



THE IMPACTS OF EVENTS ON LOCAL COMMUNITY

Case: City of Tallinn

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Estonia
Positively surprising



Abstract

The purpose of this research was to evaluate to what extent the impacts perceived by the local residents in Estonia is consistent with the different event organizers' intended impacts. Also the DMOs opinion about event tourism in Tallinn and how DMOs use events in destination development were studied. Mixed methods research approach was used. Data was gathered with questionnaires (local residents) and interviews (event organizers and DMO). Two other documents were used – firstly, a study about Estonian Song and Dance Festival, and secondly, study about the economic impacts of sport and cultural events in Estonia.

The main theoretical fields that were connected to this research contain literature about event tourism; different event types; key components in event tourism; collaboration and impacts of events. These parts are relevant to this research because it was important to understand the topic and previous research done in this field. After analyzing the findings it can be said there was consistency when it came to different impacts among residents and event organizers. Some differences also occurred but nothing that would affect each side negatively. When it comes to DMOs, it was revealed that DMOs mostly use events when promoting destination.

Another two topics were analyzed in this thesis. Firstly, the topic of collaboration. It was revealed that even though some conflicts occurred, like political differences and different views and needs, there is still a good collaboration between different parties, which could be even better according to some organizers and DMO. Second topic that was viewed was the relationship between culture and events. It can be said that in case of Tallinn many events use local culture to attract visitors, but that does not bother local residents nor will event organizers change the nature of the event or local culture when planning and organizing events.

This research is valuable for event organizers and DMOs in Tallinn and Estonia. Findings in this research help to see the weaknesses and what needs to be done in order to improve event tourism and event planning, and to increase benefits for all parties involved in event tourism and planning.

Keywords: event tourism, event organizers, local residents, DMO, impacts, collaboration, culture

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1. INTRODUCTION

Tourism is an industry that trades products—nature, events, culture, and history—and presents them to the visitor as unique experiences (Craik, 1995). Nowadays tourists seek more and more memorable experience and visiting local traditional events are one way of getting these feelings. Tourists visiting cultural attractions and attending events are more likely to feel that the travel experience contributed to their cultural enrichment and will therefore be more satisfied and more disposed to return (Mendes et al., 2011).

Events belong to the group of created attraction, which every destination should have in order to plan a successful development (Šušić & Dordević, 2011). The same authors also add that events are continuous activities that “happen – take place” some time in a year, and that they promote the tourism of a destination through the events as an attractions itself, and encourages guests to take direct participation and involvement. Ljuboević and Andrejević (2002, as cited in Šušić & Dordević, 2011) are of an opinion that events have a special appeal because they are with limited duration and natural simplicity, which in turn makes them different from permanent institutions and created attractions.

Tallinn, the capital city of Estonia, is a city with lot of different events where everybody can find something to their taste. One of the main attractions in Estonia that takes place in Tallinn is the famous Song and Dance Festival, which first took place in 1869 and is also declared by UNESCO as a masterpiece of the Oral and Intangible Heritage of Humanity. Some other very well known and popular events are for example PÖFF – Black Night Film Festival; Tallinn Old Town Days; Tallinn Maritime Days; Tallinn Music Week; Jazzkaar etc.

All the events impact its participants and local community in different ways – positive and negative. Because tourism is a nebulous concept it manifests its impacts across communities differently (Fredline & Faulkner, 2000). Janeczko et al (2002) stated that there is a direct relationship between the size or scale of the event and the impact it

produces – as the size of the event increase so do their potential attendance, media coverage, and potential costs and benefits. Tourism should maximize benefits and minimize negative costs regarding: economic impacts on the local community; social impacts on the local community; cultural heritage; and the environment (Andersson & Lundberg, 2013).

Events have become large phenomena within the global tourism (Getz, 1997) that includes many different parties. Presenza and Iocca (2012) identified several stakeholders that are connected with the events – media; public authorities; sponsors; suppliers of facilities, food and beverages; visitors; tourism traders; and independent organizations. Engström & Hakansson (2010) brought out the fact that collaboration and communication between community, visitors and entrepreneurs are very important because by doing that all the involved parties can benefit from that – economies of scale, high occupancy rate, new and better job opportunities, quality improvements of infrastructure etc. (D’Angella & Go 2009; Burns & Howard 2003). But even if collaboration is beneficial for community, it is not always easy to achieve that.

Due to the fact there are different stakeholders and groups who are included in events and in its planning process (event organizers, local DMOs, local government, visitors etc.) and due to the lack of communication between them, the impacts that events cause could be dissimilar to different stakeholder groups. The impacts can differentiate because of the contrastive aims and motives. For example the government uses an event for promoting tourism and destinations’ image, while organizers just want to bring locals together and enjoy themselves. In his article Greenwood (1977) describes similar conflict between local residents and local government, where municipal government turned one of the Fuenterrabia’s assets to tourism product, which in turn violated the meaning of the ritual and destroyed its authenticity for the people.

As seen, a very important group that is connected with events is local residents. Resident attitudes are important because they are more directly impacted by tourism-related activity in their own ‘backyard’ and because of that have a strong moral case to be heard and heeded (Weaver & Lawton, 2013). Fredline and Faulkner (2000) stated that even

though perceptions are subjective, they still provide an indication of the actual impact through peoples' reaction to the development. As mention before, different parties involved in events could have different aims and goals. In any city there could be several intermingled communities with different goals and opinions (Zhou, 2006). This could be problem also here – for example event organizers have different aims and ideas when it comes to planning the event, and they do not include residents in this process which in turn affects residents. In order to achieve good balance and gain local communities' support, it is important to understand goals, aspirations and opinions of communities when planning events (Zhou, 2006). Madrigal (1995) stated that residents' perceptions and attitudes towards the impacts of events must be understood, because it will enhance the spectators' experience and contribute to the location's overall attractiveness as an event tourism destination. Zhou (2006) added that it is important to keep governments/organizer's aims and motivation, and residents' perceptions harmony with each other.

The **aim** of this thesis is to evaluate to what extent the impacts perceived by the local residents in Estonia is consistent with the different event organizers' intended impacts. To help to reach the aim of this thesis, the following **objectives** were formulated:

1. What kind of impacts do different event organizers in Tallinn think their events have on local community?
2. How do different events impact local residents in their own opinion?
3. How do local DMOs in Tallinn use events as a strategic tool for developing destination and promoting tourism?

Thesis aim and objectives will be answered through analysis of different materials, documents and previous research, and also through analysis of questionnaires (residents of Estonia) and interviews with different event organizers and DMO in Tallinn.

Next, the short descriptions of chapters are given. In Methodology chapter, an overview of research approaches is presented. Also the philosophical background of the research is explained. Different data collection methods are introduced, including questionnaire,

interviews and secondary data. Lastly, the way of analyzing data is explained and the limitations of this research are presented. The Case Description chapter gives a short overview of event tourism in Tallinn, and of the events that are interviewed for this thesis.

Next chapter is the dedicated to Theory, where relevant theory about the topic of this thesis is presented. In the first part of this chapter, the review of event tourism, typology of events and key components in event tourism is given. Collaboration between different parties in event tourism is also introduced. With the second part, an overview of positive and negative socio-cultural and economic impacts is presented. These theory parts are relevant to this thesis because all these topics - different parties, events and impacts, are researched in this thesis, so it is appropriate to give an overview of previous research done on these topics. Theory parts presented in this thesis are also important when analyzing the findings – compare them with previous different studies and research.

Next follows the Analysis part, where relevant primary and secondary data results are presented and used in order to provide an analysis of the researched topic. The chapter consists of four themes that were revealed from the data: Impacts of event tourism on local community; collaboration between the DMO, event organizers and local community; and the relationship between culture and events. Last chapter is Conclusion, where the entire research is summarized and where the main findings from the analysis are presented.

2. METHODOLOGY

2.1. *Philosophical Background*

The paradigm (or worldview) that researchers work in is most often consistent with their beliefs about the nature of reality, their philosophical views, and the scientific field or scholarly community they are part of (Graff, 2012). In other words, researchers usually work from the perspectives that allow them explore and examine the problems and issues that are similar to their own beliefs and view, and are most important to their scholarly community (Teddlie & Tashakkori, 2009).

Quantitative researchers work often from the positivist paradigm, which means that the research is expected to be objective, hypothesis driven, measurable and free of values, and they seek to find causes that occur at the same time as effects (Graff, 2012). Qualitative researchers work mostly from the constructivist paradigm, which means that there are many realities that are constructed when the researcher engages with participants to understand their points of view (Graff, 2012).

The philosophical differences between the quantitative and qualitative views created tensions and problems among the researchers, but Howe (1988, as cited in Graff, 2012) proposed a paradigm that replaces the debate around an incompatibility between the two methods. This paradigm is called pragmatism, which allows researchers to “*study what interests and is of value to (them), study it in the different ways that (they) deem appropriate, and use the result in ways that can bring about positive consequences within (their) value system*” (Tashakkori & Teddlie, 1998). In pragmatism, the problem is most important and researchers use all the approaches to understand the problem (Creswell, 2003).

The pragmatic view is often linked with mixed methods research, because they both accept the idea that qualitative and quantitative methods are indeed compatible (Howe, 1988, as cited in Graff, 2012). Researchers do not have to choose between the two

methods but rather use both of them in order to find answer to their research questions (Graff, 2012). Similarly, pragmatist view reality from two perspectives – one is consistent with positivists' view of reality (reality that can be observed, measured and understood to some extent), and the second reality is that there is no one truth, but rather several explanations of reality (Graff, 2012). For mixed method researcher, pragmatism opens the door to multiple methods, different worldviews and different assumptions (Creswell, 2003).

2.2 Research Approach

Research approach refers to the chosen way of treating and analyzing the selected data and is generally classified as either quantitative or qualitative (Yin, 1993, as cited in Kulluvaara & Tornberg, 2003). But there are also researchers, who prefer to use both methods. This research design is called a mixed method approach, which is also used in this thesis. Two methods are used, questionnaire and interviews, which will be further discussed in next chapters. For this thesis the mixed method is chosen because in order to reach for a wider audience quantitative approach was used (questionnaires), but at the same time deeper understandings of opinions and attitudes were needed, so for that the interviews with DMO and event organizers were conducted.

According to Creswell (2009) mixed methods study involves the collection or analysis of both quantitative and/or qualitative data in a single study in which the data are collected concurrently or sequentially, are given a priority, and involve the integration of the data at one or more stages in the process of research. Tashakkori and Teddlie (2003) are of an opinion that mixed methods research involves a research design that uses multiple methods – more than one research method or more than one worldview – in a research inquiry. The same authors identified two major types of multiple methods research: 1. mixed methods research, where researchers employ two or more research methods, but may (or may not) use only one worldview, and 2. multimethod research, where both (quantitative and qualitative) research methods are used, either concurrently or sequentially, to understand a phenomenon of interest. Therefore, all mixed methods research studies are, by definition, multimethod research, but all multimethod studies are

not mixed methods research (Venkatesh et al. 2013).

According to Creswell (2003) there are three general strategies in mixed methods:

- *Sequential* procedures – researcher seeks to elaborate on or expand the findings of one method with another method.
- *Concurrent* procedures – researcher converges quantitative and qualitative data in order to provide a comprehensive analysis of the research problem.
- *Transformative* procedures – researcher uses a theoretical lens as an overall perspective within a design that includes both quantitative and qualitative data.

For this thesis mainly multimethod research with concurrent procedures are used. This is expressed due to the fact that both, quantitative and qualitative, research methods are used, in order to find the answer to research problem. But at the same time it can be argued that transformative procedures are also used a little, since the questionnaire is composed from the statements from previous research (theory is used).

Mixed methods research is also seen as a way of answering research questions, rather than restricting or constraining researchers' choices – it is an creative and expansive form of research, not a limiting form (Johnson & Onwuegbuzie, 2004). Johnson and Turner (2003, as cited in Johnson & Onwuegbuzie 2004) developed a fundamental principle of mixed research, which means that researchers should collect multiple data using different methods and approaches in a way that the resulting mixture is likely to result in complementary strengths and no overlapping weaknesses.

2.3. Data Collection

Weaver and Lawton (2006) are of an opinion that secondary data collection requires the investigation of materials and research that has been previously compiled by other researchers, and which comprises academic book, articles, newspapers, company materials, and Internet materials.

Weaver and Lawton (2006) describe primary data as a data that is collected instantly by

the researcher through different forms such as observation, interviews and surveys. The same authors added that the major advantage of primary data is the fact that the researcher designs the research framework that is relevant to the specific topic and question of interest. In this thesis the primary data collection was done through questionnaires and interviews.

2.3.1. Questionnaire

A questionnaire is a tool to collect and record information about a particular issue of interest and it is mostly made up of a list of questions (Kirklees Council, 2014). According to Bulmer (2004, as cited in Bird, 2009) questionnaire is a *“well established tool within social science research for acquiring information on particular social characteristics, present and past behavior, standards of behavior or attitudes and their beliefs and reasons for action with respect to the topic under investigation”*.

Questionnaires can be used in different survey situations like postal, electronic, face-to-face and telephone (Kirklees Council, 2014). Questionnaires are mostly used to collect precise information to classify people and their situations; to gather information that is related to people's behavior; to look at the basic opinions and attitudes of people relating to a particular issue; to measure the customers' satisfaction with a service/product; and to collect information that can be tracked over time to analyze changes (Kirklees Council, 2014).

