HALLMARK EVENTS:
DEFINITION, GOALS AND PLANNING PROCESS

Donald Getz
University of Queensland
Bo Svensson
Robert Peterssen
Anders Gunnervall
Mid-Sweden University

ABSTRACT

This paper defines and conceptualizes *hallmark events*, as there is neither clarity in the literature about what the term means nor the exact roles they should play within a community and tourism context. This generates a model for use by communities and other event-tourism developers. Our model is structured around three main outcome goals (attraction, image and branding, and the community) and three major process goals (sustainability, marketing, and organization and ownership). This paper is the first attempt to define and conceptualize a critical concept in both the event tourism and event management literature.

KEY WORDS

Hallmark events; ontology; planning process; model

INTRODUCTION

This conceptual paper examines and defines the concept of *hallmark event* as a critical concept within the event tourism literature. Ontologically, all such terms must have agreed-upon definitions and conceptual clarity for the field of event studies to progress. The need for definition and clarity relates both to the frequency of use of this term in the literature and to the potential importance of the concept for both theorists and practitioners.

The literature is reviewed to determine how the term hallmark event has been used and defined - an exercise that reveals both multiple meanings and the critical importance of the underlying concept for event tourism and host communities. Since there is no general agreement on specific

types or themes to be found in the literature, the best way to define hallmark events is by reference to the goals they are to fulfil and their relationship with the host community. Hallmark events occupy an important place in any destination's portfolio of events, and they take on additional meanings as permanent institutions within communities. If a hallmark event is to be sustainable it must deliver clear benefits to residents and sustain the support of all key stakeholders.

The ensuing literature review examines definitions and uses of the term, tracing it historically and examining various dimensions of the concept including event size, periodicity, type and purpose or roles. Of necessity, we also address the definition of 'mega' and 'iconic' events, owing to the potential for confusion as these adjectives hold related but separate meanings. Following the literature review we provide a definition, and attempt a detailed conceptualization of Hallmark events through a model that specifies three major outcome goals and three key process goals. In the conclusions it is suggested how the model and planning process can be used as a practical planning and evaluation tool. Implications are drawn for research and theory development specific to hallmark events.

LITERATURE REVIEW

The earliest reference to hallmark events in the research literature was by Ritchie, JRB, and Beliveau (1974: 14) who succinctly defined the seasonality problem and the event's function in these terms:

> Cyclical demand in the leisure, recreation, and travel markets is a major factor contributing to low productivity and low returns on investment among the suppliers of goods and services to these markets. One strategic response to "the seasonality problem," which has had varying degrees of success in different regions, is termed the Hallmark Event. Such events, built around a major theme, serve to focus tourism and recreational planning on a particular period of the year.

A decade later, J.R. Brent Ritchie (1984:2) elaborated on hallmark events by addressing their economic, physical, socio-cultural, psychological and political impacts, and by defining them as follows:

> Major one-time or recurring events of limited duration, developed primarily to enhance the awareness, appeal and profitability of a tourism destination in the short and/or long term. Such events rely for their success on uniqueness, status, or timely significance to create interest and attract attention.

In Ritchie's perspective, events were instruments of strategy to solve the seasonality problem. The type of event, and its permanent or periodic status, were not of principle concern. However, Hall (1989: 263) defined hallmark events this way, incorporating the key consideration of international stature:

> Hallmark tourist events are major fairs, expositions, cultural and sporting events of international status which are held on either a regular or a one-off basis. A primary

function of the hallmark event is to provide the host community with an opportunity to secure high prominence in the tourism market place.

In his subsequent book on hallmark events, Hall (1992: 1) added: "Hallmark events are the image builders of modern tourism...", but he also equated the term with "mega or special events".

Hallmark events

Ritchie and Beliveau originally studied Quebec's Winter Carnival as a hallmark event, and subsequently Ritchie and Crouch (2003: 119-120) explicitly named the following permanent events in the context of discussing 'hallmark': Boston Marathon, Kentucky Derby, The Masters golf tournament, New Orleans Mardi Gras, Munich Oktoberfest, Calgary Stampede, Oberammergau Passion Play, Running of the Bulls in Pamplona, and Wimbledon tennis tournament. Detailed study of the Calgary Exhibition and Stampede as a hallmark event has been undertaken by Getz (1993; 2005).

Frost (2012: 77) suggested the Indianapolis 500 car race fits into this category, and added that many European cities feature traditional cultural events as their hallmarks, while others have gone for a more "hip" or edgy appeal with pop-cultural events such as carnivals, dance parties and pop music festivals.

One of the world's pre-eminent events capitals, Melbourne Australia, through its Melbourne Major Events Company, boasts of the following mix of festivals and sport events as their annual "Hallmark events":

- Australian Open (tennis)
- Australian Formula 1 Grand Prix
- Melbourne Food and Wine Festival
- L'Oreal Melbourne Fashion Festival
- Melbourne International Flower and Garden Show
- Melbourne International Comedy Festival
- Australian Rules Football Grand Final
- Melbourne Cup Carnival (horse racing)
- Boxing Day Test (cricket)

The term 'hallmark event' has certainly entered the lexicon of agencies supporting and developing event tourism. Examples include the City of Halifax (Canada) which in 2009 added two periodic events, the Bluenose International Marathon and Atlantic Jazz Festival, to their hallmark events funding category in recognition of their major drawing power and ability to promote the city as a tourist destination (www.halifax.ca/council/agendasc/documents/090602ca1142.pdf).

