the most important activities in the marketing of the events, i.e. music festivals, according to [2] are:

- Exploring the needs, demands and expectations of the target group on the event market,
- Defining event products,
- Predicting demand for the event product,
- Selection of an intermediary in setting up and executing an event,
- Choosing the price of the ticket for the event,
- Planning and conducting promotional activities of the event,
- Coordination of overall event marketing activities.

The quality of setting up a music festival depends on the quality and quantity of available resources, people, but also the overall environment. The optimal combination of marketing mix instruments accomplishes the planned goals of the music festival and the competitive advantage in the selected environment.

The surrounding of the music festival can be viewed as:

- Economic environment,
- Competitive environment,
- Social environment,
- Cultural environment,
- Demographic environment,
- Technological environment,
- Physical environment, and
- Political-legal environment [2].

The most important goals of marketing music festivals are:

- Creating and promoting the original product,
- Increasing awareness of the target group,
- Pointing out the specific characteristics of the product,
- Causing the affection of the target audience,
- Building recognition on the market.

The instruments of the marketing mix of music festivals are: product, price, promotion and place of the event, in marketing known as the 4 P (*product, price, promotion, place*). Authors dealing with event marketing usually extend this concept, especially in modern business conditions. Hoyle [25] excludes promotion, and adds public relations and positioning to create 5 P. Shukla and Nuntsu [26] add press releases to the list, as an instrument of the marketing mix and thus form a 6 P concept. This expanded marketing mix comes to light when organizing large or mega-events, while for minor events, the basic concept of the marketing mix is usually applied.

In addition to the four basic instruments of the marketing mix of events, in professional literature, a great deal of attention is paid to people as an element of expanded marketing mix. In this sense, it refers not only to the people engaged in organizing and carrying out events, but also on event visitors and the wider local community [7]. The success and sustainability of the events largely depend on the quality of communication and cooperation between these subjects.

Relationship marketing is a marketing concept that encourages, develops, maintains and improves relationships with selected interest groups for mutual benefits [27]. The concept of marketing relations for organizers of music festivals enables the preservation of a competitive position in the market and facilitates business in conditions of ever-increasing competition. Good relations once established with the local community, sponsors, media and visitors, are easier to preserve than to build new ones, and they also require smaller financial resources [28].

8. MUSIC FESTIVALS PRODUCT

The product is all that can be offered on the market, therefore the product of music festivals, as a product of events, represents everything that can be offered on the event market, which can satisfy the needs and wishes of music festival visitors. As the event industry is classified as a service activity, the product of music festivals, besides material, also implies non-material aspects. Aspects of products must be ideally integrated into the whole. The product must be created in such a way that it contains a clearly expressed value or benefit for visitors to music festivals.

Each product has four stages of the life cycle: introduction, growth, stagnation or maturity and decline or recovery.

The introduction phase implies high marketing costs and low profit. The second phase involves the growth of product shares on the market and profit growth. Stagnation or maturity is a phase preceding the phase of decline in product shares on the market. Marketing managers are trying to avoid falling market phases by continuously following the minds of event visitors, in this case, music festivals and trying to improve the product, modernize it or replace it with a new product [3].

The three basic elements of the event product are according to Morgan [29]:

- Key benefit,
- A tangible benefit,
- Enlarged product.

These three basic event elements add value for the music festival visitors. Needs and wishes of the visitors will be satisfied if the product provides them a certain benefit.

9. PRICE OF EXECUTING MUSIC FESTIVALS

The price and the choice of the price strategy of the event, according to the theory of event management, can differ based on the type of event and target group [7]. In order to successfully define the price strategy, the management of the music festival must pay attention to:

- Financial goals of the sponsor,
- Competitive festivals,
- The level of demand for the event,
- Characteristics of the local community, especially economic indicators of the community [25].

Nowadays, management of regional events and festival is seeking commercial sponsorship due to reduced funding and support from governments, in order to maintain their financial viability [30].

The author Goldblatt [31] lists factors that affect the price of events:

- Costs of setting up and executing events,
- Competition,
- General economic situation at the local, national and global level.

