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MEDIA MANAGEMENT AT SPORT EVENTS FOR DESTINATION PROMOTION: CASE STUDIES AND CONCEPTS

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The imputed links between media coverage of sport events and induced demand for host cities and destinations are discussed. Because it is so difficult to prove a causal link between media coverage and new demand, attention to improving media management of events is warranted. In this research case studies of media management for sport events in Gold Coast, Australia, were employed to assess stakeholder collaboration and media management methods. Practical implications are derived, and concepts are advanced for improved media management. In particular, the need for, and methods of, coordinated co-branding of events and destinations are examined. Research needs and priorities are identified, with specific reference to a hypothetical consumer decision-making model.

Key words: Sport events; Media management; Destination promotion; Image making; Co-branding; Gold Coast, Australia

This article seeks to make both a practical and conceptual contribution to place marketing, and specifically to destination promotion and image-making, by evaluating case studies of media management related to sport events. The case studies, conducted in Gold Coast, Australia, examined how event managers and key stakeholders collaborated in managing the media coverage of selected sport events for the purpose of promoting the destination. A conceptual model is presented, which leads to research implications, and practical guidelines are recommended for event managers and destination marketers.

The Value of Sport Events to Destinations

Sport events are widely recognized as having considerable value in generating direct economic benefits through event tourism. There is also a widely held belief that media coverage of sport events will help countries to present themselves in favorable terms (Whitson & Macintosh, 1996), and will assist destinations in building a positive image that helps to generate future tourist demand (Faulkner et al., 2000). Brown, Chalip, Jago, and Mules (2002) conceptualized the role of events in destination branding, and suggested that event

organizers often seek media coverage to foster future destination visitation. The conclusions to a major sport and tourism conference (World Tourism Organization, 2001) noted: "major sporting events provide destinations with an unbeatable opportunity to project their tourism image" (p. 17). At that same conference, John Morse (Managing Director, Australian Tourist Commission) boasted that hosting the 2000 Summer Olympic Games had advanced Australia's international brand by 10 years.

In addition to the direct economic benefits generated by the expenditure of event-specific travelers, including spectators and participants, Dwyer, Mellor, Mistilis, and Mules (2000) highlighted the benefits of added exposure gained by the destination through advertising and media coverage associated with events. The so-called "induced" demand emanating from media exposure occurs both pre-and postevent, while the longer term effects of mega-events like the Olympics have sometimes been referred to as the "halo effect."

A study by Hudson, Getz, Miller, and Brown (2002) assessed goals of event organizers and destination marketers in North America, Australia, and the United Kingdom. In the context of hosting sport events, it was found that the most important overall goal (of a list provided to respondents) was to attract media coverage, and the fourth-ranked goal was to increase awareness of the event. However, as little is known about the impact of media coverage, competitive allocation of funding for sport events has been predominantly based on the immediate and direct tourism benefits to the host economy (Mules & Faulkner, 1996).

Increasing attention is being paid to the "leveraging" of events, not just to generate favorable destination images and attract tourists, but within a broader destination branding and place marketing context. Faulkner et al. (2000) discussed three general leveraging goals, including:

- build or enhance competitive position (which includes branding and imaging),
- enhance visitor spending (e.g., providing more spending outlets),
- foster longer stays and flow-on traffic (e.g., through pre- and postevent tours).

Strategies related to branding and imaging are probably the least developed and understood.

Theoretical Basis

Jones (2001) noted: "The general effect on visitation and attractiveness of media exposure is far more difficult to judge, and quantification requires courageous assumptions" (p. 245). That observation helps explain why little evidence has been published to demonstrate that media coverage of events accomplishes these marketing goals, and why there have been few theoretical advances based on empirical research.

A consumer decision-making model has been outlined by Hudson, Getz, and Miller (2001) (see Fig. 1) to demonstrate the complexity of proving a cause and effect relationship between the viewing of a sport event (or hearing/reading about it) and induced demand to the host destination. The model suggests that media coverage of the event must be demonstrated to affect awareness, image, attitude, intent, and decision to travel. And it is quite possible that consumers will be induced to travel, but to other destinations. Research and tracking studies to reveal these causal links could include recall and destination recognition tests, persuasion tests via surveys, and destination visitor surveys. These challenges are theoretically similar to those pertaining to conversion studies (i.e., linking advertising to tourist demand for an attraction or destination).

This article argues that proving cause and effect between media coverage and induced demand is so diffi-

Figure 1. Hypothetical consumer decision-making process linking media coverage of events with induced destination demand. Source: Hudson et al. (2001).

cult a challenge that an attractive, alternative strategy is to investigate how to improve media management with this consumer decision-making model in mind. In the conclusions to this article we return to this framework to evaluate how media management should aim to influence the consumer decision-making process.