In New Zealand, the City of Hamilton officially supports event tourism, as noted in this 2008 policy statement (Event Sponsorship, Hamilton City Council....hamilton.co.nz):

> Hallmark events: This policy recognizes that there are a number of hallmark events
> in the city that will require on-going funding from the Events Sponsorship Fund due

to the fact that they provide significant visitor numbers and destination exposure for the city. These events have become or are becoming strongly associated with Hamilton and the level of assistance provided to them will be determined during Council's LTCCP process.

Almost all examples given of hallmark events are of permanent, periodic events that are sports and cultural celebrations and often combined. Indeed, in what can be called convergence of form and function, numerous iconic sporting events around the world have evolved into major celebrations by adding extended programming around the core competition, thus generating much broader appeal and exposure.

One-Time or Periodic Events
Graham, Goldblatt and Delpy (1995: 69) referred to hallmark sport events as being those that mark an important historical anniversary. Viewed this way, they can be one-time only. Getz, however (1991: 51) turned to a dictionary, where 'hallmark' refers to a symbol of quality or authenticity that distinguishes some goods from others, or pertains to a distinctive feature. An event, therefore, can aspire to be the hallmark of its organizers, venue or location, thereby placing the emphasis on permanent, recurring events. In 2005 (p.5) he defined them this way:

> The term hallmark event is used to describe a recurring event that possesses such significance, in terms of tradition, attractiveness, image or publicity, that the event provides the host venue, community or destination with a competitive advantage. Over time, the event and destination can become inseparable.

According to Ritchie and Crouch (2003: 120) "Clearly, there is a difference in the roles of one-time and repeating events." Single events lack follow-up, they argued, "to consolidate the destination's reputation", while periodic events allow for a slow build-up of awareness and reputation.

Size and Mega Events
According to Westerbeek, Turner and Ingerson (2002), size is a major factor, but their definition of a hallmark event is more akin to mega events, as they give the Olympics as a prime example. The term "mega event" has no precise definition, but either refers to an absolute measure of size or is a relative term describing an event's scale or importance. The definition and implications of these events were examined in an AIEST (1987) conference proceedings in which Marris (1987) stated mega events should exceed one million visitors and be "must-see" in nature, while Vanhove and Witt (1987) added they should be able to attract world-wide publicity.

If we equate 'mega' with large size, then it usually refers to Olympics, World's Fairs, and other international sport events. But even a small music festival can have 'mega' impacts on a small town in terms of tourists, economic benefits or disruption. It can also refer to media coverage and impacts on image. Accordingly, Getz (2007, p. 25) defined them this way: "Mega events, by way of their size or significance, are those that yield extraordinarily high levels of tourism, media coverage, prestige, or economic impact for the host community, venue or organization." Connecting the terms, it can be argued that hallmark events can be "mega" in their size or significance, but this is not a defining characteristic. Being large is not a function, it is a variable.

However, large impacts in terms of tourist attractiveness and image-making are expected of hallmark events.

Cultural Icons, Iconic Brands and Iconic Events
Hallmark events by their nature are iconic. The core meaning of iconic is that of a symbol, or something possessing symbolic value. Levy (2007), referring to news rather than planned events, described iconic events as those which gain mythic status within a culture, related to their newsworthiness followed by extensive interpretation and exploitation in political arenas. Applied to hallmark events, the implication is that they have to continuously attract media attention and enter into the realm of popular, if not political discourse. However, a more pertinent concept is that of 'cultural icon'.

Holt (2004) discussed iconic brands in the context of cultural icons; that is, people, places or things that convey symbolic meanings, gain mythical standing, reflect cultural values and identity aspirations. The culture industries, according to Holt, want to create and profit from cultural icons, and this certainly includes planned events. By referring to   Holt's ideas, we argue that iconic / hallmark events must embody valued traditions (which convey cultural meanings and the identity of the host community), and gain "mythical standing" through longevity, media attention and positive reputation.

Another side to the cultural icon is its relationship with self-expression, or personal identity building, and this leads to the importance of iconic events within specific communities of interest, or social worlds. These will be events with high symbolic value to those affiliated with the special interest, providing opportunities for *communitas* (sharing with others who hold similar values) and self-expression (defining who they are). This status might be derived from size (the biggest), prestige (attributable to being the best or signifying the highest level of attainment), reputation for excellence, or uniqueness. Events within competitive pursuits tend to be hierarchical, with many at the small, local level and only one or a few at the apex.

Importance of Hallmark events in Event-Tourism Portfolios
Event-tourism has both a supply and demand-side, reflecting what destinations want (the goals of attraction, catalyst, image creation, animation, and place marketing) and the tourists who are attracted to events. In this context a hallmark event will serve to implement the overall event-tourism goals, and must also be conceptualized from the perspective of tourist experiences (e.g., is it satisfying, appealing for repeat visits?) and the image of the event for potential tourists (is it unique and appealing for a first visit?; does it reinforce or build the destination's brand image?).