Price can be a deciding factor in the process of making a decision about visiting a music festival. Organizers of the music festival must certainly consider the price of the ticket, because it is a way of earning income for the organizers. According to Hoyle [25], the price should include the total cost of setting up and executing an event, as well as the costs of marketing, and this is a common characteristic for all events.

Some authors, such as Goldblatt [31], distinguish nonprofit and profitable events, and accordingly, a pricing policy. He believes that non-profit events are those aimed at raising awareness and providing support to someone or something, therefore the goal is not the profit and the price of the ticket does not play a major role. Profitable events have the goal of making a profit, so the price must provide coverage of the cost of setting up and executing an event, and a certain profit rate.

According to Kotler and Keller [32] and Andrejević and Grubor [2], managers of complex events, related to the organization, should follow the following steps when forming the price:

1. Choose the price goal of the event execution (choosing whether it's the profit, becoming a market leader in the quality of the program, image or similar),
2. Determine the demand for the event (most commonly, increase in the price leads to a decrease in the demand for the event),
3. Estimate the costs of setting up and executing an event (these costs represent the lower limit when forming the cost of event execution),

4. Analyze the cost, price and competitors (by analyzing the characteristics of the closest competitors, related to what their music festival offers, managers can determine the price to be higher, lower or equal to the competitor),
5. Choose the forming method of the cost of executing the event (it's common to use one of the following methods: cost formation based on the expenses, formation according to the market, or the formation according to the value for the visitors of the music festival);
6. Select the final cost of the event execution.

Event management theorists usually associate the ticket price with the quality of the festival program. Practice shows that the visitors are not offered a single price, it's a range that depends on the time of the purchase of the ticket (so if the ticket is purchased by a certain date it has one price, and after that date it becomes much more expensive; students and pupils have special benefits when purchasing tickets (discounts), and special prices are created for groups of visitors [18].

10. THE PLACE OF EXECUTING A FESTIVAL

The place of an event is a location, i.e. the place where the event program is being conducted, as well as the places which sell the tickets for the event and the space that represents the close infrastructure of the event (parking space, selling spaces for products and services related to event, wardrobe, etc.) [2], [7], [28].

Ticket outlets are usually physically away from the event itself, and today more and more tickets for music festivals are sold via the Internet. The advantages of selling tickets via the Internet are reflected in the following:

- Short time required to purchase,
- No big effort is needed to buy tickets,
- Payment is safe and simple,
- The way of communicating with event visitors is modern,
- Costs are reduced after the purchase,
- Sales can be directed towards a specific target group [2].

The location of a music festival is an important instrument for the marketing mix. This instrument affects other marketing mixes. The venue has a significant impact on the attractiveness of the event, which reflects on the festival's attendance, the character and the image of the festival. It's good to define the venue in the initial stage of event planning [25].

The place of the festival, according to Hoyle [25] and [28], should be chosen based on several important factors: the availability of the destination and the distance of the areas of potential visitors, the availability of parking, the ambience and the specialty of the location (places), logistics in setting up a certain event, infrastructure and attractions in the environment, the existence of organizations, companies that can be associated with the theme of the event, matching the characteristics of the location with the character of the event, the safety and security of the event participants, the availability of public transport and sufficient space for accommodation and maintenance of the event.

According to Getz [3], several important factors that are directly related to the event's location, which need to be taken into account in the decision-making process about the location of the music festival, are:

- visibility of the music festival's location,
- accessibility of the music festival's location,
- the central place for the music festival in the selected environment,
- the ability to group the audience,
- suitability of the place where the music festival is held,
- costs related to the choice of the location of the music festival,
- auxiliary services - part of the extended offer of events, and
- atmosphere and image.

The location of the music festival should be in line with the strategy of the festival. If festival managers want to win new markets and attract more visitors, they can change the location of the festival or expand into a new location [7]. An excellent example is the EXIT festival, that has been held since 2014, not only on the Petrovaradin Fortress, as it was the case for the past 14 years, but it has been extended to Montenegro, where it is held on the beach by the sea and is called the Sea Dance Festival [18].

The decision about the place of an event should not be based solely on the appearance, arrangement and image of the site, but should also take into account the profile of the visitors [25]. This decision should be made by the marketing manager of the music festival. Bowdin et al [7] states that the physical environment is a key factor of satisfaction of music festival visitors, which makes marketing managers consider the location a key instrument of the marketing mix.