Related Research

A pertinent study by Ritchie and Smith (1991) assessed the increase in awareness of Calgary as a result of its hosting the 1998 Winter Olympic Games. They found that the city gained substantially, relative to other Canadian cities, but international awareness levels decreased quickly after the event. Another study attempted to measure longer term tourism effects of hosting a mega event. Kang and Purdue (1994) analyzed travel to Korea before and after the hosting of the 1988 Summer Olympic Games in Seoul, and concluded that although increased visitation did result, such benefits occur against a background of many other influential factors shaping both destination image and travel.

Within the field of destination marketing it is normal to employ conversion studies to measure the effectiveness of direct-response campaigns, as in these cases known “consumers” request information and their subsequent behavior can be tracked. Davidson (1994), however, noted that the evaluation of tourism advertising effectiveness often measures changes in mind-set, rather than sales, because many factors can influence actual travel behavior and it is difficult to isolate the impact of advertising. As well, travel decisions are not likely to be triggered by a single campaign, and can be taken long after exposure. For these same reasons conversion studies are not usual for events; the effects of media coverage are likely to be diffuse and difficult to distinguish from the effects of other communications and messages reaching the target audiences.

The normal practice for sponsors, and for tourism or event development agencies supporting sport events, is to evaluate media coverage by way of a surrogate measure—that is, by assigning dollar values based on what comparable advertising might cost. According to Paterson (2000), there are a number of problems with this process. First is verification of actual media coverage, before the event, during the event, and afterwards, in terms of geographic coverage, quantity, and quality. Details of sponsor and destination

visibility must be quantified, including signage and other content. An audience analysis should also be undertaken to determine the real number of viewers as opposed to the potential “reach,” and how people actually viewed (or heard) the coverage. Speed and Thompson (2000) advised that it is not enough to consider exposure alone when selecting and evaluating sponsorships—market research is needed to demonstrate the fit between events and sponsors, and consumer attitudes towards both.

The most ambitious research along these lines was conducted by Chalip, Green, and Hill (2003), who reported on an experiment to test students’ reactions to event-related media, specific to destination image. Their results suggest that exposure to positive destination images impacts on one’s intention to visit a particular destination. In practical terms, this raises the question of how positive destination images are created and delivered to audiences. In theoretical terms, the problem is more complex because not all images of the destination (if broadcast at all) will be positive or will influence travel intentions. Levels of previous exposure to the destination must also be considered.

Media Management: Concepts and Issues

Within the general frame of destination marketing there are both strategic and tactical roles for events to play. Strategically, events can contribute to positioning and branding, specifically by using events to create a positive and distinct image. When a marketing disaster occurs, events also have their role—witness Toronto’s production of a Rolling Stones concert in 2003 to help fight the negative images generated by an epidemic. Using events to attract tourists in the off-peak seasons, or to spread demand geographically, are also strategic roles. At the tactical level, events can do the following:

- attract specific target markets (e.g., high-yield sport competitors),
- be the focus of celebrity visits and familiarization tours for the media and tour operators,
- facilitate product placements and joint marketing with event sponsors,
- permit direct sales to visitors (e.g., pre- and post-event tours; return visits),
- be the focus of press releases and stories,
- permit the insertion of messages and video “post-cards” into event broadcasts.

Media management for events can therefore be defined as the deliberate management or manipulation of media coverage to achieve both strategic and tactical objectives for the event, its sponsors, and the host destination. It is one of a number of actions taken by events and destination marketing organizations to generate travel demand.

A basic issue is that it cannot be assumed that the host destination will be positively featured in media coverage of events, a problem identified as having reduced the promotional effectiveness of the World Championships in Athletics in Gothenburg, Sweden (Mossberg, 2000). Media personnel are not necessarily interested in promoting the destination, and television in particular might resist incorporating the broadcast of destination imagery in order to maximize the time available for paid advertising. In delayed broadcasts, destination imagery and unwanted sponsorship messages can be deleted.

There is also a potential downside to media coverage of events. Higham (1999) warned there is a "huge potential for negative publicity" (p. 89), such as that surrounding the public transport chaos and bombing in Atlanta during the 1996 Summer Olympic Games. Jones (2001) referred to the experience of Wales in its hosting of Rugby World Cup of 1999 events, concluding that host cities experienced mixed effects due to widespread criticism given to the event's organization. It cannot be assumed that all publicity is good, and contingency plans have to be in place to cope with disasters.

Morse (2001) explained how Australia attempted to maximize the tourism benefits of hosting the 2000 Summer Olympic Games. A media relations program incorporated media visits, use of new technology for Games coverage, information distribution, and "issues management." Partnerships with Olympic organizations and their partners were used to promote Australia's image abroad. Olympic-related activities were "overlayed across all of the ACT's advertising, publicity, visiting journalists, internet, media relations and trade events programs . . . the ACT aimed to make the Olympic Games a two-week documentary on all of Australia. . . ." (p. 133). Despite the claim that this was the largest media campaign built around any event, and that it showed immediate results in visitation numbers, Australia could not have envisaged that a year later a global recession and the aftermath of September 11 would potentially undo much of what they had accomplished.