In Getz's (2005; 2008) illustration of an event-tourism portfolio the hallmark event holds a prominent and permanent position, with occasional mega-events at the apex of a pyramid, and local and regional events (periodic or one-time) as the foundation. Each event in the managed destination portfolio must meet one or more goals and be evaluated in terms of appropriate ROI measures. Hallmark events must display power to attract tourists (preferably international), generate substantial positive image and economic benefits, and be sustainable in the broadest sense of the word (i.e., a triple-bottom-line approach).

Multiple Hallmark events

The typical hallmark event is a large, periodic celebration that has become a permanent institution in its community. At that scale, they are undoubtedly co-branded with the city or destination. What has not been discussed is the premise that destinations can (or should) host more than one hallmark event in an effort to overcome seasonality of demand (e.g., one in winter and one in summer) and, more difficult perhaps, to attract niche markets.

There are obvious obstacles to overcome, not the least of which will be resources. The community must make a substantial effort to host big, annual events, and the destination marketing organization has to invest heavily in promoting it. The venue might not be available, or require major investments in order to host more than one major event. A completely different type of event is probably necessary to tackle seasonality problems.

If hallmark events are defined according to the roles they play, then it is logical to develop them for niche markets. Strategy does not imply a particular size or form of event, indeed, it suggests variety. What is required is a detailed understanding of individual communities of interest and their social worlds, within one or more categories of sport, the arts, hobbies, and lifestyle pursuits. As well, business and association markets for meeting and exhibitions also have their peculiar event needs and preferences.

DEFINITION AND CONCEPTUALIZATION OF HALLMARK EVENTS

Implications of the literature review can be distilled into a definition of hallmark event, bearing in mind that the concept rests on core principles of quality and branding, and that its use in tourism and events literature mainly pertains to function or roles, not to type, theme, size or ownership. It is our argument that the desired roles of hallmark events require permanence and periodicity, and that one-time events cannot achieve all the pertinent goals. Therefore three principles are articulated, the first being a foundation for the second, and the third being optional:

1. Hallmark event refers to the function of events in achieving a set of goals that benefit tourism and the host community, namely: attracting tourists; creating and enhancing a positive image that is co-branded with the destination/ community; and delivering multiple benefits to residents.

2. Over time, the hallmark event as a tourist attraction also becomes an institution and its permanence is taken for granted. Its traditions generate a stronger sense of community and place identity. The event and city images become inextricably linked.

3. Hallmark events can also exist within the context of social worlds and for special-interest groups as iconic tourist attractions that facilitate communitas and identity building.

The major outcome goals cannot be realized without effective marketing and organization, so hallmark events must be professionally managed. Their ownership and structure is also critical, as

the public has to feel a sense of ownership in the event. This is often achieved through public-sector involvement, or not-for-profit status. Major governance and management issues centre on securing stakeholder commitment, and assured investment and revenues. Sustainability in a triple-bottom-line sense is   considered to be prerequisite to achieving these goals.

THEORY AND MODELS

A theory of hallmark events should both explain the phenomenon (i.e., how and why they occur, the necessary preconditions, their distinctive management and marketing requirements, etc.) and enable new ones to be developed with confidence as to their characteristics and outcomes. This is a task that might not be fully possible, but theoretical progress can be realized at this stage by conceptualizing hallmark events in the form of a model, - but the term 'model' itself needs explanation. Three dictionary definitions are:

- an example to emulate, or compare to (i.e., a standard)
- a small-scale representation to show the appearance or form of something
- a description of a system, theory, or phenomenon that accounts for its known or inferred properties (and may be used for further study of its characteristics)

The first definition suggests establishing the ideal event, like a blueprint, so it implies knowledge of what is needed, what will be accepted, and how it is to be produced. More practically, it might apply to benchmarking against a successful hallmark event, and this is certainly a useful exercise for anyone contemplating a new event, or upgrading an existing one. A small-scale version of an event as a test is certainly possible to imagine, but perhaps not helpful. The nature of planned events is that they will be different each time they are held, owing to combinations of setting, management/programme and people. It might be more useful to test specific program elements, settings or management systems. Another way of looking at this idea of a small-scale version is to take an incremental approach to growing existing events, from small to large.

The third definition of model has a great deal of relevance, as a hallmark event can be described either as a system, theory or phenomenon. The phenomenon of hallmark events is well-accepted in the literature, even though a precise definition is absent. The phenomenon has typically been observed in cities where major periodic events attract tourists and generate images of the destination through repeated media coverage and advertising. Sometimes these events are called major, signature, iconic, or even mega. Destinations without a hallmark event often say they need one to "put them on the map" or to overcome seasonality of demand.