The most important requirement of a questionnaire is that the questions are arranged in a logical order that allows a smooth transition from one question to another, which ensure that the participants understand the purpose of the research (Bird, 2009). It is also important for a researcher to choose question response format, which can be either closed question or open question. Closed questions are usually difficult to construct but easy to analyze whereas with open questions the situation is reversed (Sarantakos, 2005). In closed questions ordinal, interval, nominal and ratio levels are used to measure differences (Bird, 2009).

In this thesis, the questionnaire (see Appendix 1) had open questions and also closed questions. Within the closed questions the nominal (gender), ratio (age) and interval

(attitude scale) levels were used. A very big part of the questionnaire was build up from interval method, because participants were asked to indicate to which level do they agree or disagree with certain statements related to impacts. Similar research about the impacts of events has also been done previously by different researchers like Delamere (2001), Janeczko et al. (2002), Rollins et al. (1999), Skoultos and Tsartas (2009), and Viviers and Slabbert (2012). Their work was taken as a model for this thesis questionnaire (mostly when forming the statements). The questionnaire was distributed electronically so that it would reach to as many people as possible. The “snowball effect” was used, which means that the initial respondents generated additional respondents by distributing the survey (Fricker, 2008). The purpose of this survey was to find out local residents’ opinions about the impacts of events.

2.3.2. Interviews with event organizers

Interviews are a part of qualitative research approach. According to Bloomberg and Volpe (2008) there is several data collection methods used in qualitative research to choose from: interviews, summative focus groups, document review, observation, and critical incident reports. In this thesis, interviews were chosen as one of the primary data collection method, because it has the potential to elicit rich, thick descriptions and it also gives the researcher an opportunity to clarify statements and probe for additional information (Bloomberg & Volpe 2008).

The interviews in this thesis were conducted via e-mail, telephone and Skype. These ways were used due to the preference of the interviewees and the different schedules of interviewees and the author of this thesis. Some of them were too busy to do interview via Skype or phone, so they chose the e-mail. This way they could answer the questions whenever it suited them. Questions were open-ended so that the interviewees could answer freely and add their ideas and opinions about the topic. In total six interviews were completed. The local stakeholders that were chosen to the interviews were different event organizers in Tallinn, Estonia. This group was chosen because it was interesting to find out how they see their events, and to find out how they think their events impact local community. The purpose was also to find similarities and differences with local residents’ and organizers’ responses – do organizers’ opinions about the impacts are the

same with the impacts that the residents perceive. Event organizers' interview questions are presented in Appendix 2.

The following table (Table 1) gives an overview of the interviewees and the events they are organizing. More information about the events is presented in Chapter 3.

Table 1. List of interviewees and their events.

<u>Interviewee</u>	<u>Event</u>
1. Sten Weidebaum (Head of communications)	Estonian Song and Dance Festival
2. Tiina Lokk (Main organizer)	Black Night Film Festival
3. Eva Saar (Marketing manager)	Jazzkaar
4. Anna Murulauk (Event project manager)	Tallinn Maritime Days
5. Marje Jürgenson (Event project manager)	Tallinn Old Town Days
6. Renna Järvelt (Organizer)	SEB Tallinn Marathon

2.3.3. Interview with DMO

The DMO chosen for interview is Estonian Tourist Board, that is a part of Enterprise Estonia (EAS). The objective of the tourism sector is to increase awareness of Estonia as a tourism destination and the international competitiveness of Estonian tourism products. The board arranges campaigns aimed at the general public of the target markets and also organizes media relations to promote the reputation of Estonia. Besides that they also develop tourism products and provide financial support and advice to tourism activities in different regions all over Estonia. All the previous and more information is available at <http://www.eas.ee/en/for-the-entrepreneur/tourism>.

The interviewee was Tuuli Elstrok, who is working in Estonian Tourism Board as a culture product development coordinator. The interview was conducted via e-mail, since it was more suitable for interviewee. In many cases when interview is conducted via e-mail, the answers may not be that deep and elaborative. In this case, the interviewee gave very thorough answers and opinions about different topics. The interview questions are presented in Appendix 3.

2.3.4. Other studies and research

There are also two other documents that are used in analysis and discussion part. The first is sociological study by Lauristin and Vihalemm (2013), about Estonian Song and Dance Festival. 1301 people in different ages participated in this survey all over Estonia. Different questions about most memorable moments, media exposure, reasons for participating, and musical preferences were asked. With this study, authors wanted to find out what this festival means to local residents and what are their expectations and motivations towards it.

Second document used in this thesis was about the economic impacts of sport and cultural events in Estonia by Josing et al. (2012). The aim of this study was to find out what kind of different economic impacts does different sport and cultural events have. Also analyzed were the impacts of events on local businesses and institutions, the direct impacts resulting from visitors' spending, and events' budget. The proposals on how to increase positive economic impacts were also developed.

Both of these documents are important to this thesis, because they offer extra relevant information about the topics researched in this thesis. More over, they help to find similarities and differences with what was found through interviews and questionnaire, and analyze and discuss all the results more in depth.

2.4. Data Analysis

Miles and Huberman (1994) developed an analysis model for qualitative data, which consists of three stages: data reduction, data display, and conclusion drawing/verification

Figure 1). Data reduction is the process of selecting the data to make it sorted, focused and organized in order to be able to draw and verify conclusions (Miles & Huberman, 1994). Same authors (1994) explained that the data display is a way to organize and compress the reduced data for the purpose of simplifying the conclusion drawing. In the last stage (conclusions and verifications), researchers note regularities, patterns, explanations, and possible configurations, casual flows and propositions (Miles & Huberman, 1994).



Figure 1. Components of data analysis: interactive model. (Miles & Huberman, 1994).

When it comes to quantitative data analysis, there are many different ways of analyzing the data. Descriptive statistics is one way of doing so, which help to describe raw data and these methods include: numerical counts of frequencies; percentages, measures of central tendency (mean, mode, median); and measure of variability (range, standard deviation, variance) (Taylor-Powell, 1996).

The most commonly used from previously mentioned methods are numerical counts of frequencies and percentages. Counts of frequencies tell how many times something occurred or how many responses fit into a particular category (Taylor-Powell, 1996). Percentages expresses information as a proportion of a whole, they tend to be easy to interpret; they are a good way to show relationships and comparisons; and they are also

useful when researchers want to display a frequency distribution of grouped data (Taylor-Powell, 1996).

The analysis techniques presented previously involve calculating numbers by using actual data that is gathered. Rankings, on the other hand, are not actual measurements but rather created measures to impose sequencing and ordering (Taylor-Powell, 1996). Ranking indicates where one value stands in relation to other values or to the total (Taylor-Powell, 1996).

The third data analysis method comes from Yin (1994, as cited in Kulluvaara & Tornberg 2003) who proposes two techniques that can be implied in the analysis of the collected data. First is the data comparison to the used theory, and the second is cross-case analysis, where data is compared from one case to another (Yin, 1994, as cited in Kulluvaara & Tornberg 2003).

When it comes to this thesis, all of the previously mention data analysis methods were used. Interviews were analyzed according to Miles and Huberman's (1994) model – where patterns and similarities were found. From the surveys, different percentages and rankings together with tables and figures were presented. Both data, qualitative and quantitative, were also analyzed, compared and combined with relevant theory.

2.5. Limitations

One of the most important limitations that occurred was regarding the questionnaire. Initially the topic and research problem were different and the survey were conducted while taking into consideration those points. So when the topic and research question were changed, there was no time to conduct new questionnaire. Events interviewed in this thesis are all from Tallinn, but people all over Estonia answered the questionnaire. Because of that the sampling is broad for this thesis and the issues the results are pointing are generalizations, not something that are very specific.

Second limitation was the lack of interviews among DMOs. In Estonia there are many different regional destination management and marketing organizations (more

information about the structure in Chapter 5.2.2), but only one had time to answer the questions. It would have been really interesting to find out what other developers thought about the issues and topics studied in this thesis.

Another challenge was regarding to qualitative data. There could be that interviewees answer to questions according to what they are told to say and they are not expressing their own opinions. They could also respond in a way that would make their organizations look good and not publish anything negative related to them.

3. CASE DESCRIPTION

3.1. Event Tourism in Tallinn

Estonia is a small country located in Northern Europe, on the eastern coast of the Baltic Sea. Estonia's land area is 45, 227 km² and its population is 1,3 million. The majority of the population lives in urban areas, a third of the population lives in the region of Tallinn on the Northern Estonian coast (Ahas et al. 2007). Because Estonia has a Nordic location, it also has a diverse seasonal cycle, which is one of the main factors that influences tourism destination (Ahas et al. 2007).

There are a lot of reasons why tourists visit Estonia – sights, nature, local culture and folklore, traditions, manors, islands etc. One of the other reasons are different events that Estonia has to offer. As mentioned in chapter 3.1.2, Getz (2008) developed a model identifying different types of planned events based on their purpose and program. This model is also adaptable for events in Estonia, which is displayed below (Figure 2). In this model some of the examples of Estonian well known events are presented.

The capital of Estonia is Tallinn and since it is the largest city in Estonia, it makes sense that a lot of different popular events take place in there. This city offers a variety of events all year round – music festivals, film festivals, sport events and business events, which all attract not only local people but also foreign visitors.



Figure 2. Examples of different types of events in Estonia. (Model adapted from Getz, 2008).

Some of the most well known events that take place in Tallinn are for example Song and Dance Festival, Black Night Film Festival and Tallinn Old Town Days. All these events are big part of the image of Tallinn and when promoting the destination to the world. Even more, organizers for these three events were interviewed for this thesis together with three more events, which were Jazzkaar, SEB Tallinn Marathon and Tallinn Maritime Days. With next subchapters, short overviews of all of the events are given. All these events were chosen for this thesis because of their popularity among locals and foreigners.

3.1.1. Song and Dance Festival

Internationally most well known symbol of Estonian culture is the massive Song and Dance Festival, where people can see traditional clothes, music and heritage. This is a public festival that after every five years brings together tens of thousands of performers and an even bigger audience from all over the country. The number of participants in the Song Festival can reach up to 25 or 30 thousand, and on the stage there are usually about

18 000 singers. Because of the stiff competition, the repertoire is rehearsed for years in advance and unfortunately not all choirs can take part of this festival.

The first Song Festival was held in 1869 in Tartu where 51 male choirs and five bands encompassing 845 singers and musicians took part. The first Song Festival was also a high point for Estonian national movement and from this the Song Festival tradition began. During the World War II the tradition was interrupted, but it began again in 1947. Since 1950, the Song Festivals have been held every five years.

The term “the singing nation” expresses well the Estonian identity and its struggle for national independence during the Soviet occupation. In 1988 began the “Singing Revolution” based on the Song Festival Tradition, when hundreds of thousands of people gathered together to make political demands. More than 300 000 people participated in this huge event and for the first time Estonia’s independence was openly demanded. There is a belief that Estonians sang themselves free from the Soviet Occupation.

The first Dance Festival was held in 1934, where one and a half thousand folk dancers performed. The dancers are in their bright national costumes and are forming patterns on the dance field. The largest Dance Festival took place in 1970 with over 10 000 performers, where the youngest dancer was 4 years old and the oldest 76 years old. In November 2003, UNESCO declared Estonia’s Song and Dance Festival tradition a masterpiece of the Oral and Intangible Heritage of Humanity. All the information in this chapter is available at www.estonia.eu and www.laulupidu.ee.

3.1.2. Black Night Film Festival

Tallinn Black Night Film Festival, or in native Estonian – PÖFF – is one of the largest and most distinctive film festival in Northern Europe and belongs to the 15 leading film festivals of the world. The festival aims to present Estonian audiences a comprehensive selection of world cinema in all its diversity, providing a friendly atmosphere for interaction between the audience and filmmakers from all around the world. The festival includes many different events and sub-festivals (Animated Dreams, Just Film, Sleepwalkers) that bring together filmmakers all over the world. The festivals also

includes three competition programs (International Competition, Tridens competition, and North-American competition), a traditional film festival program with documentaries and feature films as well as programs for short films, retrospectives and film related special events (concerts, exhibitions, talks and more).

The first Black Night Film Festival took place in 1997, where 25 full-length films were screened for 4500 cinema visitors. Through years the festival has grown rapidly - within 10 years Black Nights Film Festival had increased the number of films nearly tenfold and the number of cinema visits even more. In 2014, the festival had over 775 000 admissions, 662 films and total of 835 screenings, and 556 attending industry guests and journalists. All the previous information and more is available www.poff.ee.

3.1.3. Tallinn Old Town Days

Tallinn Old Town Days have been organized since 1982 and during this event the yards, squares, streets, coffee shops and halls are filled with music, art and theatre. Throughout the event days, the streets are filled with people who are wearing ancient clothes to create an ancient environment. The visitors of the old town can take part of that tradition by buying costumes from local market in Harju street which will be held throughout the event period.

Every year Tallinn Old Town Days follows a different slogan, which also inspires the theme of the festival. This year's (2015) motto is "The Living Streets of the Old Town". The streets of the old town are getting even more car-free and because of that it is more pleasurable to spend time and walk on the old town streets. This also gives organizers a chance to arrange performances in the streets that were important in the old town history. All the previous information is available at festivals' webpage www.vanalinnaevad.ee.