Media management of events is more than ensuring widespread coverage and insertion of attractive destination messages. It also involves collaboration among a group of stakeholders, obviously focused on the event organizers, certainly including media companies and destination marketing organizations (DMOs), but potentially also including event sponsors, tour companies, airlines, participating sport organizations, and others. Goals and priorities among the stakeholders might not match, and various techniques for promoting the destinations might not work in a given circumstance.

Understanding of how stakeholders work together and negotiate media arrangements for events can therefore greatly assist destinations in advancing their promotions.

Research Method

Case studies were conducted of five sport events held in the resort city of Gold Coast, Australia. In addition to obtaining background information on the events, semistructured interviews were conducted by the principal researchers with both event organizers (five in total) and representatives of two key stakeholder organizations (i.e., the city events coordinator and the marketing manager of the destination marketing organization). The interviews progressed from a general profile of the event and its organization, through discussion of marketing initiatives, to specific questions about the use of, and relationships with, media. Respondents were first interviewed in 2001, and then asked for updates in 2002 specifically by requesting feedback to an early draft of this article.

Events were selected on the basis of advice from the city council's events coordinator and the researchers' judgment as to which events realized or showed potential for promoting the destination through media coverage outside the state of Queensland. Each of them presents different challenges for media management. Although a random selection or complete census coverage of events would have merit, it was considered more useful to gain detailed information through selected interviews with event producers and managers. The five case study events included both participant-focused and spectator events. Media coverage ranged from local and interstate coverage to a truly international reach. The events include: the Gold Coast Airport Marathon, the Pan Pacific Masters Games, the Australian and New Zealand Police (and Emergency Services) Games, the

Honda Indy 300, and the Quicksilver Pro (surfing). Table 1 provides a summary of each event, with highlights of their observed media management.

The Gold Coast Setting

Gold Coast, Queensland, is Australia's premier beach resort and a city of over 300,000 residents. While much of its tourism image derives from sun and surf (with "Surfers Paradise" being at the core), it has also been deliberately promoted as a special event center. Furthermore, Gold Coast is the State of Queensland's large-

est resort and it has therefore received a lot of event-related assistance from that level of government. According to local officials, the Gold Coast hosts more international events than any comparably sized Australian city.

An examination of the major stakeholders is necessary to shed light on the city's event tourism strategy and related media management. Key government stakeholders include the Queensland Events Corporation, and at the local level the Gold Coast City Council and Gold Coast Tourism Bureau. The Queensland Events Corporation (QEC) was established in 1989 as a state-

Table 1
Media Management at the Five Sport Events

Event	Media Management
Gold Coast Airport Marathon <ul style="list-style-type: none"> •Annual, 1 day, multiple events •8000 participants from 20 countries •Owned and produced by Gold Coast Event Management Ltd. 	<ul style="list-style-type: none"> •Employs a professional media relations officer to feed stories to media and create media interest •Advertises in Australian regional newspapers and international running magazines •Web site links to Tourism Queensland •Media coverage is monitored by a professional service •JAL formerly the title sponsor, resulting in extended reach into Japan
Pan Pacific Masters Games <ul style="list-style-type: none"> •Annual, 9 days, multisport (alternating between Gold Coast and Sacramento, USA) •Owned by GCEM Ltd. •Production is contracted to individual sport organizations 	<ul style="list-style-type: none"> •Employs a professional cameraman •Regional Australian newspapers feature human interest stories •Used police and emergency service publications •Highlights package is produced for TV as part of sponsorship deal •Travel agents and sport organizations attract international participants
Australia and New Zealand Police and Emergency Services Games <ul style="list-style-type: none"> •A one-time, "biddable event" held in Gold Coast in 2001 •Managed by a temporary organization staffed by seconded police officers 	<ul style="list-style-type: none"> •A media officer was appointed just before the games to attract broader coverage •The focus was on attracting participants, not spectators •The Web site used imagery consistent with Gold Coast imagery but there was no specific destination promotion
Honda Indy 300 <ul style="list-style-type: none"> •Annual, 4 days, multiple events •About 300,000 spectators •Major corporate hospitality •800 media, 150 international •700 million potential global TV audience •Owned and produced by a company created by Queensland State with IMG as co-owners 	<ul style="list-style-type: none"> •Professional media relations officer •Hosts media familiarization tours •Video "postcards" and feature stories prepared for media use •Numerous media events featuring car drivers •Copackaging with major area attractions •Helicopter images of race featuring beach and resort scenery •Qantas (airline) sponsorship generates packaging •National TV contract specifies destination promotion as a goal
Quicksilver Pro <ul style="list-style-type: none"> •Annual surfing event •Not a spectator sport •Owned and produced by Surfing Queensland and Association of Surfing Professionals 	<ul style="list-style-type: none"> •Live Australian television coverage •Employs a photographer to deliver digital images to print media •An image database is maintained •Production of video package for delayed national and international broadcast •Web sites •Coverage in surfing magazines •Newspapers and radio •Gold Coast City banners at site •Web sites of sponsors and the ASP feature the event