Cities with permanent hallmark events protect them when threatened, and bail them out when they fail. Our literature review mostly deals with hallmark events as observable phenomena, whereas analysis of them as a system is lacking, and no theory of hallmark events has been developed. As a system, there is a need to describe how the elements of a hallmark event interact and form a whole, and how this system interacts with its environment in terms of inputs and outcomes. Given their characteristics as major, permanent event attractions that are co-branded with the destination, their successful implementation is more complicated than with other types of events. Mega events are typically larger and can be very complex to implement, but given that they are usually owned by external stakeholders with many standard

requirements, we conclude they are less complicated from the destination and community perspectives.

A Model of hallmark events

Figure 1 incorporates the main goals and processes of the hallmark event as a system. There are three major goals that specify the desired outcomes of hallmark events, and there are three major planning and implementation processes identified. The model neither presupposes, nor does it inherently lead to any specific type of event, nor any pre-determined size, theme, or ownership. It is premised on the belief that hallmark events must be periodic (or permanent institutions), and that more than one such event can be created in a community or destination.

Figure 1: The Hallmark Event Model

HALLMARK EVENTS: OUTCOME AND PROCESS GOALS

The goals and planning process can be understood as success factors that event proponents and organisers need to pay attention to when planning and producing such events, and we believe them to be essential to distinguish hallmark from other events in terms of their functionality. Their relative importance may vary between events and their contexts. Goals and processes are sometimes highly interrelated and also overlapping, but for now we consider it better to provide a model that captures the key features of hallmark events, rather than a nuanced and fully developed explanation of each and every aspect.

Goals and Processes

Figures 2 through 7 provide details on goals and processes that constitute the model. Each of these deserves elaboration through explicit connections to pertinent theory and event-tourism research; however in this article we only emphasise what is unique about hallmark events.

Attraction

'Attractiveness' is a measure of the relative strength of attractions, in terms of the number of people drawn, the geographic spread of the market area, or its appeal compared to the competition. Mill and Morrison (1985) used the term "drawing power" and linked it to the distance people are willing to travel to experience the attraction. The concept is certainly related to the marketing notion of a Unique Selling Proposition, and for hallmark events this will usually be in harmony with an authentic theme. The drawing power of events has not been studied as systematically as might be expected, given it is a recurring theme in the literature. As well, the estimation and forecasting of drawing power is essential to evaluating the feasibility of major events.

Figure 2: Attraction

ATTRACTION GOALS	PROCESS
To attract tourists (preferably long-distance and international in origin), generate economic benefits, and combat seasonality of demand.	-consider the entire portfolio of events and attractions in the destination, relative to competitors -prior to event production, demand can only be estimated through comparison to similar events and longitudinal, market-penetration studies
A-1: Develop an attractive, unique theme and program that will appeal widely to residents and visitors as well as to targeted segments with special interests.	-identify the key target market areas and segments; focus on high-yield, dedicated event tourists -market area research as well as visitor surveys are required in advance of planning the event and while refining the concept -test attractiveness and 'staying power' with residents (it has to become a tradition for them)
A-2: Produce a high-quality event with the potential to become iconic; focus on customer value and satisfaction	-quality can be judged through benchmarking against other successful events; and in the context of the planned theme and programme, by experts; constantly monitor customer satisfaction and future intentions to return or spread positive word of mouth
A-3: Develop an attractive and effective community setting for the event(s) including specific indoor and outdoor venues.	-involve the community in identifying suitable venues, determining the need for new infrastructure or improvements; plan for a permanent legacy -consider aesthetic and functional venue requirements and community improvements; set a design capacity for audiences
A-4: Develop high standards and accessibility in terms of services and consumables.	-offer basic services that match the visitors´ needs.
Evaluation of Attractiveness Each of the six major goals requires separate evaluation, employing a range of specific measures and methods. Research will be needed to test attractiveness and image among target audiences.	-measure the fit between program components and the expressed needs/preferences of specific target audiences -test the theme's generic effectiveness in terms of uniqueness and appeal to broad audiences -evaluating the Unique Selling Proposition has to include benchmarking comparisons with other events and destinations. -evaluate the aesthetic appeal and functional effectiveness of venues and the community setting -marketing planning will deal with many of these indicators

While it is true that many of the existing events that people have called major or hallmark are cultural celebrations, this is not necessarily a defining characteristic in assessing drawing power. Sports, overall, undoubtedly attract many more tourists than celebrations, and some sport events have achieved iconic and hallmark status; often by surrounding the core competition with a festival. It has to be concluded that any type or form of planned event could become a hallmark. In searching for the primary attraction factor for hallmark events, it appears that *reputation* is paramount, and this has to be fostered over a long period of time. Therefore permanence and a tradition of local support (institutionalization) appear to be prerequisites. This goes together with the fact that many Hallmark events possess permanent facilities, and the view that the entire community is a setting or stage for the event.

Destination marketers also want to establish a reputation for delivering satisfactory experience, hence the co-branding between hallmark events and destinations. Within special-interest groups or social worlds, event reputation pertains to the establishment of a hierarchy of events that meet their particular needs and it clearly involves comparisons over time. A Hallmark Event is not a success unless its customers are happy, which brings our attention to the centrality of customer values. By putting customer value and satisfaction at the centre of attention, the hallmark event process and its sub-processes are given a direction for all planning and operational efforts. This makes knowledge and understanding of expressed and hidden customer needs a critical success factor. Facilitating social interaction is one of the best ways to appeal to wider audiences, as social motivators often attract people to events. This is especially true when niche markets are targeted, as each participant is part of a social world that makes the event important to them, leading to communitas.