Authors who talk about the place of an event (Ljubojević, Andrejević 2002; [2], [28], [33], mention *servicescape* as an important term. *Servicescape* represents a physical environment or ambiance. Authors Ljubojević and Andrejević [34] define the *servicescape* as a visible physical or informational infrastructure, which is necessary for executing event programs and providing relevant experiences and services to visitors of that event.

The role of *servicescape* in the event management is reflected in the following:

- Allows creating and execution of an event program,
- It has an impact on the behavior of event visitors,
- Affects the behavior of program executors.

The most important aspects of the *servicescape* in event marketing are:

1. Spatial distribution and functionality of the space, and
2. Elements related to the aesthetic appeal for event visitors.

Servicescape can cause positive, but also negative reactions of music festival visitors. A high quality of *servicescape* refers to the possibility of performing electronic presentations, attractive decoration of the space and aesthetic appeal, which significantly increases the attractiveness of the event and results in positive emotions, excitement and visitors' satisfaction [35].

The role of *servicescape* is also reflected in the control and directing of the behavior of the participants, especially the visitors of music festivals, which as a rule attracts a large number of visitors. The mass audience control refers to ensuring the execution of a music festival which implies directing and limiting the movement of the mass audience. Managing mass audiences involves taking preventive measures to avoid unwanted behavior such as panic, aggression, uncontrolled movement, and similar, which would result in disabling the program of the music festival.

11. PROMOTION OF THE MUSIC FESTIVALS

A promotion is a way of mass communication with consumers and one of the marketing mix instruments [36]. Milisavljević [37] considers promotion the process of communication between enterprises and consumers in order to create a positive attitude about the products and services that lead to their favor in the process of buying on the market. In the event marketing and music festival literature, the term „integrated marketing communication” is largely used instead of the term „promotion”. Integrated marketing communication involves communicating with the market by integrating various communication methods [7], [19], [27].

The goals of the promotion as a marketing mix tool are:

- Informing the visitors and potential visitors,
- Education (about the festival news),
- Assistance in choosing a product or service (in our case a music festival, among other festivals in the area [36]).

Effective marketing communication of the organizer with potential visitors of the music festival is realized through:

- Identification of the target group of the music festival,
- Determination of communication goals,
- Designing communications,
- Choice of a communication channel,
- Determining the communication budget,
- Deciding on a mix of media,
- Measuring marketing communication results,
- Managing integrated marketing communications [2], [32].

The promotion of the music festival is a narrower term in relation to integrated marketing communication, i.e. represents its part.

In order to successfully form promotional strategies and determine the feasibility and sustainability of the marketing plan, it is important to answer 5 questions: Why? Who? When? Where? What is the purpose? These five questions represent the basic principle of promoting events.

- Why visit a music festival? Response to this question highlights the benefits for visitors and potential visitors.
- Who will visit the music festival?
- When to organize a music festival? Music festivals are often organized during the holidays, with a trend ranging from 3 to 9 days. It's important to pay attention to the competing events and their execution time so that they do not coincide.
- Where to organize a music festival? It is important to choose an attractive location, which will be interesting to visitors. EXIT festival is held on the medieval fortress and SZIGET festival on the river island. As has already been pointed out, the location may be crucial for the success of the event.
- What is the purpose of the event? [25].

In order to successfully promote a music festival, event managers and marketers usually choose a combination of promotional mix instruments. The promotional mix includes the following instruments:

- Economic propaganda, i.e. advertising,

- Economic publicity,
- The marketing aspect of public relations,
- Sales improvement,
- Personal sales,
- Direct marketing [2].

Masterman and Wood [27] add e-marketing or internet marketing to this mix of instruments of communication.

Economic propaganda or advertising is the most commonly used instrument of the promotional mix. It refers to any form of promotion, paid by the organizer of the music festival. The goal of advertising is to create and increase awareness of the event, create or promote a positive image, position the music festival related to the competition, encourage the need or desire for a music festival and convert the demand for a music festival into the sale of the music festival program to visitors [3]. Various media are used for advertising: radio, television, Internet, graphics such as brochures, leaflets, advertising in printed media, outdoor advertising (billboards).