owned company with the specific mission to grow Queensland's economy by raising the profile of Queensland both nationally and internationally through securing and hosting major events (see the profile of QEC in Getz, 1997). Queensland Events Corporation provides funding opportunities to event managers to assist with the hosting of events throughout Queensland, but only in Gold Coast has it established a wholly owned event-production company, called Gold Coast Events Corporation Ltd. Its mandate is to attract interstate and international tourists to the Gold Coast by directly producing two major events: The Gold Coast Marathon and the Asia Pacific Masters Games.

Gold Coast city council's corporate plan seeks to maintain the Gold Coast's position as a sustainable and exciting tourism, events, and business destination. Accordingly, city council initiated the Gold Coast Event Advisory Committee (GCEAC) in 1997, with the primary task of recommending appropriate strategies and assisting in the evaluation of proposed events. Similar to the Queensland Events Corporation, the GCEAC's primary objectives are to generate spending on the Gold Coast, attract TV and media coverage, attract participants and visitors (both interstate and international), and to enhance the image of the Gold Coast. The primary form of Council support is through in-kind sponsorship (i.e., use of Council-owned facilities and services). However, while the GCEAC is in charge of providing potential event managers with criteria for event proposals, and evaluating such event proposals before the events are staged, no postevent evaluation is conducted.

The Gold Coast Tourism Bureau (GCTB), is connected to Tourism Queensland, the state tourism marketing organization, but is an independent, membership-driven destination marketing organization. While the GCTB has no direct involvement with the running of any sport event per se, they do attempt to leverage sport events as incentives to attract international and national conferences around the time of the event.

Case Studies

The Gold Coast Airport Marathon

The Gold Coast Airport Marathon is an annual, 1-day event, produced by Gold Coast Events Management Ltd. The name was new in 2003, resulting from a title-sponsorship deal. It has a participation base of approximately 8000 runners from 20 countries, and generates an estimated economic impact of \$6 million

for the local economy. The event includes a full marathon, half marathon, 10k run, and 10k walk. Given the nature of the sport of marathon, the main focus is on attracting event participants rather than spectators.

The City has a direct interest in the Marathon through provision of money, staff and office space, and involvement on the board of GCEM Ltd. Additionally, given that the city shares its name with the Marathon, the council has an interest in ensuring its success. However, the city council does not provide the event organizers with guidelines as to how to run the event or use it to promote the Gold Coast.

Media relations are primarily maintained through the employment of a professional media relations officer whose role is to create media interest in the event and ensure a continuous feed of stories to the media. Newspapers are the predominant communication media utilized to attract event participants, specifically Australian East Coast regional papers. Radio, television, and Internet advertising are used to a lesser extent. The official Gold Coast Airport Marathon Web site is designed to attract event participants in part by promoting the general attractiveness of the area. Extensive destination information is accessible via an included link to Tourism Queensland's Web site. A media monitoring service is used to archive the national media coverage of the event; however, this information is not subjected to detailed analysis.

The limited advertising budget of GCEM restricts international promotions, but the Gold Coast Marathon nevertheless attracts participants from over 20 countries (including more than 500 from Japan and 150 from New Zealand). International exposure is primarily achieved through advertising in international magazines for runners. International exposure is especially relevant in Japan, particularly because the event was previously called the JAL Marathon owing to naming rights taken by Japan Air Lines.

The Marathon has international links with sport organizations in New Zealand, Japan, Hong Kong, and South Korea, plus links with American travel agents and sport industry companies. GCEM Ltd. utilizes these contacts to attract overseas attention and increase interest in the event.

The Pan Pacific Masters Games

This event was previously named the Asia Pacific Masters Games. It was under the control of GCEM as a

biennial, 9-day-long event, officially sanctioned by the Asia Pacific and Oceania Sports Assembly. As of 2003 it has been renamed to the Pan Pacific Games and will be held every year alternating between the cities of Sacramento, California, and the Gold Coast in Queensland. This 10-year alliance has been formed between the organizing body of the Asia Pacific Masters Games (Gold Coast Events Management) and the Sacramento Sports Commission.