Image and Branding
Hallmark events must help create a positive image for the destination/community, and become co-branded with it; their images are mutually reinforcing and inextricable. Active and co-ordinated brand management is therefore required at the level of event, community, and destination. The image of the event and destination has to be tested periodically among all stakeholder groups including residents, audiences, elected officials and industry. The role of the media is crucial, with strong media partners being cultivated, and media management being a necessary task of staff as well as all other committed stakeholders.

It is widely accepted that major events can have the effect of shaping an image of the host community or country, leading to its favourable perception as a potential travel destination. With global media attention focused on the host city, even for a relatively short duration, the publicity value is enormous, and some destinations will use this fact alone to justify great expenditures on attracting events. For example, Wang and Gilson (1988, p.5) observed that the annual Spoleto Festival in Charleston, South Carolina does not appear to be economically justifiable, "...but the city holds it every year to maintain a desirable image."

The somewhat limited research on media impacts suggests that enhanced image is difficult to obtain, let alone prove (Mossberg 2000). A study by Boo and Busser (2006) concluded that the festival under study did not contribute to a positive destination image among participants. Indeed, it appeared to have a negative impact owing to poor marketing and quality. The researchers pointed out the necessity for further research on the imputed connections between

events and image enhancement. Logically, permanent events have much more opportunity than one-time events to generate and manage media coverage, with the resultant potential for enhanced image. The very fact that a hallmark event has become a tradition and a permanent attraction is in itself sometimes newsworthy. As well, hallmark events will have an additional role in place marketing, to help attract residents and investment, and this leads to branding effects.

"Co-branding" refers to the efforts of two or more partners to associate their individual brands for mutual gain. Events with their own image and appeal can be "co-branded" with the destination, assuming they are both positive. Researchers in Australia have paid particular attention to these relationships (Brown et al 2001; Jago et al 2003). Workshops with tourism marketers and event managers were held in several Australian cities, revealing a number of important themes that both stakeholder groups must collaborate on.

Figure 3: Image and Branding

IMAGE and BRANDING GOALS	PROCESS
-To develop an iconic brand for the event, and to co-brand the hallmark event and destination, taking into account the identity residents attach to their community and the event.	-widespread consultation is essential -residents and other stakeholders must be directly asked to consider place identity and desired image -the band must reflect destination and community strengths and convey a unique and attractive message
I-1: Generate and sustain positive media coverage of the event and destination.	-integrate event and destination marketing -plan visuals and messages at the concept stage and integrate into all aspects of design and production
I-2: Develop and sustain strong media partners.	-obtain media input to planning and evaluation -maximise number and types of media as sponsors
I-3: Develop and constantly monitor brand equity.	-conceive of the event as a brand with its own values, co-branded with the destination -build brand equity with target segments through co-production of events and related destination experiences
I-4: maintain positive event image among all key stakeholders.	- monitor media coverage - visitor and target-market surveys employing measures of awareness, strength (positive or negative), and appeal (desire and intent to visit) among target audiences
I-5: Specifically foster a strong reputation through media communications, quality, uniqueness, and positive word-of-mouth recommendations.	-media management to include dealing with image problems and disasters -managing word-of-mouth requires attention to product and service quality, co-creation of experiences, and incentives
Evaluation of Image and Branding	-media monitoring should be continuous -implement meaningful consumer/resident feedback -employ experts to make comparisons and evaluate overall image and branding effectiveness

Community support for events was viewed as being the most important criterion for successful co-branding, as the absence of strong support will hurt the event and its image. A closely related factor is the event's "fit" with the destination, both in terms of values, culture and use of infrastructure, as this will affect local support.

In re-positioning a destination, the way in which the community wants to be perceived must be taken into account. Recurring events probably have a better chance of a close fit than do one-time events, leading to the next theme: longevity or tradition. On the other hand, hosting a once-only mega event can help develop a profile and establish new traditions. Participants in the Australian workshops also believed that uniqueness was important, to the degree that events help differentiate the destination. If all places host the same kinds of events, or if events provide the same benefits sought by consumers, little is gained.

Community
A major goal of hallmark events must be to provide multiple benefits to residents, beginning with the economic gains associated with building the tourism industry and lessening the negative effects of seasonality of demand. Additionally, the aim is for the event to become a tradition, in terms of attendance, and a taken-for-granted, permanent institution in the community. This means the hallmark event will both foster place attachment and be completely dependent on its community - not just for ticket sales but also for volunteers and fund raisers. It is inconceivable that a hallmark event would be moved to another destination, as its very identity and reason for being is based on its links to a single destination or community.