Economic publicity is an unpaid form of mass communication with a wide target audience of events. Managers of music festivals do not have direct control over economic publicity. The advantage of this instrument is its objectivity in reporting to the public. The target group is informed from neutral and professional sources about the intent, program and quality of a music festival.

Public relations are an instrument of promotion that forms the opinion, understanding and attitude of the auditorium about the organizer and program of the music festival [25], [27]. Since public relations is an unpaid form of promotion, they are favored by the event organizers [7]. The greatest advantage of public relations in relation to other instruments of the mix is in expressing the opinions of others about the event itself, rather than the opinion of the organizers [25], [27], [28]. Event managers also have no direct control over this promotion instrument [28].

Sales promotion is an instrument of promotion under the control of a music festival manager. This instrument does not require excessive financial investments, nor the engagement of specialized marketing agencies. It is about using different incentives in order to increase sales, i.e. the number of visitors. Improving sales at events can be achieved by introducing family cards, discount for group visits, gifts for buying multiple tickets, organizing giveaways and similar [7].

Personal sales are not typical for the promotion of events. This instrument is used to promote products and services of great value [2].

Direct marketing is based on a system of information, that is, sales, where the organizer of a music festival establishes a direct, interactive communication with a single visitor or a potential visitor of the event. Direct communication with individual consumers can be accomplished through direct mail, e-mail, phone calls and sending SMS messages. Direct marketing requires the existence of a database of consumers (event visitors) that would want to be contacted [7]. This instrument is of great importance for establishing long-term relationships with the consumers (visitors of a music festival) and building their loyalty [27]. This instrument of communication mix records the highest growth [38].

In practice, as well as in professional literature, the significance and role of the Internet is increasingly recognized in the promotion of music festivals. Professional literature lists the terms:

web marketing, internet marketing or e-marketing of events [7], [25], [27]. The internet has many advantages over the traditional ways of communicating with potential festival visitors. One of the main benefits is lower costs than other promotional mix instruments. A large range of spreading is also an advantage, i.e., the availability of potential visitors. When it comes to music festivals, the most adequate and the most popular electronic (online) promotional techniques are: websites, Internet advertising, online partnerships (associated sites), Internet public relations, e-mail marketing, viral marketing and blog marketing [28]. Most authors agree that the best promotional effects are achieved through a combination of traditional and e-marketing tools [19], [27].

The main goal of promoting an event, according to event marketing, is an increase in the tangibility of the event offer. To accomplish this, four communication strategies are used:

1. The strategy of visualizing the offer of an event that consists of creating a clear mental picture of the offer and event program,
2. The association's strategy for the offer of the event involves connecting external elements, individuals participating in the event execution, event venue or certain items with the event program,
3. The physical presentation of the offer of an event refers to the existence of tangible associations to the essential or peripheral elements of the event offer, and
4. The strategy of documenting the event offer implies the highlighting of qualitative and quantitative facts in promoting the value and use of the event offer to the target group [34].

12. RISKS IN EVENT ORGANIZING

Tourism is extremely sensitive to all negative occurrences, not only natural disasters, but also to social events, therefore the assessment of risks in tourism is extremely important. Unforeseen events have a negative impact on tourism, which can be immediately noticed by the decrease in the number of tourists, and consequently through the realized economic effects.

According to the World Tourism Organization, the main sources of risk in tourism are:

- Tourism sector and connected legal sources, that are related to disregarding of the signed contracts, regulations and laws, fraud and similar.
- Human resources and institutions outside the tourism sector. Potential social conflicts, warfare, terrorism, organized crime, delinquencies and human trafficking are undesirable companions on a tourist trip.
- Personal risk, i.e. individual travelers and their health, provoking conflicts with the local population, curiosity, loss of money and documents.
- Physical risks from the environment; natural disasters and epidemics.