Being a complex event encompassing approximately 45 sports, GCEM contracts out the operation of individual competitions to pertinent sport organizations, and acts only as an umbrella organization providing infrastructure and marketing activities. Similar to the Marathon, the Masters Games focuses on attracting participants. Coverage of the event at a local level includes print, radio, and some television. Until recently, national coverage of the event has been limited to regional Australian newspapers featuring human interest stories (e.g., profiling "home town" participants). It is therefore positioned primarily as a lifestyle event. For the 2001 event a professional cameraman was hired to produce a 30-minute highlights package for use in Asia and America as part of a sponsorship deal with Star Satellite TV.

Media are reluctant to cover the Masters Games, so it has difficulties in receiving international media coverage. The media, in general, have to be "hand-fed" by event producers. The nature of the event does not provide the competitive excitement of a marathon or car race; therefore, its participants (the runners) must be featured in "human-interest stories." It remains to be seen how the new alliance and name change will affect the games and how they can promote their two host cities or destinations.

The Australian and New Zealand Police (and Emergency Services) Games

The Australian and New Zealand Police and Emergency Services Games is held every 2 years under the auspices of the Australia and New Zealand Police Games Federation. Through a bidding process similar to that of the Olympic Games, the Federation awards the games to a host destination, and the 2001 Games were won by Queensland and held in Gold Coast. The Games occur over 8 days, and include 44 sports, with an expected participation base between 3000 and 4000.

For the Gold Coast event, two police officers were seconded for 18 months with the responsibility of all

operations associated with the event, including planning, marketing, attracting participants, and media relations. Information was disseminated to the target market via various police and emergency service publications. Having limited resources, developing media coverage was not attempted for the most part during the planning stage, apart from limited local media coverage including the free weekly newspaper, *The Gold Coast Bulletin*, and a local television channel. However, a short time before the event was staged, the police service appointed a media officer for the Games, with the intent of gaining wider media coverage and reporting daily over the full event duration.

A Web site for the event was designed and used as the primary way to communicate information to potential participants. This method of conveying information was chosen because it allowed timely dissemination of changes in specific details of the event. In all event-related communications, colors and pictures deemed consistent with the image of the Gold Coast were used.

Major sponsors of the event included the key destination stakeholders. Queensland Events Corporation helped fund the Games, and Gold Coast City Council offered in-kind support in terms of allowing the use of existing facilities. Additionally, the Tourism Bureau provided all event participants with a branded lanyard and sleeve arrangement. A partnership with an accommodation organizer was also created in order to cater for the travel and accommodation arrangements of participants.

Honda Indy 300

The Honda Indy 300 can be considered to be the Gold Coast's premier sport event, attracting approximately 300,000 spectators, many of whom (perhaps 70%) are nonresidents. It was brought to Gold Coast by the Queensland Event Corporation in 1991 and the state subsequently created a separate company in partnership with the International Management Group to run the annual event. Newspapers reported that the state provides \$10 million Australian each year to hold the event, which has a potential global broadcast audience of 700 million. A state spokesperson commented: "Its priceless overseas exposure for Queensland" (*The Gold Coast Bulletin*, July 19, 2001, p. 9). The Honda Indy 300 is also reputed to be Australia's largest corporate event, attracting \$9 million in corporate hospitality, with

up to 25,000 sponsors' guests of which 10% come from the United States (*The Australian*, Oct. 19, 2001, p. 25).

However, it is not marketed solely as a motorsport event, but rather as a 4-day, 4-night party (with a festival atmosphere) including "sun, surf, sand, and celebrations." During the Indy there are in excess of 60 functions and activities including the "Indy Undy Ball," "Mardi Gras" celebrations, and a "Gala Ball." The period surrounding the event would otherwise not be a peak-demand week in the resort. In terms of its scale and impacts, it is difficult to imagine this type of event being tolerated in many cities, but a survey of residents reported that some 65% were in support (Fredline & Faulkner, 2002).

The Indy commands both a large spectator base and extensive live and delayed media coverage both nationally and internationally in over 200 countries. It attracts over 800 accredited media, of which 150 are international and the organizers commission a media familiarization tour for the accredited. Country-specific interest in the event stems in part from participation by specific drivers, some of whom are media stars. For example, coverage from Japanese and Brazilian media is great when they have a driver in the race. A media relations professional is retained by the event organizers to deal specifically with the drivers and ensure that they not only have a good time but that they are constantly in front of the cameras. In this way numerous little media events are created.

Given its annual status in Gold Coast since 1991, the organizers have developed close and beneficial working relationships with many media representatives. The state and other agencies let the Indy manage its own media affairs, given that the event's mandate explicitly includes tourist promotion. The national television coverage contract (with Channel 10), stipulates that video "postcards" be included in the coverage that promote both the Gold Coast and the wider state of Queensland. "Postcards" are short segments that can be inserted into programming.