3.1.4. Jazzkaar

Jazzkaar is the biggest jazz festival in the Baltics and it is held from the 1990. In 2014 the festival celebrated its 25th birthday. Even though the festival has the smallest budget in

Nordic countries, the team still manages to combine an unique program and bring together the biggest and most interesting findings of the world's jazz scene to Tallinn and Estonia. Jazzkaar is then-day festival, which also has the biggest number of concerts per year in Estonia – more than 3000 performers from 60 countries.

Besides the Jazzkaar, the organizing team is also arranges Christmas Jazz which is a two-week intimate and serene sounding festival during the holidays; and Winter Jazz and Autumn Jazz which are concert season where local artists and their new projects are introduced together with European musicians and bands. All previous information is available at www.jazzkaar.ee.

3.1.5. Tallinn Maritime Days

Tallinn Maritime Days is a three-day festival that takes place in three different ports in Tallinn – Old City Harbor, Seaplane Harbor and Noblessner Harbor. This event features inter-harbor boat rides on recreational crafts, concerts on Tallinn Bay, Tallinn Race regatta and many more musical concerts. Through this event Tallinn shows that it is good place to live and introduces different possibilities how spend and enjoy time besides sea.

This year, the festival introduces visitors the maritime history, and vessels, sailboats and steamboats. Many guests from neighboring countries are also included – sailing ships and steamers from Sweden, Latvia and Finland. Maritime take place in the middle of July. All previous information and the program of the festival are available at www.tallinnamerepaevad.ee.

3.1.6. SEB Tallinn Marathon

SEB Tallinn Marathon is a sport event that usually takes place in September. The aim of this event is to promote sport and healthy lifestyle, and motivate people to start living healthy and spend more time outside. This event includes childrens' program, 10 km run, 21,1 km run and marathon (42,2 km run). Every year more and more people are participating. Thanks to the support from Enterprise Estonia, the international reputation of the event has also increased. In 2010, 27 different countries were represented in the

marathon, and in 2014, it was already 41 countries. All previous information and more is available at www.jooks.ee.

4. THEORY

4.1. Event Tourism

Events are an important motivator in tourism and most destinations use them in their development and marketing plans (Getz, 2008). But it was only few decades ago that ‘event tourism’ became established and known (Getz, 2008). In the 1980s even tourism expanded dramatically as a research topic and in the 1990s scholars started to research more the event management side (Getz, 2008). Nowadays, the importance of cultural attractions and events in advancing regional economic development and specially tourism development is acknowledged (Richards, 2003). Tourist are interested in cultural aspects and searching for exciting cultural experiences (Agarwal & Brunt, 2006), and events can be seen as one of the ways on how to get these unique experiences (Munsters, 1996).

Bjeljac (2006, as cited in Bjeljac et al. 2013) defines event tourism as a ‘public performance in the form of an event or more events (with the same or different content), different categories of human achievement, that stand out for their specificity and attractiveness, have a tradition (permanency), achieving the goals and effects of tourism, and are organized in areas that have an interest in them, with massive performances and public expression, which are significant in scale, size, quality and quantity of content, with a clear and prominent central theme and recognizable date of happening, which all results in profitability as part of a tourist destination’.

One of the most commonly used definition of event tourism comes from Getz (1997), who stated that event tourism is a systematic planning, development, and marketing of festivals and special events as tourist attractions, image-makers, catalysts for infrastructure and economic growth, and animators of built attractions. The same author (2008) also added that event tourism is generally acknowledged as being inclusive of all planned events in an integrated approach to development and marketing. Masberg (1998) defined event tourists or visitors as those who travel away from home for pleasure, business or any other purpose and who stay overnight at an event destination.

Like any other special-interest travel form, event tourism should also be viewed from both supply and demand side (Getz, 2008). On the supply side, destinations develop and promote events to achieve different goals: to attract tourists; serve as a catalyst (for increasing infrastructure and tourism capacity); to promote a positive destination image and advance general place marketing; and to bring specific areas or attractions to life (Getz, 2008). On the demand side, it is important to determine who travels for events and why, and also who attends events while travelling (Getz, 2008). In this demand-side approach, evaluation of the value of the events is also included, regarding promoting a positive destination image, place marketing, and co-branding with destinations (Getz, 2008).

4.1.1. Key Components in Event Tourism Industry

The rapid growth of events has led to a formation of an event industry, with its own suppliers, professional associations and practitioners (Allen et al. 2011). This industry's formation has also been accompanied by a globalization of markets and communication, which has affected the nature of the industry and the trends within this industry (Allen et al. 2011). Same authors have listed key components of the event industry.

Event organizations have a main task of hosting or staging the events. Corporate events are often organized by in-house event teams or by project teams within the companies that are putting on the event (Allen et al. 2011). *Events management companies* are professional groups or individuals that organize events on a contract basis on behalf of their clients. These kinds of specialist companies often organize a number of events concurrently and develop long-term relationship with their clients and suppliers. (Allen et al. 2011)

Event industry suppliers may work in direct event-related areas, like staging, sound production, lighting, entertainment, catering and audiovisual production, or they may work in associated areas, like transport, communications, legal services, security and accounting services. This network of suppliers is an integral part of the event industry, and their knowledge assist the production of professional and high-class events. (Allen et al. 2011)

Venue management includes an event management component, whether as part of the marketing of the venue or as part of the servicing of event clients. Many venues create additional revenue by hiring their facilities for different events. These venues are for example galleries, museums, universities, libraries and theaters. Hotels, convention and exhibition centers, sport stadiums, heritage sites, theme parks, shopping centers and markets are venues that usually include an event management component. (Allen et al. 2011)

Industry associations are professional associations that provide networking, communications and liaison within the industry, training and accreditation programs, codes of ethical practice, and lobbying on behalf of their members. *External regulatory bodies*, such as governments and local councils, are responsible for overseeing the conduct and safe staging of events. For example many local councils require a development application for the staging of outdoor events, which may cover regulations related to traffic plans, noise restrictions and so on. In addition, event organizers have a legal responsibility to provide a safe workplace and to obey all laws related to employment, contracts and so on. It is also important for event organizers to maintain contact with the public authorities that have a complete interest in the industry. (Allen et al. 2011)

4.1.2. The Typology of Events

Events are one of the world's leading tourist products with an unlimited potential, which is primarily associated with the maturity of destination countries in innovative planning and implementation of events and manifestations through public-private partnership (Šušić and Dordević, 2011).

Bowdin et al. (2006) defined events as a “*special rite, presentations, performance or celebration which is continuously planned and created in order to mark special events and/or to achieve special social, cultural or corporate aims and targets*”. Jayaswal (2008) defined events as packages that are carried out with a perceived concept, and then customized to achieve the aim of organizing that event. According to Getz (2008) planned events are temporary developments with a predetermined beginning and end.

Getz (2008) added that each planned event is unique because of the interactions among the setting, people, and management system (including design aspects and the program).

In order for an event to be a successful tourism product, it is important to extract the main elements that promote the product: the attractiveness and uniqueness, content, rank, tradition, quality of organization, number of visitors, location, and also time and duration of the event (Bjeljac et al. 2013). The more events are based on specific values, are well planned and organized in appealing locations, and are time convenient, the more people will visit these events and the greater the value of the events as a tourism products will be (Bjeljac et al. 2013).

Getz (2008) identified different types of planned events based on their form – that is, obvious differences in their purpose and program (Figure 3). These planned events include: cultural celebrations (festivals, religious ceremonies, heritage commemorations); art and entertainment (concerts, award ceremonies); political and state occasions (summits, VIP visits); business and trade (fairs, conventions, trade shows); educational and scientific events (seminars, clinics); sport competitions (professional and amateur); recreational events (games and sport for fun); and private events (weddings, socials).

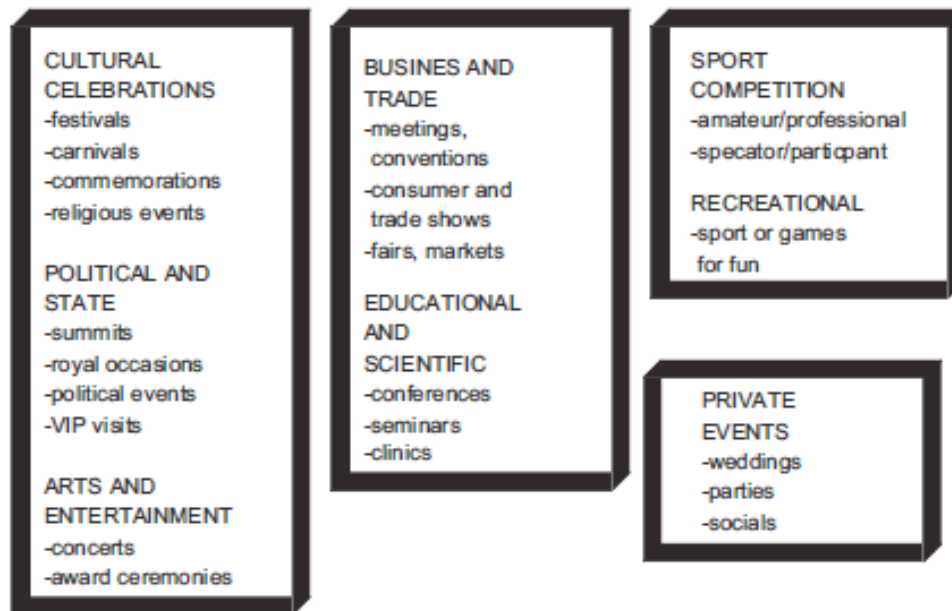


Figure 3. The typology of planned events. (Getz, 2008).

It is also possible to classify events according to their size. In this case events are categorized as mega-events, hallmark events, major events, and local or community events. Mega-events represent those events that have significant media coverage, have a big impact on the tourist development and contribute to the overall economy of the entire country or a destination (Allen et al. 2011). Hallmark events are events that have become so identified with the spirit of the cities, places or regions that they have become synonyms for the place where they are held (Allen et al., 2011). Major events attract a considerable number of visitors; have wide media coverage and economic benefits for the area they are held (Šušić and Dordević, 2011). These events can also have some kind of cultural significance, and can be musical, competitive and with religious content (Šušić and Dordević, 2011). Local or community events are mainly meant for local residents and are usually based on local, social and entertaining values (Šušić and Dordević, 2011). These events also bring important benefits for the local community because they help to create a sense of belonging and recognition of the environment (Šušić and Dordević, 2011).

Furthermore, events can also be categorized due to the number of venues used during the event - all-inclusive at one venue or held at many different venues throughout a region (Janeczko et al. 2002). Multiple venue events are more difficult to evaluate because the boundaries become blurred, the study area gets larger, and there is a chance of counting the same visitors many times (Janeczko et al. 2002).

Jago and McArdle (1999, as cited in Janeczko et al. 2002) developed a model (Figure 4) in order to categorize events, taking into account the timing, location and thematic aspects of events. The identification of these aspects is important when considering the overall value of an event to the host community. For example, a business event that occurs in the busy school holiday period may be causing extra problems on a region's infrastructure, when the same event could easily be moved to a slower period of the year (Janeczko et al. 2002).

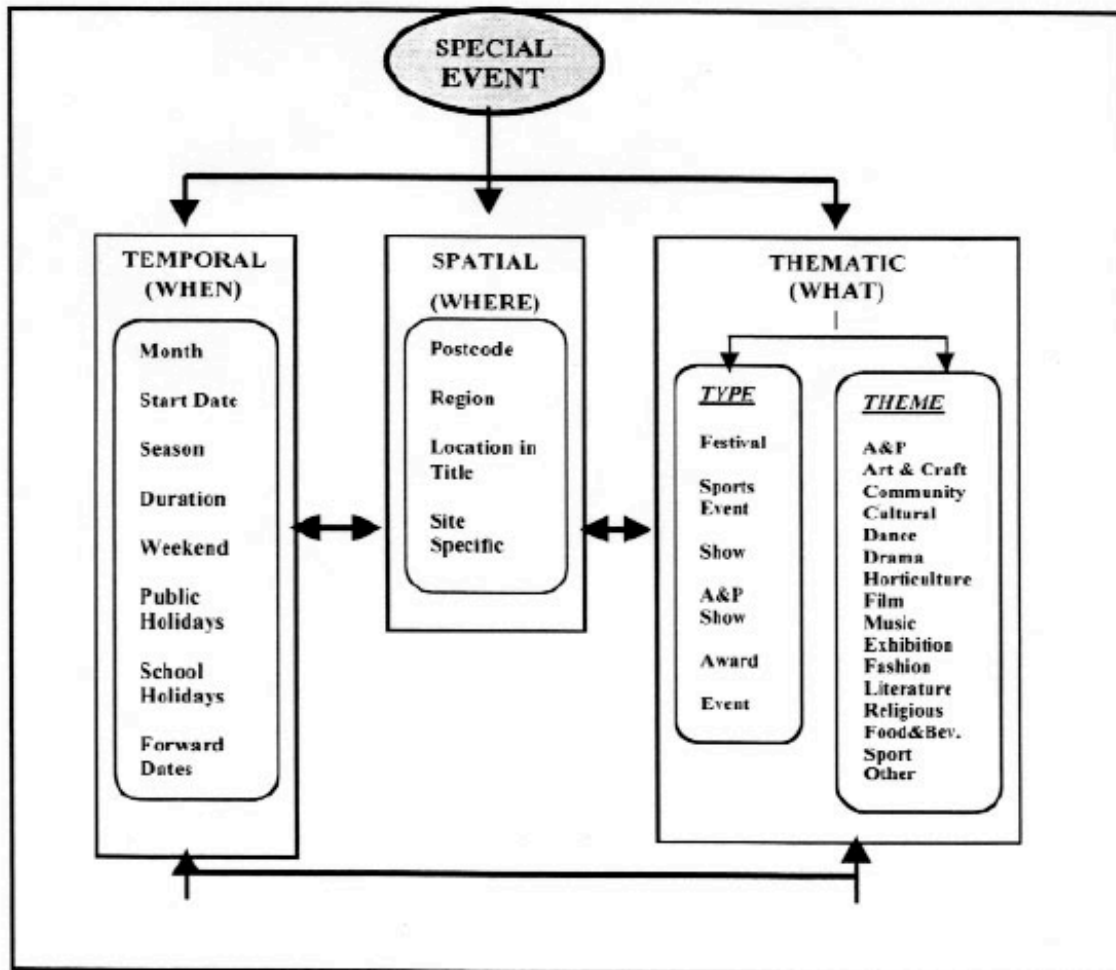


Figure 4. Event Types (Jago & McArdle, 1999; as cited in Janeczko et al. 2002).