Hallmark events, compared to one-time and minor periodic events, should strive to provide categorically different and greater benefits to the host community, while having an absolute responsibility to solve problems or negative impacts that might arise. Within the economic realm, residents will want to see the creation and sustainability of local jobs, and evidence that the event generates backward linkages that favour local businesses. One-time events cannot accomplish this, although hosting multiple events within in a community provide some of these enduring benefits. The community will want the hallmark event to be as self-sufficient as possible and not a drain on taxpayers in terms of government subsidies, although they will also want governmental intervention if the event is threatened. Linking the event to urban renewal or development might be desired in some communities, while others might favour infrastructural improvements such as transport and leisure facilities associated with the event. Hallmark events have the capability (indeed, this might be a pre-requisites for many) of having a permanent site with its own infrastructure.

Social-cultural event impact assessments have identified a range of positives and negatives as perceived by residents. These perceptions, and attitudes towards events, are generally framed within - and tend to confirm - exchange theory (see Chen, 2011, for a discussion). The widespread conclusion is that residents perceive more positive impacts, and hold more favourable attitudes towards events, if they personally gain or can see the wider benefits to their community.

Figure 4: Community

COMMUNITY GOALS	PROCESS
To establish and sustain an event that will directly benefit and be supported by residents, effectively becoming a tradition and a permanent institution.	Community participation in the process is essential, allowing for all voices to be heard. Key stakeholders that can support or scuttle the process should be emphasized.
C-1: Generate specific benefits for the community.	-new and better employment (measure direct and indirect jobs created; full and part-time; wages/benefits) -infrastructure improvements (parks, leisure facilities) -better entertainment (new opportunities) -animation and more efficient use of facilities and parks -improved sense of community pride (measured by community attitude survey) -new forms of social interaction and integration (public concerts, music) -physical appearance and design (lights, public art)
C-2: Create attractive opportunities for volunteerism and other forms of participation in the hallmark event.	-measure volunteer numbers (age/gender distribution) -measure other participation (athletic, artistic) -improved capacity for community development -organizational and decision-making capacity -better networking -demonstrated innovation and vision
C-3: Avoid, and where necessary ameliorate, negate impacts on the community.	-avoid traffic and parking problems, noise and other amenity threats -avoid rowdy crowds and tourist activities; keep the peace -avoid negative environmental impacts (waste disposal, recycling, control of movement to avoid sensitive areas
C-4: Sustain political satisfaction and support for the event; ensure effectiveness in securing regulatory approvals	-lobbying to obtain funding and key votes -internalizing political support through seats on boards of directors is often necessary
C-5: Implement full accountability regarding the event's costs and benefits, its management and planning.	-consider setting up a monitoring and advisory group open to residents and other stakeholders.
Evaluation of Community Goals	-periodic community surveys (knowledge, attitudes, measures of involvement and participation) -periodic stakeholder forums (police, elected officials, community groups, industry) -reports from the organizers and volunteers -direct observation of the event(s) with video evidence -annual visitor surveys (perceived impacts)

Accordingly, the hallmark event must seek to both sustain and clearly demonstrate benefits, recognizing that the host community's needs and priorities are likely to shift over time. When the

event is a permanent institution, it is expected to meet important social goals or solve serious community problems. Accordingly, they will have targets for generating positive benefits, and they will be held accountable through media attention and local-government scrutiny.

Marketing

Managing the full marketing mix is somewhat different for Hallmark events, starting with the necessity of maintaining permanent and close relationships with the tourism and hospitality sectors. These key stakeholder groups will no doubt want changes over time, possibly to the product itself (i.e., experiences and services offered to visitors), to packaging/pricing, and how the event is marketed. Clearly a market and consumer orientation is required for Hallmark events, given the need to remain competlive in attracting and satisfying tourists, and especially when niche-markets are targeted. As mentioned under 'attraction' a concern for quality and customer value will be imperative.

Figure 5: Marketing

MARKETING GOALS	PROCESS
To professionally and effectively market the hallmark event so that it can achieve all its goals.	-consider the relative advantages of internalizing the event's marketing as opposed to consultants
M1: Effectively manage the marketing mix to achieve goals. -experiential elements include: product, place, programming and people; facilitating elements include: price, packaging, partnerships, and promotions/communications	-product = unique, quality experiences for residents and for tourists (programming that is appealing to both generic and targeted benefits); packaging for tourists is essential; the event is the destination for many, but the community/ destination is on permanent display; a two-price system might be desirable to ensure resident support; promotions/communications tie in with image-making and branding; long-term, strategic partnerships are a key process goal; keeping the event fresh becomes a challenge with age
M2: Implement a quality control and constant-improvement system	-encompassing quality of management, personnel, programs, services, settings, communications -employ accepted standards for management systems (ISO 20121)
M-3: Build and sustain essential relationships to ensure a loyal audience, positive word of mouth, committed staff, volunteers and sponsors	-for the host community implement a permanent outreach and involvement mechanism -permanent relationships with the tourism and hospitality sectors are required
M4: Adopt a strong consumer orientation, especially for niche target markets	-institute a learning organization through research and evaluation; seek constant improvement
Evaluation of Marketing	-periodic marketing audits will be desirable -performance measures are needed for each goal -resident and consumer feedback is essential

Much the event however, must reflect the community's values and identity, it also has to have a strong brand and one or more unique selling propositions. There is the risk of occasional or on-going tension between the event's brand and the community's self-image, as witnessed by the Calgary Exhibition and Stampede which maintains the old images and traditions of the west even while the city itself wants a brand that reflects its modern, energy-capital status.