The draft National Sport Tourism Strategy for Australia (Industry Science Resources, 2000) noted that "the Gold Coast Indy Car race is deliberately designed to showcase Australia's premier beach destination—the Gold Coast—with parts of the track running right beside Surfers Paradise beach" (p. 21). The Gold Coast Tourism Bureau contributes funds towards coverage taken from a helicopter in order to provide a "big picture view" of the Gold Coast, and provides footage of

the destination to film crews. Additionally, feature stories are provided to the media, often profiling event participants, to maintain a flow of positive media coverage. "Gold Coast" signs are erected along the track to capture television exposure.

Sponsorship by the Australian airline company Qantas generates a large number of tour packages, both domestic and international. A contracted travel agent handles all other requests for Indy-related travel. Copackaging with local attractions (such as Sea World and Warner Brothers Studios) and accommodations is popular.

The media value of this hallmark event has been estimated by its organizers to be \$18 million for the state, with total economic impact being \$54 million. Economic impact in general is inferred from regular visitor surveys, while professional media monitoring is employed to estimate the surrogate advertising value of coverage.

The Quicksilver Pro

The Quicksilver Pro is an elite international surfing competition involving the top 44 surfers in the world. The annual event is managed by Surfing Queensland and sanctioned by the Association of Surfing Professionals (ASP) as part of the World Championship Tour. Quicksilver is a Gold Coast-headquartered company closely associated with surfing, and they have purchased title sponsorship to this prestigious event.

It is a true "media event" and not oriented toward attracting large spectator numbers. In fact, very few people apart from the participants travel internationally to follow the events. Its primary media exposure is through global television production and distribution, including direct satellite feeds. In 2002 the production company was Sportsworld Media Group (SMG). The deal between ASP International, Surfing Australia and SMG encompassed a 13-week, 30-minute segment on one of the major metropolitan television stations in Australia (Channel 10). During the week of the Quicksilver Pro, the event received the full 30-minute segment. From 2003 onwards it will be produced by International Management Group (IMG), which has a large, global distribution capacity. A video is often produced that is delayed broadcast and sold through surfing retail outlets worldwide. It is through media productions (television broadcasts and the video) that the majority of its revenue is generated.

Surfing magazines, newspapers, and radio are also key information channels. ASP employs a digital photographer at the elite events who compiles and databases digital photographs to be distributed to surfing magazines and newspapers. Additionally, the ASP distributes a media statistics book profiling the competitors. Event information is posted on the ASP Web site, the Surfing Australia Web site, and on the Quicksilver Web site.

Surfing Queensland has a good relationship with the city and meets semiregularly with a member of the GCEAC Ltd. and the city's chief lifeguard. Surfing Queensland sanctions all surfing events held in the state, from the local surfing event, which attracts only a small column in a local newspaper, to the Quicksilver Pro, which attracts international coverage. The Gold Coast is considered to be the preferred Queensland destination by event organizers and sponsors. Additionally, the Gold Coast has received substantial international attention as a surfing "mecca" due to the acclamation by top surfer Kelly Slater that Kirra beach on the Gold Coast was his favorite place to surf. This endorsement, combined with performances of two Gold Coast surfers (Mick Fanning, and Joel Parkinson) in winning international surfing titles, has focused the surfing fraternity's attention on the Gold Coast.

The city provides financial support for Quicksilver Pro, and in-kind support in terms of beach grading and leveling for events. It also advertises at the event, displaying Gold Coast banners and promotional material. However, the event does not have a relationship with the GC Tourism Bureau. The event manager views this as an area of concern given the immense tourism potential that the events have in terms of ongoing destination exposure, especially as Surfing Queensland maintains strong relationships with Tourism Bureaus in other destinations where they run and sanction events. Contrary to some other events, bad weather or poor surfing waves is good for the destination in that more broadcast time can be used to cover destination attractions.

Discussion of the Case Studies

The first two events (Marathon and Masters Games) would appear to have unrealized potential for conveying destination imagery and reaching national and international audiences. The Gold Coast Airport Marathon and the destination are innately co-branded by their name, and this fact plus its frequency might serve to

create a favorable destination image, at least among runners. The Asia Pacific Masters Games (now Pan Pacific Masters Games) did not attract as much media interest as other major sport events, nor is this event's new name co-branded with Gold Coast or Queensland, so its potential impact on destination image is more difficult to determine. The mandate of Gold Coast Event Management Ltd. is to attract interstate and international tourists to the Gold Coast, but there was no specific strategy or tactics in place to maximize induced demand through media management, and the budget was inadequate to permit expanded advertising or media relations.

As a once-only event for the Gold Coast, produced with a limited promotional budget, the Police Games attracted little external media coverage (outside of the police and emergency services). Therefore, the media most likely to have an impact on indirect tourism generation are the advertisements, updates, and inclusions promoting the games in the various publications that are disseminated internationally (e.g., in New Zealand and Fiji) through the relevant police and emergency service organizations.