4.1.3. Event Tourism Portfolio

In order for a destination to use events as beneficially as possible, it is important to use more strategic planning and manage them properly. One way of achieving that is to form an event tourism portfolio. Getz (1997) defines this kind of portfolio as a variety of events that a destination offers, each with their own value, cost, market share and profitability. Same author (1997, 2008) developed a pyramid model (Figure 5), which describes a strategic, event tourism portfolio approach. According to this model, a balanced portfolio approach is based on the functionality of different events and the assumption that each event can achieve certain economic and tourism goals (Ziakas &

Costa, 2011). On this basis, many different measures of value are suggested – market share, quality, community support, sustainability, image enhancement etc. (Ziakas & Costa, 2011).

At the bottom of the pyramid are local events that have low tourist demand and value, and are usually arranged only once or periodically. The second group is regional events that have medium tourist demand and value, but similarly to local events, regional events are also arranged periodically or only once. The top of the pyramid belongs to periodic hallmark events and mega events. Both of these events have high value and high tourist demand. (Getz, 1997)

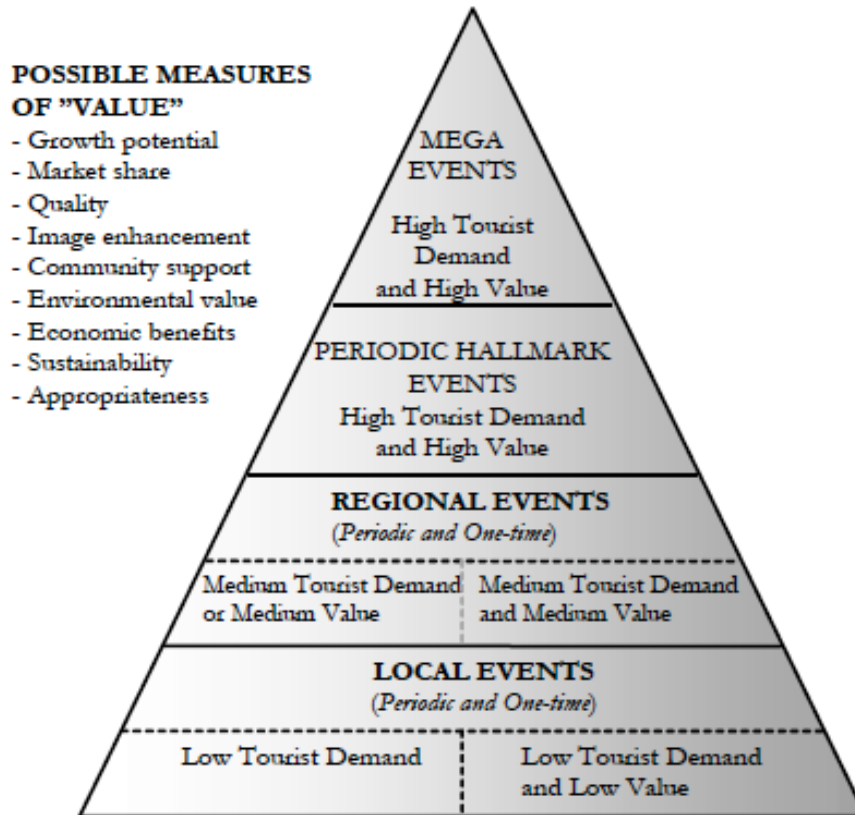


Figure 5. Portfolio of Destination Events (Getz, 1997).

This model is developed by one underlying principle – even though almost all events have tourism and community value, only some of them generates major tourism demand. Therefore, while mega events and hallmark events may attract a lot of tourists and impact

the destination image and attractiveness, local and regional events that are on the bottom may not have very significant meaning to the destination image. (Getz, 1997)

Event portfolio strategy can enrich destination's tourism product, enhance its image and redress seasonality by offering different types of events throughout the year aimed at attracting visitation (Ziakas & Costa, 2011). Getz (1997) added that from a tourism perspective, the main aspect in the event tourism portfolio is the ability to attract new tourists for the events. Portfolio model help destinations and tourism organizations in planning how to develop or improve their portfolio of events in order to maximize its tourism value (Anttonen et al. 2005).

4.1.4. Local stakeholders and collaboration in event tourism

“Events have a range of impacts – both positive and negative – on their host communities and stakeholders. It is the task of the event manager to identify and predict these impacts and then to manage them to achieve the best balance for all parties, so that on balance the overall impact of the event is positive. To achieve this, all foreseeable positive impacts must be developed and maximized, and negative impacts countered. Often negative impacts can be addressed through awareness and intervention – good planning is always critical. Ultimately, the success of the event depends on the event manager achieving this positive balance sheet and communicating it to a range of stakeholders.” (Bowdin et al., 2006)

Freeman (1984, as cited in Engström and Hakansson, 2010) defined the term stakeholder as “any group or individual who can affect or is affected by the achievement of the firm's objectives”, which in concept of events would mean that everyone affecting or is affected by these phenomenon's is considered a stakeholder (shop owners, customers, wholesalers).

The event industry includes a large variety of different actors – besides organizers there are also public authorities, local trade and industry and also media and sponsors (Larson, 2002). Reid and Arcodia (2002, as cited in Engström and Hakansson, 2010) identify two different divisions of stakeholders – primary and secondary category. Primary category

consists of volunteers, employees, spectators, and sponsors. Secondary on the other hand consist of government, host community, tourism organizations and general businesses. Getz (2007) developed also a typology of event stakeholders, which is very similar to the identification of Reid and Arconia (2002, as cited in Engström and Hakansson, 2010). Primary category for Getz was the internal group and the secondary category was the external group.

In their research, Presenza and Iocca (2012) grouped different event stakeholders as following:

- *media* (television and radio stations, newspapers and magazines);
- *public* authorities (local authority, government agencies that give grants, police and other public services);
- *sponsors* (big and small companies that use the festival as a marketing tool);
- *suppliers of facilities, food and beverages*;
- *visitors*;
- *tourism traders* (hotel, other accommodation, restaurant, associations and clubs);
- *independent organizations* (that work to organize and promote the festival).

The cooperation and communication between different stakeholders involved in different events are considered very important (Engström & Hakansson, 2010). Hakansson and Snehota (2006) are of an opinion that when the event managers and for example shop owners communicate and work together, it can result in a positive reaction among visitors. Visitors perceive the quality of the event good when there are good services around the event. Good communication and cooperation between different stakeholders is beneficial for the community, entrepreneurs and visitors, because they all can benefit from that (Engström & Hakansson, 2010).

D'Angella and Go (2009) have identified many different benefits that different stakeholders can achieve by communicating and cooperating with each other. These benefits are economies of scale, synergies, lower seasonality, high occupancy rate, promotion activities that are organized by people who have specific skills, coherence

among destination's firms in terms of activities and involvement in the decision making process. According to Burns and Howard (2003) benefits also include better job opportunities, quality improvement of different kind of infrastructure, increased safety measures etc., which in turn are also beneficial for local residents. So as seen, all the parts in event management are necessary and are depending and affecting on each other. By cooperating, communicating and driving for the same goals, all parts can benefit from these activities.

4.2. Impacts of event tourism

Festivals and events play an important role in the lives of communities (Viviers, 2010) and in order for events to be successful residents need to be enthusiastic about them (Slabbert & Viviers, 2011). Resident attitudes are important because they are more directly impacted by tourism-related activity in their own 'backyard' and because of that have a strong moral case to be heard and heeded (Weaver & Lawton, 2013). Local residents' support for and participation in the event will affect directly the success of the event; local residents' attitude towards the hosting of the event, and tourists will leave an impression on the tourists (Yu et al. 2012).

Janeczko et al (2002) stated that there is a direct relationship between the size or scale of the event and the impact it produces – as the size of the event increase so do their potential attendance, media coverage, and potential costs and benefits. Tourism should maximize benefits and minimize negative costs regarding: economic impacts on the local community; social impacts on the local community; cultural heritage; and the environment (Andersson & Lundberg, 2013).

4.2.1. Socio-cultural impacts on local community

Socio-cultural impacts of tourism refer to the changes in value systems, norms, beliefs, perceptions, morals and the conduct or behavior and any impacts that might have an impact quality of life of local residents (this can be positive or negative) (Viviers & Slabbert, 2012).

IAIA (2003) (*International Association for Impact Assessment*) are of an opinion that social impacts are changes that occur in one or more following:

- People's way of life – how they live, work and interact with one another on a day-to-day basis;
- Their culture – their shared beliefs, customs, values and language;
- Their community – its cohesion, stability, character, services and facilities;
- Their political system – the extent to which people are able to participate in decisions that affect their lives, the level of democratization that is taking place, and the resources provided for this purpose;
- Their environment – the quality of the air and water people use; the level of hazard or risk, dust and noise they are exposed to; their physical safety;
- Their health and well-being – health is a state of complete physical, mental, social and spiritual wellbeing and not merely the absence of disease or infirmity;
- Their fears and aspirations – their perceptions about their safety, their fears about the future of their community, and their aspirations for their future and the future of their children.

Events increase pride and create cultural identity, cohesion and increased knowledge of the area, so it is important to understand the perceptions and opinions of locals and in doing so, to try to maximize the positive perceptions (Gursoy et al., 2004). Fredline and Deery (2005) add that local community feels pride when showcasing the aspect of their culture and traditions, which in turn gives them a spirit of belongingness to their culture. It strengthens the tie between the local residents and the tourists visiting the destination (Gursoy et al., 2004).

Events also give locals the opportunity to develop relationships with volunteers, participants, spectators and tourists, and to learn new skills (Elias, 2006). Events also complement the attraction's attributes by providing more activities for the tourists and the overall image of the destination improves thanks to the outlook of the events (Jayaswal, 2009). Local residents have the opportunity to participate as a spectator, as a volunteer or even as an artist in the event, so the event gives locals a chance to escape from the routine

life (Jayaswal, 2009). Andereck et al. (2005) also pointed out that events could also contribute to improving community's services and also cultural facilities.

Delamere (2001) conducted a research to identify not only community social benefits, but also individual benefits. The main findings are listed below (Delamere, 2001):

Community benefits

- Enhanced image of community;
- Ongoing positive cultural impact in the community;
- Community is unique and special;
- Sense of community well-being;
- Community gains positive recognition;
- Celebration of community;
- Improved quality of life in the community.

Individual benefits

- Meeting festival performers/workers;
- Festival acts as a showcase for new ideas;
- Having the opportunity to learn new things;
- Variety of cultural experiences;
- Personal sense of pride and recognition through participation in the festival;
- Personal health and well-being;
- Opportunity to develop new cultural skills and talents.

There are also some negative socio-cultural impacts that can affect the local community. The tourists may disrupt the normal lives of residents and also decrease their privacy (Fredline & Deerey, 2005). Larger events may also be associated with traffic high noise, unreasonable litter and pressure on host community infrastructure (e.g. transport) (Gursoy et al., 2004). Viviere and Slabbert (2012) also added to the negative impacts exploitation of culture and traditional ways of life, prostitution, crime, and drugs. Kreag (2001) states that illegal activities tend to increase in the relaxed atmosphere of tourist areas and underaged drinking is a big problem especially in beach communities and in festival areas

where alcohol is sold. Another negative impact of tourism may be the conflicts between locals and tourist/visitors, which could develop from social and cultural differences (Page, 2009), but also from the fact that local ethnic culture is altered to fit the needs of tourism (Kreag, 2001).

4.2.2. Economic impacts on local community

Events can impact host community positively in a number of ways. Events attract visitors from outside of a region and so they may stay longer at a destination, and therefore spend more (Chalip & Layns, 2002). These revenues in turn can provide new employment opportunities, and taxes associated with these revenues can be used in order to pay for some projects and infrastructure development (Gursoy et al., 2004). Tourism often induces improvements in public utilities such as water, sewer, sidewalks, lightning, parking, public restrooms, litter control, and landscaping, which all benefit tourists and residents alike (Kreag, 2001). Same author added that tourism also encourages improvements in transport infrastructure resulting upgraded roads, airports, and public transportation.