Internal and community marketing are more important for hallmark events, again reflecting their permanence and institutional status. Staff, volunteers, suppliers, sponsors and other stakeholders are ambassadors for the event and its organization. On-going public relations, indeed community outreach, could be vital in sustaining support.

Organization and Ownership
Although this has not been systematically studied, it does appear that most so-called hallmark events are within the not-for-profit sector, and many seem to integrate a degree of public ownership or control (as in seats on the Board of Director). While a particular form of ownership and capitalization is not inherent in the concept, a private-sector model would seem to be problematic. This is because of the need for the community to feel ownership of its traditions and image-making, and for politicians and other stakeholders to justify continued support.

Regardless of ownership, the initial business model has to provide a sound basis for securing resources, the involvement of key stakeholders, transparent control and full accountability. Some initial questions to address include that of profit versus service orientation (both are possible), earning and payment of dividends (if any), and especially who exactly is assuming the financial and other risks. Determining the feasibility of proposed hallmark events will consider initial capitalization and on-going cost-revenue management. The possible need for new venues adds to the costs and risks, whereas for existing events the planning of maintenance and improvements to site and facility generates the need for planning and financing. Organization and management of the hallmark event requires a high degree of professionalism. Most such events are permanent organizations with adequate resources and skills for strategic, long-term planning and development of the event and its venue(s).

Sustainability
A comprehensive interpretation of sustainability is essential for the hallmark event. It must endure as a permanent institution; therefore economic viability has to be assured. Because the community, media, partners/sponsors, local government and other stakeholders will be constantly monitoring the organizers and the event, it will be essential to demonstrate green operations and corporate social responsibility. Accounting for public funds and clearly demonstrating benefits to the host community are part and parcel of being an institution.

Figure 6: Organization and Ownership

ORGANIZATION AND OWNERSHIP GOALS	PROCESS
To create an appropriate and feasible business model and organization that will produce and sustain a successful hallmark event.	There are choices regarding ownership and organization, so it is critical to deal with this issue among all the stakeholders as early as possible.
O-1: Secure adequate capital investment and other necessary resources to launch the new event.	-this might be the most critical element as without adequate financing there is no point in proceeding -investors and grant-givers may be from outside the community, and not require an equity stake -determine the optimal balance between commercial (for-profit), voluntary (non-profit) and public ownership and responsibilities -conduct pre-feasibility and detailed feasibility studies, as planning evolves -opportunity costs (are there equal or better investments in events, tourism, or other forms of branding and economic development?) -agreement on risks is necessary (who will underwrite potential financial losses?)
O-2: Maximise industry and community investment (fostering a sense of ownership) and ensure permanent support from all key stakeholders	-internalize key stakeholders -constant lobbying -assure full accountability to stakeholders
O-3: Ensure a high degree of professionalism in all aspects of the event's planning and management.	-professional staff recruitment and development systems must be in place -implement volunteer training systems and 'careers'
O-4: Encourage and reward innovation in all aspects of event design and management.	-innovation will follow from professionalism of staff and from volunteer and other stakeholder input -management systems to encourage renewal -comparisons and benchmarking with successful events will reveal weaknesses and opportunities
Evaluation of Organization and Ownership	Evaluation: review by an oversight committee of key stakeholders; external expert evaluation and benchmarking -set standards for supplier quality and their conformance to environmental and social goals -value to stakeholders and the community must be measured against targets

In addition to being green, responsible and financially sustainable, there remains the ongoing issue of adaptability and innovation. Hallmark events will not be immune to changing environmental forces that can threaten the viability of even permanent institutions. Adopting the principles of a learning organization will be necessary, especially a permanent research and

evaluation function. Working with local academic institutions is a good strategy, as is the seeking of stakeholder and public input.

Figure 7: Sustainability

SUSTAINABILITY	PROCESS and EVALUATION
To be a sustainable event in terms of environmental and social responsibility, economic viability and enduring support -Innovation and creativity are necessary, considering that events are likely to follow a life-cycle leading to decline in popularity as competition increases	These goals are in addition to pertinent sustainability goals in the other elements of the model. Sustainability cannot be guaranteed; nor can performance, so the owners and community must be aware of weaknesses, threats, new opportunities
S-1: To be an environmentally green event in all its operations and impacts	-adhere to sustainable event standards
S-2: To be a socially responsible event in all its operations and impacts.	-enter into a contract with the community (based on transparency, accountability)
S-3: Ensure adequate resources are permanently available for the development and growth of the event. -Generate surplus revenues to provide both a contingency fund and capital for investment.	-periodic financial crises can be expected, so how will they be handled? -business planning and budgets to be approved and monitored for effectiveness in generating surplus revenue
S-4: Risk assessment performed initially and annually.	-monitor and forecast demand-influencing factors/ trends, including competitive events and attractions -perform financial sensitivity analysis (effects of demand fluctuations on revenue) -forecast risks to the public, customers, participants, environment, staff and volunteers
S-5: Set and monitor targets to control impacts, using triple-bottom-line accountability.	-be "green" in environmental terms (waste, energy, water, recycling, traffic, wildlife effects -social and cultural measures (community attitudes) -economic measures (employment, occupancy rates)
S-6: Ensure the organization and network is able to adapt to changing conditions and renew itself periodically	-strategic planning is a must -all personnel to be strategic in orientation -reflect on how to adapt the structure, rules, etc.
Evaluation of Sustainability Goals	-monitor changes in stressors (visitor numbers, development, traffic) and resident perceptions -establish sustainability criteria (triple-bottom-line) -research program working with local institutions