The Honda Indy 300 goes to great lengths to portray key elements of the destination's image, and is funded by the state of Queensland on a continuing basis to achieve both direct and induced tourism benefits. The Indy has the most sophisticated and expensive media management of the case study events, but there has been no technical evaluation of its media impacts. The overriding assumptions are clear: exposure is good, and the image of car racing is at least sympathetic with that of a major resort destination.

The Quicksilver Pro, through international coverage of surfing, promotes not only this particular sport but more generally one of the Gold Coast's key attractions—the beaches. That is, it increases exposure to one of the attributes most congruent with the desired resort image of the Gold Coast. However, as the Quicksilver Pro does not generate a large amount of direct interstate and international tourism, the majority of key tourism stakeholders do not seem to assign any priority to this event. The potential value of associated media coverage (packaged and distributed as a video), portraying positive images of key destination attributes, should be examined in detail.

Regarding collaboration among the key stakeholders, the five case studies reveal the need for a more coordinated and focused strategy for co-branding and

media management. The key actor is the state, through its support of the Indy and the two events produced by its subsidiary, Gold Coast Event Management Ltd. Queensland has taken the lead, to the point where the city and the local destination marketing organization play a supporting role. As to the city, no guidelines were provided to event organizers by Gold Coast City Council concerning how to promote the destination through the event. The destination marketing organization, Gold Coast Tourism Bureau, had little involvement with any of these events, but did supply favorable destination promotional material to the Indy.

Gold Coast, being a major international resort with all-year appeal, should possess a comprehensive event portfolio, with specific events providing strong co-branding through media coverage and/or attracting interstate and international tourists. At present, the long-term, induced effects are not measured, and media management is not well understood.

Conclusions

Case studies readily provide practical implications for other destinations and events, based on what is found to work or need improvement. In the first section, below, we provide advice that should be of value in many other settings; as well, the Gold Coast situation itself can be improved to heighten the desired media effects. Employing case studies in theory development is more challenging, but we attempt to draw inferences specific to the consumer decision-making model and suggest research needed to advance our understanding of how media coverage might induce destination demand.

Practical Implications

In general, there is a need for destinations to pay greater attention to co-branding with events, especially with a view to ensuring that each event incorporates specific media management actions to promote a positive image or help reposition the destination. Coordination of event marketing by the destination should include provision of video "postcards" and feature stories. As a condition of receiving tourism development funds, event organizers should be required to demonstrate the effectiveness of their media management techniques to achieve destination marketing goals.

Brown et al. (2002) stated that destination and event co-branding should work best with long-standing, traditional events. Community support should be present,

stemming from residents' identification with the events. Events should have professional management and a good fit with the destination image. In addition, Brown et al. recognized that large and unique events are more likely to attract media coverage.

Participant-oriented events tend to focus on attracting participants, not spectators, and therefore they probably require additional incentives and assistance to promote the destination. One-time-only events should have a media management plan incorporated into their bid (if applicable) or into their initial planning, otherwise the pressures of producing the event on time will tend to relegate destination promotion to a minor concern. Brown et al. (2002) argued that "it needs to be recognized that single events can have a major impact on the image of a destination especially if leveraged appropriately" (p. 173).

Annual and other regularly scheduled sport events present the best opportunity for sustained destination co-branding, especially those with innate media appeal (such as the Honda Indy 300). Lesser sport events must work harder to attract media attention and ensure destination promotion. Co-branding will also work best if the events match the destination's existing appeal, such as Gold Coast's world-class beaches and surfing, or its resort atmosphere and car racing.

Evaluation is also a major challenge, as few event organizations have the capability or interest to ensure that media coverage actually promotes a positive destination image. It is unwise to assume that coverage is necessarily good, and contingency planning is necessary to combat negative reporting or images. In fact, the media have to be cultivated over the long term and hosted at the event as VIPs to maximize their sympathy for promoting the host area and destination.

Stakeholder Roles. The case studies focus on the roles of key stakeholders, as shown in Figure 2, and analysis suggests how stakeholders must work together to promote the destination through media management of events. Specific actions for consideration by each of these stakeholder types are listed in Table 2.

In Figure 2 the sport event is central to stakeholder interaction, but because of resource availability (i.e., the destination's marketing budget) and the desire for co-branding, leadership and strategy should come from the destination marketing organization. Event organizers and destination marketers should explicitly recognize their co-branding responsibilities and share in the required

Figure 2. Major stakeholders in sport event media management.

actions. Many event organizers will require an incentive and assistance to participate fully in co-branding.

Events and their sponsors engage in joint marketing, and while the main purpose is not to promote the desti-

nation, certain actions by sponsors will assist in the process. The roles of sponsors start to overlap when travel trade (e.g., airlines) or media become formal sponsors. The media have other potential roles: recipients of event advertising, purchasers of event access/broadcast rights, and news-gathering/reporting.