Events can also develop businesses in a destination, thanks to the media exposure, and improve business relationships for non-tourism businesses (Kim & Petrick, 2005). According to Andereck et al. (2005) positive economic impacts also include improved standards of living, improved quality of life and more profit to local businesses. Large events are also highly publicized events, which means that they are often shown by electronic media, and mentioned and discussed in print media (Jayaswal, 2009). This helps to raise awareness of the destination among potential visitors and perhaps even create interest in visiting this destination (Jayaswal, 2009).

Of course, sometimes the media coverage is not so positive, for example in the case of unsuccessful event, which may lead to negative image of the destination for future, which would likely decrease the attraction for tourists (Chalip et al., 2003). Andereck et al. (2005) also pointed out some negative impacts like increases in the cost of living and increases in the prices of goods and services, which is resulted form the fact that the demand has increased. Kreag (2001) also added that in tourism business, a significant

number of jobs are low-paying jobs, which are often seasonal causing under-employment or unemployment during off-seasons.

5. ANALYSIS

In this chapter the analysis of questionnaires, interviews with event organizers in Tallinn and interview with DMO in Tallinn are presented. Also the two documents are used – a survey by Lauristin and Vihalemm (2013) and a study by Josing et al. (2012) (introduced in Methodology part). The main chapter is divided into four subchapters according to different themes – impacts of events on local community; collaboration between different parties; entrepreneurship and ownership in event tourism.

5.1. Impacts of events on local community

In this chapter the impacts of event tourism on local community is analyzed from the results of previously mentioned questionnaire, interviews and documents. Firstly the analysis of socio-cultural impacts is presented, to which the analysis of economic impacts follows. The aim of this chapter is to make comparisons and find similarities of the gathered data about impacts among different groups who are part of local community (local residents, event organizers, local entrepreneurs).

5.1.1. Positive socio-cultural impacts of events

Socio-cultural benefits include awareness, appreciation, family bonding, community pride, stronger cultural identity, and more certain sense of ethnic identity (Driver et al, 1991; as cited in Besculides et al., 2002). As seen from the table (Table 2) 55% and 38% of participants agreed that events are increasing the pride when showcasing their local culture and traditions. Rollins et al. (1999) suggested that pride is an important festival-related social benefit and that it serves to underscore the significant contributions that festival can lead to civic pride. Besculides et al. (2002) are also of an opinion that presenting one's culture to the outsiders strengthens the idea of what it means and feels to live within a community, and so increase pride and identity. Considering the fact that the majority of the participants were of an opinion that Song and Dance Festival was the most important event in Estonia and also considering the long history and meaning that this event has, it is not surprising that they are proud of their history and also their identity.

Table 2. Positive socio-cultural impacts on local residents in Estonia.

SOCIO-CULTURAL IMPACTS	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
Events and/or festivals increase the pride when showcasing the aspect of our culture and traditions.	1%	2%	4%	55%	38%
Events and/or festivals strengthen the tie between the locals and tourists	1%	7%	24%	50%	18%
Events and/or festivals give an opportunity to communicate with other participants and tourists.	0%	2%	8%	45%	45%
Events and/or festivals give an opportunity to learn new skills.	0%	2%	10%	48%	40%
Events and/or festivals give an opportunity to escape from the routine life.	0%	0%	9%	34%	57%
Events and/or festivals contribute to improving community's services (restaurants, shops, hotels etc.).	0%	0%	9%	31%	61%
Events and/or festivals help to improve cultural facilities.	0%	5%	23%	41%	31%
Events and/or festivals give an opportunity to have fun with family and friends .	0%	2%	5%	33%	61%

One of the interviewees among event organizers was also the head of communications of Song and Dance Festival. In his opinion, Song and Dance festival has many positive socio-cultural impacts, especially related to local identity and culture. These are:

- Uniting the community;
- Sustaining Estonian language through generations;
- Forming the national signification of Estonia;
- Offering people the chance to express themselves;
- The ringleader of nation-wide cultural and educational movement.

What was interesting about this question and the interviewees' answer to it, was the fact that interviewee mentioned only socio-cultural impacts and not any other impacts

(economic, environmental). This of course could be explained with the fact that the meaning and nature of Song and Dance Festival is much more than just a way of making money. Of course this event still impacts economy and environment, but they just were not that important to the interviewee to mention than socio-cultural impacts. This 150-year-old festival is part of Estonia's identity, carries on nations' ideas and language.

Lauristin and Vihalemm (2013) conducted a survey among local residents of Estonia, in order to find out their thoughts, opinions and feelings about Song and Dance Festival. Even more, the value and meaning of this tradition was studied. Most of the respondents were of the opinion that Song and Dance Festival is and will always be the expression of their identity (Lauristin & Vihalemm, 2013). Most of the respondents also thought that Song and Dance Festival should stay true to its traditions and that when making some kind of changes, they should be done very carefully (Lauristin & Vihalemm, 2013). Below is listed five statements and percentages that show how many respondents agreed to this statement (from Lauristin & Vihalemm 2013):

- I am expecting feelings and emotions related to my nationality, rather than entertainment – 84%
- Song and Dance Festival is and always will be the expression of our identity – 82%
- Song and Dance Festival is so important that it deserves financial support from the country even in tough times – 81%
- Song and Dance Festival is an unique national festivity, not an attraction to tourists – 77%
- Song and Dance Festival is our ritual, not a commerce event – 72%

When conducting a survey for this thesis, similar statements about Song and Dance Festival were presented in the questionnaire, but the results are quite different. Listed below, are three statements and percentages that show how many respondents did not agree with the statements:

- Song and Dance Festival should not be marketed as one of the attractions in Estonia – 47%

- Song and Dance Festival is Estonia's tradition and foreign performers should not be part of it – 45%
- Tourists and foreign performers take away the realness and authenticity of the event – 51%

As seen, the statements are similar, but results very different. One way of explaining it could be the age difference between respondents in these two surveys. While in Lauristin and Vihalemm's (2013) survey the majority of the respondents (40%) were between ages 50-74, in the survey conducted to this thesis, the majority (59%) was between ages 21-30. Different people in different ages have dissimilar motivations and opinions. For older generations this festival may have even deeper meaning than for the younger people. That's why they feel so protective about it and want it to be just their festival and not share it with the world.

Half of the participants from the questionnaires agreed that events give them the opportunity to communicate with other visitors and tourists and 61% of participants strongly agreed that events are good places to spend time with family and friends. Rao (2001) state that when participating in an event, a family demonstrates its commitment to being an active member of the community, which can help to develop strong relationships with other families. Chew (1998) suggested that events are important when it comes to providing a communication mechanism for residents to communicate social information. Same author also added that events reinforce ties within a community by generating common knowledge and building trust. One of the participants who filled the questionnaire commented that:

“People enjoy the change in their routine and visit events with the company of their friends. It is a very good way to spend time together and I think this makes people more happy.”

Majority of the participants agreed that events help to improve community's services (31% and 61%) and cultural facilities (41% and 31%). In their research, Viviers and Slabbert (2012) also got similar results to this thesis research – events give residents' an opportunity to participate, entertain and communicate with one another; thanks to the

events the facilities improve, which leads to the improvement of the appearance of the whole area. This positive impact also came out in one of the interviews with event organizers – thanks to their film festival, a lot of cinemas had to be rebuilt and digitalized. Otherwise they could not show the movies. So for preventing this problem, the Ministry of Culture developed a program for helping and improving the cinemas.

Very positive impact that some of the interviewees from event organizers mentioned was the voluntary work during the events. Interviewees stated that this is a good chance for younger people to get an overview of how an event is planned and organized, and it could also be the first step in their career ladder. By volunteering, people also could show their support towards the event and they want to be part of it. In their article, Ralston et al. (2005) stated that volunteer sector plays a critical part in events, especially when it comes to economic viability, visitor satisfaction, and the development of community support.

But voluntary work is also beneficial for event organizers, as they do not have to pay volunteering people salary. So for organizers it is one less expense. Kemp (2002, as cited in Gallarza et al. 2013) called volunteers at events also “the hidden workforce”, because their contribution is very important, but at the same time the financial cost for organizers is low or even nonexistent. Goeldner et al. (2000, as cited in Gallarza et al. 2013) are of an opinion that it takes a hard work and support from volunteers to ensure that the event runs smoothly, so it can be said that volunteers are one of the key factors in the success of majority of events.

5.1.2. Negative socio-cultural impacts

Opinions about negative socio-cultural impacts are presented in the table (Table 3) below. As seen from the table, one of the biggest concerns for locals was the fact that events create an increase in traffic and jams (46% agreed) and overcrowding in public transport (44%), which makes hard for locals to get around. In their study, Brunt and Courtney (1999) also found that the biggest problems were traffic congestion and overcrowding in the town. The same authors related this finding with Burns and Holden (1995, as cited in Brunt & Courtney 1999) who, some years before, also found that these two problems are often significant issues.

Song and Dance Festival is the biggest event that takes place in Tallinn. During this event there is a lot of people in the city from all over Estonia and also foreign visitors. This in turn have some negative impacts. According to Song and Dance Festival interviewee the biggest negative side to this festival could probably be the fact that it crowds and expands every year – there's just not enough room for people in Tallinn and in the festival area. This also impacts the everyday life of locals, transport and accommodation in the city – overcrowding and traffic jams. Since a lot of people would like to attend to this event, the problem of not getting the tickets also rises – this may upset some people, especially foreign people who have travelled a long way.

Table 3. Negative socio-cultural impacts on local residents in Estonia.

SOCIO-CULTURAL IMPACTS	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
Events and/or festivals disturb the normal routine of local residents.	13%	49%	25%	11%	2%
Events and/or festivals visitors disturb the privacy of local residents	15%	37%	28%	19%	1%
Events and/or festivals create an increase in traffic and traffic jams.	5%	15%	22%	46%	12%
Events and/or festivals create a lot of disturbing noise	9%	38%	22%	26%	5%
Events and/or festivals create overcrowding in the community and in different facilities.	5%	33%	21%	37%	4%
Events and/or festivals create overcrowding in public transport	8%	19%	22%	44%	7%
Events and/or festivals increase the use of alcohol and drugs.	9%	16%	23%	39%	13%
Events and/or festivals increase the crime rate	11%	30%	35%	20%	4%

But even though participants of survey were of an opinion that events cause traffic jams and overcrowding in the city, they do not think that events disturb their everyday life and routine or privacy. This contradicts with the opinion of Fredline and Deerey (2005) who stated otherwise – tourists who are visiting events may disrupt the normal lives of residents.

One explanation for this finding could be the length of the festival – usually events/festivals only last one or two days, so residents do not feel that this impacts them that significantly during these days (Gursoy et al. 2004). Statement that “Events create a lot of disturbing noise” and that 38% of participants disagreed with that could also be explained what Gursoy et al (2004) suggested. Other explanation could be that people are used to this – they have lived there long time and during that time the event has taken place. Of course it also depends what kind of event or festival it is – is it rock music concert (a lot of loud music) or is it jazz concert (smoother sounds). One of the participants commented:

“I am not sure if the noise is disturbing for the locals or if they are already used to it. I think in smaller cities events/festival create excitement among locals and because of that the noise is not that disturbing. They don’t pay attention to that.”

One of the interviewee among event organizers also brought out the problem of events disturbing the normal routine and everyday life. She stated that in the early years they started to organize this sport event, a lot of people were upset because some parts of the city were closed during the event and traffic jams occurred. But she added that now, many years later, people know and consider the changes that take place in the city during this event.

From this it can be seen that there is also a contradiction between survey results and interview results when it comes to events disturbing everyday routine and life. Survey respondents were of an opinion that it does not affect their everyday life, while interviewees stated otherwise. This could have many different reasons, why they differ. Firstly, residents and event organizers may see events differently – one side is organizing and the other side is coming to enjoy that event. The way residents perceive the impacts

could be different of how event organizers think their event impacts residents. Secondly, the contradiction could also come from the experience locals have had with events. Maybe they have attended to one particular event so many times, that they stop noticing the negative impacts and problems it could cause. And thirdly, as mentioned also previously, the length and the nature of the event. It makes a big difference if it is a one day event or a two weeks long event. The longer the event, the more impact it may have on locals and their everyday life. If we take Song and Dance Festival for example that is two-week long event in mid summer, it is no surprise that the interviewee brought out this problem.

Another very big concern for participants is that during the events and festival, the use of drugs and alcohol increases (39% agreed). This problem is pointed out in many research findings (Kreag, 2001; Andreck et al. 2005; Viviers & Slabbert, 2012). Kreag (2001) pointed out that drinking is especially a big problem in beach communities and in festivals where alcohol is sold. Örnberg and Room (2014) added that drinking, and often heavy drinking, is entwined with other main purposes, whether it occurs during a sporting event or attending a music festival – drinking is often seen by the participants as intrinsic to the purpose. Excessive drinking and drug use at events and festivals may lead to bad behavior and damage to the environment and will also disrupt the tranquility in the area (Viviers & Slabbert, 2012).

Very interesting finding was during the interview with the head of communication of Song and Dance Festival. Since this movement includes general Song and Dance Festival and also Youth Song and Dance Festival, the organizers have developed rules regarding alcohol. It turns out that in youth festival there is a no-alcohol policy, which means that in festival where all participants are under 18 years, there are no alcohol sold or advertisements connected with alcohol allowed. In general Song and Dance Festival, beer and cider are allowed to sell, but people have to consume it in special isolated area. It is also important to know that Song and Dance Festival communication will not support or promote alcohol policy.