SUMMARY AND CONCLUSIONS

From the literature review it was concluded that hallmark events occupy an important place in destinations (or event-tourism portfolios) and as institutions within their host communities. A definition has been put forward, consisting of three principles: the first is that hallmark events

are best conceptualized in terms of functionality, specifically the three outcome goals of attraction, image and branding, and community. The second principle is that of permanence and institutional status that is achieved over a long period of time. Its traditions generate a stronger sense of community and place identity. The event and city images become inextricably linked.

A third, and optional principle is that hallmark events can also exist within the context of social worlds and for special-interest groups. Neither ownership, type, theme, or size are defining characteristics. While hallmark events can be large, they are different from so-called 'mega events', especially because most mega events are one-time only. Hallmark events are 'iconic', either in terms of overall destination branding, community place identity, or social-world relevance.

The 'model' of the hallmark event (Figure 1) features the three key outcome goals plus three broad, essential process goals, namely organization and ownership, image and branding, and marketing. Through elaboration of each goal the model becomes a planning, implementation and evaluation process for tourism and community-based events planning.

Practical Applications
As a guide to communities, tourism organizations and event producers, the model can guide the entire planning and implementation process for hallmark events. This is a valuable contribution in that the essential goals and sub-goals of hallmark events are specified, and some unique aspects of design and planning are suggested. The model is also useful as an evaluation or auditing tool, both for existing events (are they functioning optimally as hallmark events?) and for destination event portfolios (what events have greater potential, or is there a need for a new hallmark event?). Event organizers and event-tourism planners can easily assemble any number of critical questions and investigative methods connected to each outcome and process goal in the model. Current status can be evaluated and a recommended direction of development could be given.

It is suggested that a multi-dimensional diagram would be useful in such an evaluation and planning exercise, with current performance measured for each of the six major goals. Much like the triple-bottom-line problem, there remains the measurement issue as different goals and processes cannot be equivalently assessed quantitatively. Accordingly, a judgmental valuation is necessary, and it could incorporate weightings of perceived importance. Such weightings could reflect professional judgement or, more politically correct, they could arise from stakeholder and public consultations about events and event tourism in the community.

The resultant 'spider-web' diagram would be a valuable tool for assessing and visually representing the current state of an event within its environment. When scaled with an appropriate weighting system, it can indicate the primary areas of focus for resource allocation and priorities. After the initial assessment, this method can be used for subsequent evaluations which will indicate the effectiveness of the current strategies and highlight the deficiencies.

Implications for Theory and Research
Our literature review revealed that hallmark events are a recognizable and global phenomenon of considerable importance within tourism and communities, albeit they have been imprecisely

defined. To make theoretical progress will require case studies and cross-case analysis of the hallmark event as a system, that is, to describe and explain how they evolve and why, and to demonstrate how the various elements of a hallmark event interact and form a whole. As well, theory is needed on how hallmark events grow, adapt and function within their environment - especially in terms of inputs and outcomes. Beyond describing and explaining the why and how of hallmark events, there is a need to show how they can be successfully created and managed for sustainability.

The model put forward in this paper constitutes a starting point, but also suggests a number of critical research questions:

- what are the tensions between destination and event brands and place identity?
- what shapes public and other stakeholder perceptions of institutions? determinants of support?
- what exactly is a tradition? is this the same as reputation?
- what are the benefits desired by the community, and their changing expectations of hallmark events?
- are there optimal forms of ownership and organization for hallmark events?
- how are the meanings of iconic events shaped within various social worlds?
- is there a proven process of adaptation and innovation for permanent events and for destination event-tourism portfolios?
- how do communities and destinations create hallmark events or develop existing events into hallmark status?

As a final recommendation, it is suggested that hallmark event is one of many terms and concepts found in the tourism and events literature that require closer scrutiny. In part this is a purely theoretical exercise, but there is also practical value in ontological mapping, particularly the benefits that arise from definitional uniformity and conceptual clarity. Key related terms to be examined include 'mega event' and 'iconic event', and more broadly such concepts as 'attractiveness', 'drawing power', and 'place identity'.

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AUTHOR CONTACT DETAILS
Donald Getz
Bo Svensson
Robert Peterssen
Anders Gunnervall
Mid-Sweden University
Robert.Pettersson@miun.se