The travel trade can act as sponsors, or as agents of the event to help package and market it; they often act independently to package and sell events. Where links exist with the destination and/or event, key players in the travel trade can become engaged in destination promotion by way of their own advertising. Finally, other stakeholders will engage in joint marketing and sometimes joint production of the event, particularly where multiple sports are involved.

The Need for Comprehensive Event Tourism Strategies. Media management for events is only one aspect of event tourism. A comprehensive strategy will also pursue some or all of the following actions:

Table 2

Media Management Actions for Key Event Stakeholder Groups

Stakeholders	Actions
Event organizers	<ul style="list-style-type: none"> •Utilize media relations professionals, photographers, and videographers •Develop long-term media relationships •Secure media sponsorship •Use the event Web site to feature the destination and link to tourism sites; incorporate potential visitor experiences (stories and packages) •Employ imagery consistent with the destination •Co-brand through use of the destination name (e.g., Gold Coast Airport Marathon) •Place destination signs at event •Provide destination information to all participants and visitors
Destination marketing organizations	<ul style="list-style-type: none"> •Require assisted events to adopt destination promotional goals and actions •Prepare video "postcards" and feature stories •Build an integrated branding campaign around major events •Develop and assist events that reinforce desired images or help repositioning (i.e., co-branding) •Arrange "fam" tours for events
Corporate sponsors	<ul style="list-style-type: none"> •Co-marketing should include destination imagery •Sponsors should use event and destination-related material (e.g., videos) in their own promotions and B to B contacts
Travel trade	<ul style="list-style-type: none"> •Create packages for events to sell in target countries/regions •Sponsor events and incorporate destination imagery in all promotions •Travel agents to promote the event and destination together
Media	<ul style="list-style-type: none"> •Sponsorship deals with media should specify destination promotion goals and methods •Media will sell advertising spaces to DMOs •Media will purchase coverage in some cases •News coverage can be improved through cultivation of media (e.g., "fam" tours; hospitality)
Sport organizations	<ul style="list-style-type: none"> •Participating sport organizations should promote the destination as well as the event •Sports and their governing bodies should be long-term allies of the DMO

- paid advertising and formal sponsorship deals (do not rely solely on the cooperation of event organizers and the media, both of which have other priorities),
- maximize word-of-mouth recommendations, longer stays, and future repeat visits from participants at events (i.e., relationship marketing),
- use the bidding for one-time events as a promotional campaign (as many bids will not be successful, but should still have marketing value),
- events should be viewed as catalysts to improve destination infrastructure (e.g., facilities) and to heighten destination marketing expertise,
- use events for networking: with media, sponsors, corporations entertained by sponsors, and the travel trade.

Theoretical Implications and Research Directions

This article has highlighted the general need for research to test how destination-related media exposure generated through events might induce tourist demand. The hypothetical model (Fig. 1) suggests ways in which media managers can seek to improve the probability that events will generate desired tourism benefits for the host cities and destinations. The case study method employed in this research was not intended to test the hypothetical model, but to use it in examining media management with a view to demonstrating how events and destinations could heighten induced demand. Specifically, media management should aim to increase destination awareness, develop a positive image and favorable attitude toward the destination, and influence the desire, intent, and decision to travel. Case studies revealed how difficult this can be.

Most of the media management effort in Gold Coast is directed towards increasing consumer awareness and a positive destination image, but simply broadcasting the event does not guarantee that the host city or destination will be mentioned or favorably portrayed. Research into the methods and outcomes of co-branding events and destinations should be a priority, addressing these questions: What are the most appropriate events to help position a destination, and what are the best ways to communicate the imagery and messages to specific target markets? Clearly participation and spectator sport events have quite different audiences with varying opportunities for inducing demand. It might be that participant sport events, such as mara-

thons and masters games, present a better opportunity for inducing demand through word-of-mouth recommendations and repeat visits, whereas spectator events such as the Honda Indy are better suited to shaping destination image.

In order to influence the desire and intent to travel, destination marketers will have to become a lot more sophisticated in using events and evaluating the results. Surveys of actual visitors can be used to reveal travel motivations, including the possible influence of the media and exposure to previous events. Going to target market areas and canvassing television viewers would be one way to assess the potential influence of event coverage. In the absence of research to show what works best, the destination marketer will have to seek to incorporate persuasive and sales-oriented messages into event broadcasts. A major challenge will be to ensure that induced travel is not to competitive destinations that might offer benefits similar to those featured by event media coverage; this could happen particularly for sport events when media coverage stimulates demand for the sport rather than the destination.

A general conclusion is that, in theory, it might never be possible to "prove" that demand can be induced through media coverage of events. Therefore, event and destination marketers will either have to accept on faith that some promotion is better than nothing and focus on improving their media management skills, or they might be advised to concentrate on how to directly influence the future travel preferences and recommendations made by sport participants.

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