This approach in my opinion is very innovative and beneficial for the event and the visitors. Beneficial for the event, because when there is no alcohol, there are less drunken people and less problems (fighting, upsetting other visitors) relating to them. Most of the people who are going to an event are usually going there to enjoy the event not the alcohol, so when there's no alcohol allowed, this would let visitors just appreciate the festival and drunk people would not bother them.

As seen from the Table 3, big part of the participants does not really have a certain opinion when it comes to increased crime rate during the events. Another part rather disagrees than agrees with this statement. This could depend of the type of the event and the people. One of the participants commented:

“Every event brings together a larger amount of people than usually in that location, but that is the reason why the event is organized. So of course different problems occur, but if they are bad or good, that depends on the person and hers/his nature and character. ”

During the interviews with DMO and event organizers, there weren't any other socio-cultural impacts that appeared. Most of the emphasis was put on economic impacts that are analyzed in next chapters. This could be due to the fact that to most of event organizers economic benefits are more important – they want to generate as much profit as possible to themselves and to the community, and also to enliven destinations' economy. Also for some people socio-cultural impacts (especially positive) are more likely associated with personal feelings and opinions, and because of that, most of the organizers didn't know what or how to comment these impacts.

5.1.3. Positive economic impacts

Below (Table 4) is presented statements regarding positive economic impacts and results from the questionnaire. As seen, people agreed with majority of the statements. One of the positive impacts is that events can help develop new businesses (48% agreed and 19% strongly agreed) and bring more profit to local businesses (45% agreed and 47% strongly agreed). Gursøy et al. (2004) are also on the same opinion – events provide incentives for

businesses to get involved because they provide promotional opportunities for businesses. Hingham and Hinch (2003) also argued that events can improve amenities and business activities in a destination or region and improve destination's or region's market position.

This economic benefit was also very popular among event organizers. During the event, all the businesses surrounding this event or that are somehow connected to it, benefit from it – restaurants, hotels, shops, security services, waste management, bus and ship companies etc. All the interviewees agreed that these services are important when planning and hosting an event. The interviewee related to the film festival stated that:

“From the entire budget, we get about 10% of it. Everything else goes to buying different products and services, with what we are supporting local businesses. Restaurants, souvenirs, room rents, aviation, conference technics etc. – we use them all. The event itself is much bigger, than just showing films.”

Some of the interviewees added that because of the higher demand of different services and products, business connected with their events usually hire more employees. So it can be said that some of these events increase payroll funds, which in turn boost economy (taxes). Respondents also agreed (44% agreed and 32% strongly agreed) that different events and festivals help to create new job opportunities. Baptista Alves et al. (2010) also come to conclusion in their research that even though the jobs are mostly temporary, festivals and events have some effect in creating jobs, whether they are related to events themselves or nearby enterprises near the festival.

Of course not every event create new job opportunities. The size of the event definitely affects the fact whether there will be a lot of extra job opportunities, some job opportunities or no job opportunities. The bigger the event, the more new job opportunities there would be, since the event requires more additional products, services and people in order to succeed. Similar results surfaced from the Josing et al. (2012) research, where economic impacts of events were studied. The impact to regions' economy and to employment was bigger when the event was bigger, and with the smaller events the impact wasn't that significant.

Even more, during some of the biggest events in region, local businesses may not want to hire extra employees, because the events take place during a short period. Thus even though the attendance increase, businesses try to manage with the existing employees. This of course could raise some problems like employees not managing to service all the customers, which in turn affects the quality of the service and could harm the reputation of the business.

Table 4. Positive economic impacts on local residents in Estonia.

ECONOMIC IMPACTS	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
Events and/or festivals give a chance to change/improve the city and its facilities	1%	5%	32%	41%	21%
Events and/or festivals attract tourist to stay longer and therefore spend more	0%	3%	11%	50%	36%
Events and/or festivals create new job opportunities	0%	5%	19%	44%	32%
Events and/or festivals can help to develop new businesses	0%	11%	22%	48%	19%
Events and/or festivals improve the locals' quality of life and living standards	2%	11%	39%	29%	19%
Events and/or festivals bring more profit to local businesses	0%	0%	8%	45%	47%
Events and/or festivals that are presented in media, promotes and raises awareness about the destination	0%	0%	10%	53%	37%

Events also can help develop businesses and through that create more job opportunities thanks to media exposure (Kim & Petrick, 2005). Events that are presented in media could promote and raise awareness about the destination – altogether 90% of the participants (questionnaires) agreed to this statement. In their research, Baptista Alves et al. (2010) also found that their respondents were on an opinion that since the festival gained a positive reputation and enhanced image, it put the destination on the map. Shone

and Perry (2005) also note that major events might significantly alter the image of the place in the long-term, which can be a useful outcome especially for destinations that might have endured a economic decline or social drift. That way a special event could transform visitor perceptions of the place. During the years some of the events have developed to a brand that contributes to a regions' image. Josing et al. (2012) are of an opinion that when the events' brand is well known (internationally), it helps to save some money on advertising.

Crompton et al. (2001) developed a conceptual rationale for economic impact studies, which is illustrated in Figure 6. It starts with the residents of the community paying taxes to their city council, who in turn uses a proportion of these funds to financially support the production of an event or development of a facility. The event or facility attracts tourists and visitors who spend money in the local community both inside and outside of the event or facility they visit. This money in turn creates new incomes and jobs for local residents. With this the cycle is completed – residents pay their taxes and they receive the return on their investment in the form of new jobs and more household income. (Crompton et al. 2001) So as seen, the statements in Table 5 are all linked to each other.

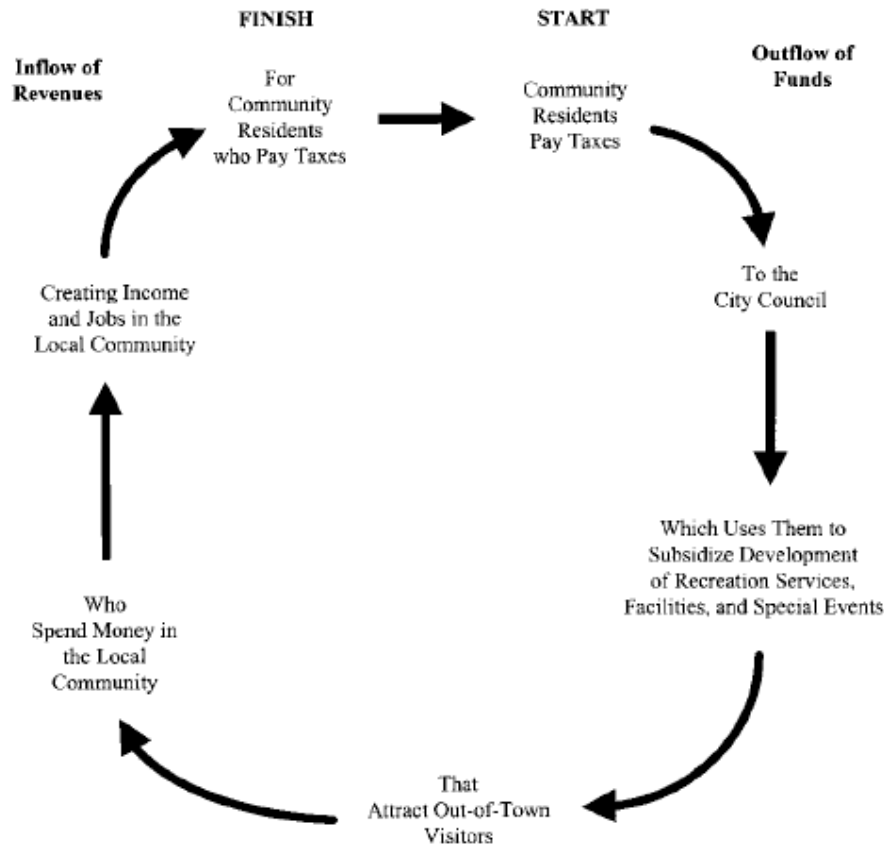


Figure 6. Conceptual rationale for economic impact studies (Crompton et al. 2001).

Seasonality is one of the most important factors that affect tourism demand (Bigović, 2011). In most cases, seasonality is highlighted as a negative phenomenon or problem, and destinations are trying to do everything to reduce it and avoid the negative effects (Bigović, 2011). In order to achieve that, some destinations develop and organize events during the low season. This gives people a reason to visit some countries even during a low season, which in turn is also beneficial for regions' economy – profits won't reduce that much, higher returns on capital etc.

Two of the events that were interviewed for this thesis, take place during the low season. Both of the events are very popular among locals and also foreigners, so they definitely attract visitors during the quieter time in tourism in Tallinn. So it makes sense that they see their events creating a positive impact during the off-season – even in the low season

their events help to increase profits, keep small local businesses going and instead of part-time jobs, help to keep full-time jobs among locals.

5.1.4. Negative economic impacts

In Table 5 negative economic impacts that were presented in the survey are introduced. As seen, all the three statements are related to increased prices and rates, which are relevant because every destination wants to get as much profit as possible from the visitors. Dwyer et al. (2005) pointed out an example about accommodation – an event will lead to a higher accommodation demand and the local accommodation supply will be tightly constrained; there is excess demand and because of that prices are increased. Business owners see this as an opportunity to get extra revenues. But at the same time it is important for local businesses to consider their competitions, because if they get their prices too high it is possible that other potential visitors go to the next hotel or elsewhere.

As seen from the Table 6, the participants had different opinions about the increased prices of goods, services and rents. This could be due to the fact that participants have different incomes – some of them may have higher income compared to the others. People with higher incomes may not pay that much attention to the prices during the events than the people with lower income. In their research Sims and D'Mello (2005) also came to a conclusion that people with different incomes have different opinions about the prices – lower and middle-income groups felt that there would be a rise in process, while the high-income earners disagreed with this statement.

During the interviews with event organizers and DMO, the problem regarding higher prices of goods and services did not occur. None of the interviewees mentioned this. This could be due to the fact that they are the organizers and besides that they want to offer visitors a great experience and entertainment, they also want to make as much profit as possible. Sometimes it could also be that the prices are not put in place by event organizers, but by local authorities or partners they collaborate with. That depends on the event.

Table 5. Negative economic impacts on local residents in Estonia.

ECONOMIC IMPACTS	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
Events and/or festivals create an increase in prices of goods and services in the community.	2%	15%	31%	43%	9%
Events and/or festivals influence the overall costs of living	8%	25%	39%	23%	5%
Events and/or festivals influence the rent rates in the surrounding areas.	7%	11%	30%	39%	13%

One of the problems that occurred during the interview with the event organizer was that since their festival has been active for so many years and is very popular among locals and foreigners, it is difficult for other similar events to get equivalent financial assistance from the government. This makes hard for other events to function or even exist. The growing scarcity of public funds forces public policy makers to make selective choices regarding events and usually they favor those events that are useful in attracting tourists and developing a sustainable local development strategy (Chirieleison & Montrone, 2013). This could also be the explanation to what the interviewee stated – support is granted to them because they already have proven that their event attracts a lot of people and that way is beneficial for destinations’ economy.

Unfortunately, the interviews, questionnaire and the two documents (Josing et al. 2012; Lauristin & Vihalemm, 2013) did not reveal any other negative economic impacts that events could cause. Most of the event organizers stated that since they are starting to plan their events a year before or even more earlier, trying to prevent negative impacts is one of the main tasks. Since the events analyzed in this thesis are all taken place for many years now, this task is probably easier now since their gained organizing experience throughout the years.

5.2. Collaboration between local community, event organizers and DMO

In this chapter the collaboration between different parties related to events are analyzed. Firstly the relationship between local community and event organizers is analyzed, to which the analysis of the collaboration between local authorities and event organizers follows. Lastly the collaboration between the DMO and event organizers is viewed. The aim of this chapter is to find the strengths and weaknesses of partnerships between different parties.

5.2.1. Relationship between event organizers and local community

The cooperation and communication between different stakeholders involved in different events are considered very important (Engström & Hakansson, 2010). Same authors are of an opinion that this kind of partnership is beneficial for the community, entrepreneurs and visitors, because they all can benefit from that. Some of these benefits are for example economies of scale, lower seasonality, high occupancy rate, promotion activities, better job opportunities, quality improvement of different kind of infrastructure, and increased safety measures (D' Angella & Go, 2009; Burns & Howard, 2003).

The communication between event organizers and locals are very important. Local community's involvement and support is very important and it is a critical factor in the success and long-term sustainability of the event (Kim & Petrick, 2005; Gursoy et al. 2004; Cirieleison & Montrone, 2013). One way of how event organizers can involve locals to the process is by taking volunteers. This way they are included and they have a chance to share their opinions. More about volunteerism is analyzed in Chapter 5.1.1.

Another way of involving locals is by asking feedback after the event. This gives event organizer a good overview of what visitors thought, what was positive/negative, and what should be different next time so that the event would be even more successful. Interviews with the event organizers revealed that majority of them ask feedback from visitors and local businesses about performers and organizational side. Through this they can measure the success of the event; see if the goals that were accomplished; and improve the quality of the event and visitor experience.

One part of local community is also all the businesses - shops, restaurants, hotels, sponsors, media, transport etc. For event organizers it is important to have good relationships with them also. Visitors perceive the quality of the event good when there are good services around the event. Hakansson and Snehota (2006) are also of an opinion that when the event managers and for example shop owners communicate and work together, it can result in a positive reaction among visitors.