In order to ensure the safety of a tourist destination in which an event is held, precautionary measures should be taken to ensure the safety of tourists and participants in the event, the safety of employees in tourism, as well as in other branches, security of the location, environmental safety and economic security. The destination in which the event is held must have the image of a safe destination in order for tourists to visit a particular event, where the media has a great importance. This is also known by terrorists so they often attack popular tourist destinations, knowing they will achieve greater public response and present their ideas to a larger number of people. Terrorist attacks at a destination where a tourist event is held may be the end of an event, but also the end of a destination. Over the past years, we have witnessed terrorist attacks

in numerous tourist destinations. New York, Madrid, Cairo, London and Istanbul are just some of the cities in which the terrorists have recently carried out their attacks. The common goals of these attacks according to Štetić [39] are:

- To wound or kill as many people as possible because of publicity and informing the public of the fight they are leading,
- The political background of the attack is always present,
- Attacks occur in all types of tourism, it is only important that publicity is as higher as possible,
- The negative impact on the destination is usually long-lasting.

Criminal attacks on tourists also happen on tourist destinations, especially during the events. They are distinguished by:

- The reasons for the attacks are mostly of economic nature,
- The victims of these attacks are incautious tourists,
- There is no political background for these attacks,
- There is no big publicity, since data about such attacks is often hidden,
- Negative consequences are often short-lived, because the local community reacts very quickly in solving and preventing the problem [39].

In order to make sure event visitors are safe at the destination, local police in cooperation with tourist workers must secure the tourists from criminal attacks. Visitors should be warned by propaganda messages or in other ways about potential dangers that lie at the destination: such as possible scams by dishonest sellers, taxi drivers, and similar. When organizing events, employees in tourism should also be protected. Execution, but also the organization of events itself can be extremely tiring. Short terms and insufficient staff, can cause overtime and high levels of stress. Special attention should be paid to the protection of the location in which the event takes place, both ecological and cultural.

There are many risks to the event organizers. In order to prevent as many potential risks as possible, organizers need to know the risks in tourism in general, the risks that occur in the local community and the risks that occur in the environment. Event managers find that risks level in event organizing depends on previous experience, size of event organization, and level of professionalism of event management [40].

Preventing potential risks is not easy and can include a range of activities:

- Clearly marking places where access to visitors is banned,
- Setting up easily accessible information points, which will provide visitors with various information and support,
- Co-operation with local health institutions to which the event will be announced in a timely manner, in order for them to be able to prepare for emergencies, not only in the field team, but also in health institutions,
- Notifications about appropriate clothing and footwear in the event of an open-air event or in a local community that involves a special way of dressing for religious or other reasons.

The most present risks at the local level, according to Štetić [39] are:

- Insufficient preparedness of the event,
- Inadequate equipment of the space,
- Unapproved content,

- Inappropriate offer,
- Poor response of the local population and visitors in general,
- Non-recognition of demand,
- Inadequate date for the event,
- Inadequate information for visitors and the local population,
- Inadequate media coverage of the event,
- Inadequate space for event execution,
- Lack of support by local authorities, etc.

Recently held Winter Olympics in Sochi is an example of well-secured manifestation. Although there certainly were individual unpleasant events, major attacks and major disasters were avoided. This is accomplished by years-long preparation and planning to the smallest details. Among other things, for security, all the entrances to the city were closed, except one that was then easily controlled. As the Winter Olympics can't be held without snow, in the case of warm winters (as it turned out that was a warm one), the snow has been stocked for several winters before.

13. CONCLUSION

Events contribute to the economic and tourist development of micro destinations, sometimes even the states. For many cities, events represent the brand and the trademark of the destination, such as Rio de Janeiro, Edinburgh, Munich. Events are significant promoters of the development of tourist destinations in which they are held. They can be an addition to the tourist offer of a particular destination, where they will attract visitors who will extend their stay on the destination because of the event. They can also be the promoter of tourism development at the destination, which will be developed into a tourist destination thanks to the popularization of an event. Event organizers use numerous and diverse management tools to attract as many visitors as possible.

Event manager, in order to fulfill his tasks, should have some qualities that are not only learned during formal education period, but some of them are learned naturally over a long career. The most important is that a manager has a passion for his job. Up in the paperwork, one can notice that there are numerous risks in organizing events. That means that the job of a manager could be extremely stressful, demanding and exhausting. Creativity is also must have. Every event is specified by its size, visitors, performers, place, stakeholders, weather conditions (if it is in open air). The event manager needs to coordinate a number of responsibilities and manage many people simultaneously, that's why he must have great organizational skills. Contemporary event manager should have technologically affinity. There are numerous applications and tools that could be useful for event organizing and making a job of event manager easier.

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