The interviews with event organizers revealed that all of them have a big and wide network with local businesses. These include different hotels, restaurants, security companies, transport companies, cinemas, souvenir shops and many more that are willing to partner up with event organizers. This kind of collaboration is beneficial for both sides. Benefits for the businesses are different: promotion, positive image, free tickets, and active sales at the event. The most traditional benefit is promotion, also known as using the companies' logo in the events' marketing campaign (Josing et al. 2012).

In their research, Josing et al. (2012) also studied the collaboration aspect between local business and institutions, and event organizers. 87% of respondents are willing to and want to work together even more with event organizers, while 13% of businesses didn't think the partnership was important. The research also revealed that the regions where there are less events, less collaboration experiences and where tourism is still developing, the willingness to collaborate with different parties are also smaller compared to some other regions (Josing et al. 2012). This could be due to the fact that since these regions haven't had so many experiences, they do not see the benefits of what collaboration could bring and they may also just be afraid or want to their own "thing".

Some of the terms of cooperation were also mentioned. Most popular were better timing of the events, so that all the events won't be at the same week or period, but divided between periods where hotels and restaurants are emptier. This way it would be easier for business to service all the customers and earn profit even when it is low season. It was also noted that the collaboration depends on the events' nature, the offers event organizers are presenting, if the business' opportunities are considered (opening times, hiring extra employees), and collaboration agreements (Josing et al. 2012). The dividing

of the events between periods could in reality also raise a conflict between organizers, because all of them want to get as many visitors as possible and because of that some of organizers may not be willing to move their events. In the low season not many tourist visit the destination or the events, especially when it is a new event, and if there are more popular similar events.

As seen, there are a lot of aspects that need to be considered in order for all the sides to be satisfied and in order for all of them to benefit from the collaboration. It is also important to notice that Josing et al. (2012) found that 30% of events' budget comes from the private sector. Consequently, it is important that this collaboration between local businesses and event organizers is ongoing.

5.2.2. Relationship between event organizers and local authorities

Local authorities and governments are also part of the community. One of the problems that could also affect the collaboration between different partners are the different political views. According to McLeod and Airey (2007) differing ideological positions affect the tourism development. Even more, tourism public policies are strongly influenced by the ideological thrust of the governing political parties (Chambers & Airey, 2001).

This problem has also occurred for one of the event organizer interviewed for this thesis. Even though the event is one of the most popular and well known in Estonia and also all over the world the support from the city of Tallinn is almost non-existent. And according to the interviewee, this is because of the mayor of the city. Interviewee belongs to one political party and the mayor to the other, which creates a conflict between them, and because of that the event suffers. Even though this event takes place in Tallinn, promotes Tallinn and brings a lot of visitors to the city, the collaboration between these two are very small. Cities' financial support is only 2% of the events' budget. So the event organizers are focusing on collaborating more with local DMOs and other partners in private sector in order to get financial support and create a memorable event.

According to Raj and Musgrave (2009, as cited in Cirieleison & Montrone, 2013) public administrations may cease to support an event by stopping to provide public funding, or

do not permission to use public land, thus forcing the event to move to different locations, resulting in its decline. According to the interviewee (DMO) there also have been cases in Estonia where local authorities do not comply with the events' needs and because of that the event has to move to another location or even cancel. Reason why events move to another destination, could be due to fact that even though municipality, residents and stakeholders may not support the event, they still benefit from its positive economic impact and this may cause disaffection among the organizers and they decide to move their event (Cirieleison & Montrone, 2013).

Overall, the other interviewees stated that regards to their events the collaboration with local authorities do exist. This of course is relevant, because it is quite hard to organize a public event without the support from public sector. Since most of the events interviewed for this research take place on public spaces, they need to have permission for being in these areas and local authorities are the ones who decide if it is okay or not. Another important part that public organizations have regards to events is the safety and health protection services. Every event organizer wants that all visitors would be safe and that there wouldn't be any accidents. In order to achieve that, suitable public services are provided by public organizations.

Of course there will always be conflicts and misunderstandings between these two groups, but it is really important for cultural tourism that this partnership do exists. Since different partners have different functions and tasks in the field of tourism, and also have access to different sources and funding, the only way to manage tourism sustainably is through collaboration (United Nations Development ... 2012). And this kind of collaboration is beneficial for both sides - while public sector depends largely on private investors who offer services and finance the construction of tourist facilities, then in return private organizations want approval and support from the private sector (Schumann, 2006).

5.2.3. Collaboration between the DMO and event organizers

According to Getz (2008) to DMO or event development agency events are highly valued as attractions, catalysts, animators, place marketers, and image-makers. And to be most

effective, the DMO has to establish relationships with the event sector and individual events (Getz, 2008). All the event organizers interviewed stated that their collaboration with local DMO is mostly based on marketing – DMO is marketing their events on visitestonia.ee home page and brochures to locals and also foreign markets in order to attract more visitors.

Even though advertising and marketing are an important part of this partnership, is it enough? In one of the interviewees' opinion it is not. Even though Tourism Board is advertising this event and its program in Estonian tourism webpages and brochures, the interviewee is of an opinion that this activity is not helping them that much. She stated:

“I see our collaboration differently. Our event brings a lot of visitors to the city, so I think we could develop some kind of tourism programs or special offers so that we can show the different sides of the city. We could develop some products and think how to promote all of these things. So yeah, I think this could be a partnership with plenty of options and opportunities, but at the moment it just does not exist. And I am really sad about it.”

DMO (interviewed for this thesis) was also on opinion that even though there are good examples of different partnerships between them and event organizers, it still could be even better. In many cases people just don't realize that the collaboration between event organizer and tourism developers could exist. To the interviewee, it seems that the knowledge, about what these two parties could offer to each other, is still quite low.

Some of the weaknesses of collaboration between event organizers and tourism developers in Tallinn are for example that there is no integrated database where people can find information about the events. Secondly, most of the major events take place in summer period. And thirdly, tourism developers would like to be more involved in event planning and organizing. In order to remove these weaknesses it is important to improve the partnership and communication between organizers and developers.

Besides the Estonian Tourist Board, there are also other regional DMOs that are developing and promoting the destination. In Figure 7 a structure of Estonian tourism

developers and promoters is given. As seen, the main DMO is Estonian Tourist Board, to which three regional DMOs (North-Estonia, South-Estonia, West-Estonia) follow. Even more, all these three regional DMOs are put together of different county tourism developers and info centers in order to work together and promote their regions' and Estonia's tourism. The fact that there are many DMOs in Estonia could also make the collaboration a bit difficult for all parties. One problem could be the misinterpretation of information when communicating between these parties or even the loss of information.

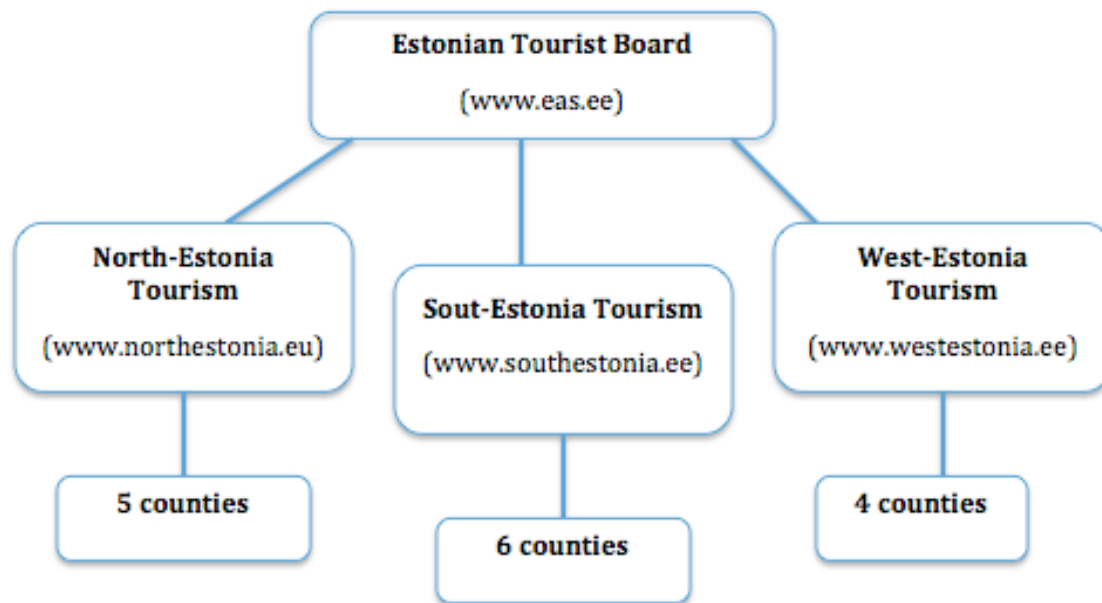


Figure 7. The structure of Estonian tourism developers and promoters.

There are many ways on how to make the partnership much stronger and better. One way is to create event tourism strategies and policies, where all the important points and goals are presented. There have been cases where collaboration is not working because there are no tourism policies. For example Getz, Andersson and Larson (2007, as cited in Getz, 2008) found in their research that there were no partnership between the DMO and event organizers, which evidently had arisen because there were no tourism plan or events policy. In the case of Tallinn, it is positive to say that the DMO have developed many strategies and instructions regarding events – strategy for sustainable event planning;

strategy for event organizers pursuing foreign markets; and strategy for responsible and sustainable cultural management.

To get different parties to collaborate with each other in reality is really complex, because different groups have different opinions and goals. From the gathered material it can be seen that both, event organizers and DMO, want to work together, but somehow it is not working that well. Overall it can be said that there is still a lot to do in order to improve and make the partnership stronger between the DMO and event organizers so that it would be even more beneficial for both parties. But at the same time it is positive that DMO and event organizers see and understand the need for more collaboration and has already taken some steps in order for that to happen. DMO was of an opinion that event organizers are actually really approachable and ready to cooperate and major event organizers see destinations as partners when it comes to promoting and developing events.

Derrett (2005) stated that in order to ensure successful collaboration, the partners need to establish an effective communication process and develop a shared vision and objectives for the event with which they are engaged. The same author added that *“Through ongoing monitoring and shared reflections of how the partnership is working by all parties is critical to strengthening and sustaining the relationship between organizations and achieving effective outcomes for each, and sustaining the festival to meet the target market’s needs”*.

5.3. Relationship between culture and events

Culture is a very big part of events. Since tourists want to experience something totally different from their everyday lives and learning about other destinations’ customs and traditions is one way of achieving that, it is understandable why local DMOs or government want to use the aspect of culture as means to attract tourist. In her research, Cole (2007) also found that tourists was seeking experiences that were very different from their own lifestyle, and that they are seeking “primitive” culture.

Song and Dance Festival is one of the biggest and most important events in Estonia. It is an event where people come together, sing and enjoy the atmosphere. Because of the

intensive marketing in different countries, more and more tourists are visiting this event. Even more, in recent years foreign performers are also included to this event. This could raise a concern among local residents – does including foreign performers take away the authenticity of this festival? Will it make this event less “Estonian”? The previous questions were also asked from the DMO and she responded:

“Including foreign performers to an event that is so big and very national in its nature, definitely does not change it less “Estonian”. Song and Dance Festival is and always will be OUR nations’ event.” (Tuuli Elstrok)

The head of communications of Song and Dance Festival confirmed the previous statement and added that Song and Dance festival have always been open to including foreign performers, but the constant increasing of their numbers have definitely never been the aim of this event. Nor have the Song and Dance Festival organizers aim been to making the event more attractive for tourists – this event is very important national treasure and will be performed mainly to and by local community.

One reason why locals are not bothered that much about the foreign performers could be due to the fact that they will also have to sing in Estonian language. Because the Song and Dance Festival is such a big and important event, it can be said that the increasing tourist numbers visiting the festival and including foreign performers does not impact local residents negatively – they are proud of their identity and the feeling they get from this event is much more important and deeper than visiting tourists and foreign performers.

In 2013, Lauristin and Vihalemm (2103) conducted a survey among local residents of Estonia, in order to find out their thoughts, opinions and feelings about Song and Dance Festival. Even more, the value and meaning of this tradition was studied – authors tested how is internationalization of Estonian life and business-oriented approach to culture affecting this festival. Most of the respondents were of the opinion that Song and Dance Festival is and will always be the expression of their identity (Lauristin & Vihalemm, 2013).

The same survey (2013) also revealed the overall opinion that Song and Dance Festival should stay true to its traditions and that when making some kind of changes they should be done very carefully (Lauristin & Vihalemm, 2013). But when looking the same question by different age groups, the differences were noticeable. The older the people were, the more against they were making changes in this event. But when looking at the age group between 15-19 years, it can be seen that in their opinion Song and Dance Festival should be open to changes. This can be explained with the argument that this event has a deeper meaning to older people who are not that open to new things. They may think that by making changes, it could ruin the meaning of the event for them. People fought very hard for their rights and freedom, and, for example, when including foreign performers, they could see it as a threat that they could lose it all again. Younger people do not see it like that - they want to celebrate, meet new people.

Previous findings about Song and Dance Festival can also be explained with the fact that this festival may be changing and has now different meaning than for example when Estonia was a part of Soviet Union. In Soviet Union, participants were not allowed to perform songs in Estonian in this festival. So it must have been really difficult to be Estonian, but at the same time not to express themselves in Estonian language. When they finally break free from under Soviet Union, this event got a new meaning - it was, and still is, associated with freedom and heritage. Nowadays, younger people may not share the same meaning as older people when it comes to this festival. They do not know what it was like to live in that time. Even more, now that Estonia is a part of EU, it could be that this event has a different function than in Soviet Union period. When in past this festival was associated more with Russia and fighting for freedom, then now, it is more associated with celebrating local culture and sharing it with everybody, including foreign countries. It could be that some people also see the changes and new roles that this event has for local people and the country. That's why Song and Dance Festival is also a big part in tourism aspect when it comes to marketing Estonia.

One of the most known studies about commoditization of local culture is by Greenwood (1977), where he uses an example of an event called *Alarde*, in Fuenterrabia, Spain. After national advertising publicized the event, it attracted a lot of visitors. This caused a

problem - not everyone could see it and because of that the local council stated that it should be performed twice a day (Greenwood, 1977). Resulting from that for locals this event lost its meaning and values. In the case of Estonia, it can be said quite firmly that the commoditization of local culture has not reached the point, where some kind of event, that includes local traditions, is performed twice or even more times a day. Just in order to satisfy tourists needs. All of the biggest and most important cultural events take place once a year.

According to Shepherd (2002) increasing tourism demand unavoidably leads to the commoditization of cultures. This statement is true, because when the demand is increasing events are selling for example more tickets and products related to their festival. But the question here is, is this commoditization a problem? In Greenwood's (1977) first opinion it was and a really big one, because the culture was ruined and the meaning was lost (for locals also). But the findings in this thesis' research stated opposite. People are proud of their culture and want to share it and keep it alive, which was later also, Greenwood's opinion. So most of the locals are not against that more and more tourists visit local events in Estonia.

The DMO interviewed in this thesis also are of an opinion that the commoditization of local culture is not a problem. This could also be explained by the fact that in the case of Alarde (Greenwood, 1977), local authorities and local residents did not have same goals and their opinions were very far apart. Organizers only wanted the money that this event was bringing for the city and there wasn't any collaboration between the two. But in the case of Estonia, the collaboration is much more bigger and different groups work together in order to get as much benefit as possible, but at the same time preserving and not changing local culture. Based on the findings it can be said that it depends on the local councils, destination managers and residents - how far are they willing to go in order to satisfy the increasing numbers of tourists. When all different groups (local authorities, residents, DMO) are involved in the process then the problem is not that big as Greenwood (1977) initially described.

Event organizers, interviewed in this thesis, were of a mutual opinion that it is important to keep in mind not only local residents' interests but also foreign visitors'. Some of these events are trying to offer something new, interesting and entertainment every year so the visitors would not lose their interest. But at the same time, the organizers state that these changes have not nor will they start affecting the nature of the event or local culture they are showcasing.

6. CONCLUSION

The aim of this thesis was to evaluate to what extent the impacts perceived by the local residents in Estonia is consistent with the different event organizers' intended impacts. This consistency is necessary and beneficial for both sides. If event organizers would just do their own thing and don't consider residents' opinions, it could raise problems and dislikes among locals. This kind of planning could also impact community negatively in some ways. That's why it is important to communicate with different parties and make necessary changes where needed. When residents perceive some kind of impact differently of how organizers intended to impact them, it is important to acknowledge this issue and discuss over it and find solutions. This would be beneficial for both sides and result more positive impacts for community. Of course there can't be consistency on every impact. So it is for organizers and locals to evaluate in which case the changes need to be done. In order to find answer to the aim, three objectives were formulated.

The first objective was to find out the impacts (positive and negative) that different event organizers in Tallinn have on local community. When it came to socio-cultural impacts, organizers didn't have that much to say. The main positive impacts that they brought out were improvement of facilities that are part of their events; being able to offer voluntary work for students and other people; and showcasing and introducing local culture and artist to visitors. Two main negative impacts were overcrowding in destination and disturbing the locals' routine life during the event. Regarding positive economic impacts, three main answers occurred – more income on local businesses; additional and/or new job opportunities; and organizing events on low season. Any significant negative impact wasn't revealed, which could be due to the fact that organizers start planning their events maybe a year or even more earlier and within this process they already try to prevent the problems. Or they just want to show their event as only a good thing and not mention negative related to it.

The purpose of the second objective was to find out the impacts of events on local community. Here the results were more diverse. The main positive socio-cultural impacts that the surveys showed were increased pride while showcasing local culture, escaping from routine and spending time with family and friends. And also that events help to improve and enhance different facilities. From negative impacts overcrowding in the city and extensive alcohol use during the events were brought out. Even though this problem was brought out, overall the participants were of an opinion that this is not that of a big problem to disturb their everyday life. From the economic impacts the most important were increased profits for local businesses and new job opportunities. Also that events help to promote the destination. The main negative impact was that during events the prices and rates are increased. Here were also some different opinions, which could have been resulted from the fact that people have different incomes.

For this thesis, third objective was also formulated. The purpose of this objective was to find out what roles do DMOs have in event planning and how do they use events when developing destination and tourism. The main role that events have when it comes to destination and tourism development is that events are used as promoters. Since majority of events are related to local culture and entertainment, it is logical that tourists are interested in them. Events attract more and more tourists every year.

One of the topics that were viewed in this thesis was the relationship between the events and culture. In many events local culture is used and presented in order to attract more tourist and visitors. But, unfortunately in many cases, this has had a severe damage not only on culture but also on local residents. This, for example, could happen because there is no collaboration between different groups in community (residents vs local government) and everyone is doing what they want, without thinking how it affects others and the culture. In the case of Tallinn, it can be said that even though the local culture is used and showcased to visitors, it does not bother local residents and also DMO. Events organizers also stated that the actions that are taken when organizing events will not affect the nature of the event or local culture.

Another topic that came up among the findings was about collaboration. This subject is very essential when it comes to events and event planning. Collaboration between four different groups was studied. First was between event organizers and community. From the results it can be said that this collaboration is good, because organizers include residents in the planning (volunteers and asking feedback), and all the events have a big network of partners among private businesses. Second relationship that was viewed was between event organizers and local authorities/government. Overall the collaboration here exists, because it is hard to organize an event without the support from the public sector. But of course some conflict areas were revealed, like political differences and different needs and views of different parties. Last collaboration that was viewed was between the DMO and event organizers. The main finding here was that the collaboration here is mostly based on marketing – DMO is marketing the events through different channels to different groups. According to some event organizers and DMO, this isn't enough and the partnership could be better. Fortunately, DMO has already taken steps in order to improve the collaboration with event organizers.

Overall it can be said that the aim of this thesis was answered – there was consistency when it came to different impacts among local residents and event organizers. Of course there were also some differences, but nothing that would affect both sides negatively. With good collaboration between different sides, the benefits from the events can be increased even more.

The findings in this thesis contribute to the event tourism field in Estonia, Tallinn. The results help different groups who are part of event tourism and event planning to see the weaknesses and what needs to be done in order to improve event tourism and increase its benefits for everyone. Of course in order to make more specific conclusions and get more diverse opinions, more events across Estonia, more DMOs and more residents need to be included to the research. From the results, many other interesting areas that can be further research raised. For example, volunteering in events; No-Alcohol Policy in events; and the motivations of different age groups participating in events.

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APPENDIX

Appendix 1. Questionnaire

1. Age:

... - 20

... 21 – 30

... 31 – 40

... 41 – 50

... 51 - ...

2. Gender:

... Female

... Male

3. In your opinion, what is the main reason why tourists visit Estonia?

... Sights

... Local culture and traditions

... Festivals and events

... Food

... Friends/family/relatives

... Any other reason.....

4. In your opinion how important are cultural events and/or festivals in Estonian tourism? (Please explain your choice)

... Very important

... Important

... Somewhat important

... Not important

... Not important at all

.....

The following question consists of statements. Please indicate to which level you agree or disagree with the statements by circling the appropriate number.

1 – strongly disagree

2 – disagree

3 – neither disagree nor agree

4 – agree

5 – strongly agree

9a. Events and/or festivals increase the pride when showcasing the aspect of our culture and traditions. (1 2 3 4 5)

9b. Events and/or festivals strengthen the tie between the locals and tourists. (1 2 3 4 5)

9c. Events and/or festivals give an opportunity to communicate with other participants and tourists. (1 2 3 4 5)

9d. Events and/or festivals give an opportunity to learn new skills. (1 2 3 4 5)

9e. Events and/or festivals give an opportunity to escape from the routine life. (1 2 3 4 5)

9f. Events and/or festivals contribute to improving community's services (restaurants, shops, hotels etc.). (1 2 3 4 5)

9g. Events and/or festivals help to improve cultural facilities. (1 2 3 4 5)

9h. Events and/or festivals give an opportunity to have fun with family and friends. (1 2 3 4 5)

9i. Events and/or festivals disturb the normal routine of local residents. (1 2 3 4 5)

9j. Events and/or festivals visitors disturb the privacy of local residents. (1 2 3 4 5)

9k. Events and/or festivals create an increase in traffic and traffic jams. (1 2 3 4 5)

9l. Events and/or festivals create a lot of disturbing noise. (1 2 3 4 5)

9m. Events and/or festivals create overcrowding in the community and in different facilities. (1 2 3 4 5)

9n. Events and/or festivals create overcrowding in public transport. (1 2 3 4 5)

9o. Events and/or festivals increase the use of alcohol and drugs. (1 2 3 4 5)

9p. Events and/or festivals increase the crime rate. (1 2 3 4 5)

10a. Events and/or festivals attract tourist to stay longer and therefore spend more. (1 2 3 4 5)

10b. Events and/or festivals create new job opportunities. (1 2 3 4 5)

10c. Events and/or festivals can help to develop new businesses. (1 2 3 4 5)

10d. Events and/or festivals improve the locals' quality of life and living standards. (1 2 3 4 5)

10e. Events and/or festivals bring more profit to local businesses. (1 2 3 4 5)

10f. Events and/or festivals that are presented in media, promotes and raises awareness about the destination. (1 2 3 4 5)

10g. Events and/or festivals create an increase in prices of goods and services in the community. (1 2 3 4 5)

10h. Events and/or festivals influence the overall costs of living. (1 2 3 4 5)

10i. Events and/or festivals influence the rent rates in the surrounding areas. (1 2 3 4 5)

11. In your opinion what other problems have events caused?

.....

12. In your opinion what other positive aspects have events created?

.....

13. Have you participated in Song and Dance Festival?

... Yes

... No

14. What was your main role when participating of Song and Dance Festival?

... Performer

... Organizer

... Visitor

... Any other.....

15. The following question consists of statements. Please indicate to which level you agree or disagree with the statements by circling the appropriate number.

1 – strongly disagree

2 – disagree

3 – neither disagree nor agree

4 – agree

5 – strongly agree

16a. Song and Dance Festival is one of the most important events in Estonia. (1 2 3 4 5)

16b. Song and Dance Festival is an event that brings Estonians together to celebrate their nation, traditions and culture. (1 2 3 4 5)

16c. Song and Dance Festival is an event that all tourists visiting Estonia should see. (1 2 3 4 5)

16d. Song and Dance Festival make me feel very proud and I don't mind sharing that tradition with foreign tourist. (1 2 3 4 5)

16e. Song and Dance Festival should not be branded as one of the "sights" in Estonia. (1 2 3 4 5)

16f. Song and Dance Festival is an Estonian tradition and should not include foreign singers or dancers. (1 2 3 4 5)

16g. Tourists and foreign participants in Song and Dance Festivals take away the authenticity of the event. (1 2 3 4 5)

17. Any other negative aspects about Song and Dance Festival and its relation to tourism?

.....

18. Any other positive aspects about Song and Dance Festival and its relation to tourism?

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Appendix 2. Interview questions for event organizers.

1. In your opinion why are events important to a destination and to a local community?
2. How has your event impacted the local community positively?
3. What kind of negative impacts has your event had on the local community?
4. What kind of issues/problems has occurred during the time you have organized the event?
5. During the years you have organized this event, how has this process changed? How has local community reacted? What have worked well/badly? What is better/different etc.?
6. What do you think about changing/modifying the events in order to make them more interesting, attractive and “local” for tourists? Have you done it with your event?
7. Do you collaborate with any local stakeholders during the event? What kind of stakeholders? How exactly do you help each other? (Please give examples)
8. Do you collaborate with the local government and DMO? How exactly does this partnership work? How do you help each other?
9. How do you measure the success of an event? When do you know it is successful?

Appendix 3. Interview questions for the DMO.

1. In your opinion why are events important to a destination and to a local community?
2. How do you use events when developing and promoting Tallinn/Estonia as a destination?
3. What kind of positive impacts (socio-cultural and economic) events have on local community?
4. What kind of negative impacts (socio-cultural and economic) events have on local community?
5. How would you evaluate the current state of event tourism in Tallinn/Estonia? What needs to be improved/changed?
6. Collaboration – how is in your opinion the collaboration between event organizers and local businesses? Do you think it is enough or it should be improved?
7. How willing to collaborate are different event organizers in order to develop destination and tourism?
8. What do you think about changing/modifying the events in order to make them more interesting, attractive and “local” for tourists?
9. Foreign performers are included to Estonian Song and Dance Festival. What are your thoughts about it? In your opinion does it change this event less “Estonian”?
10. What kind of changes and improvements needs to be done in order for Tallinn/Estonia to benefit even more from the events organized there?