

# Marketing Strategies to Achieve and Promote Events at Brazilian Conventions & Visitors Bureau



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## ABSTRACT

The principal objective of this study is to identify the Marketing strategies used by the Conventions & Visitors Bureau (CVBs) to attract and retain customers. For the preparation of this study, it applied the Delphi Method using the information provided by informants selected from CVB specialists registered at UNEDESTINOS. Based on the results of this research, the CVBs performance showed their strengths and critics. In addition, it was mapping the points to be improved and allowing for proposals for solutions and improvement in the CVBs performance to attract and promote events and customer loyalty. Thus, this work brings to the light of CVBs throughout Brazil always need to innovate in their working methods to, through customer loyalty, obtain a greater reach of business, ensuring the stability of events and the viability of destinations through the responsible exploitation of regional resources and wealth to attract and promote events.

**Keywords:** Marketing, Relationship, Loyalty, Business tourism, MICE.

## INTRODUCTION

The growth of the business and tourism created a challenge for the Brazilian Convention & Visitors Bureaus (CVB). They work in the city's attraction and promotion of events, and their biggest challenge is to use marketing strategies to improve the relationship and communication with the organizers of these events. In most Brazilian cities with the potential for business tourism



and events, there is no continuity in the loyalty of the events. There is a need to implement a loyalty-building policy considering the positive impact of events on the destination.

According to the Economic Sizing of the Events Industry in Brazil survey (ABEOC, 2013), this market grows around 14% per year. Data also show that the sector moved only in 2013 R\$ 209.2 billion with a share of 4.32% of national GDP. The previous research on this sector (2001) showed that the annual income of the events industry was R\$ 37 billion that year, a growth of around 465.4% in 12 years. The Northeast region alone represents 20% of the movement of this market.

In comparison with recent data, according to the Ministry of Tourism (2019), a growth in business tourism of 14.7% was obtained in the first half of the year 2019 alone, compared to the previous year. Tourist spending also saw a substantial increase, rising from R\$4.85 billion in the first six months of 2018 to R\$5.57 billion in the same period of 2019, a 14.8% growth percentage in the country's revenue.

In the international context, the importance of the event tourism sector and its direct and indirect repercussion on the countries' economies are notorious. It explains the growth of events held in Brazil and the investments made by tourist destinations interested in hosting important events. In addition to boosting the local economy, localities receive visibility and, consequently, free publicity.

Today, the CVBs have a task to capturing and promoting events, intend to build loyalty among their event organizer clients, seeking that the Convention-Promoter relationship lasts for a long time. In general, the relationship with CVBs happens only in the attraction period, with calls, meetings, and technical visits to present their differentials compared to their competitors. Therefore, which strategies the CVBs developed in Relationship Marketing can generate loyalty and continuity of the relationship? In this way, the presentation and as to guide the development of this work delimited the following general objective: To identify the marketing strategies used by the Brazilian Convention & Visitors Bureau to capture and retain customers.



This article is structured as follows. The first item describes the introduction to the theme, in the second section presents the CVBs and their performance. The third one approaches the methodology applied to carry out this study, followed by the results and the considerations of all the work.

## **CONVENTION & VISITORS BUREAU AS THE BASIS OF EVENT TOURISM**

The Convention & Visitors Bureau was founded in the North American state of Detroit, in 1896, as an independent non-profit foundation maintained by private initiative (Visite Ceará, 2020). Currently, this type of organization continues to maintain its effectiveness, adding around 450 offices spread in the countries with tourism and international representation (Visite Ceará, 2020).

The institution has the main objective to promote and advertise the city where it is established, attracting the higher possible number of congresses, national or international events, and conventions in general, thus generating an increase in foreign exchange for the country. Besides contributing to the economic, social, educational, and political strengthening of the events sector, in partnership with the markets, the civil society, and governmental authorities, also promoting the attraction and promotion of events through the support to the increase of this activity (Visite Ceara, 2020). These are non-governmental, non-partisan, non-profit organizations (Sampaio and Silveira, 2018) that proliferate search to professionalize the practices known as Tourism Destination Marketing (Paixão, Gândara, and Paixão, 2016).

Currently, UNEDESTINOS has more than 40 associates in 13 Brazilian states, with a partnership of more than 1,700 sponsoring companies, according to data from the institution itself (UNEDESTINOS, 2021). It is a network of unified professionals specialized in expanding business opportunities and seasonal organization of meetings, conventions, visitors, and events. It connects a network of travel agencies, congress and event centers, public agencies linked to tourism, companies that offer technical support to tourists, transporters, and other support types that facilitate the promotion and organization of events (Visite Ceará, 2020).

The use of websites as a way to promote companies and tourist destinations is widely showed by Perinotto, Soares, and Soares (2020), dealing specifically with the ways that companies use websites to disseminate and promote



their attractions in the digital environment, clarifying that the current tourist increasingly uses digital information sources to manage his free time.

Besides its performance in attracting and promoting events, the Convention & Visitors Bureau acts as business support focused on the tourism sector in the region through various types of services. In the services provided, the market survey stands out because they are prepared and published periodically. It's had an advertising, academic, and professional basis with the flow of tourism in the region, forms to travel and traffic most used, the most popular cities, the visited places. Also, it's necessary to identify the predominance between leisure tourism and business tourism with other relevant information for entrepreneurs that influenced when choosing the location of their event.

According to Lunas et al. (2018) study, the impacts of event tourism in Bonito (Mato Grosso do Sul) show the efficiency of the field research of the regional CVB by pointing out that the municipality is well structured for the growth proposal in the region, highlighting, however, the need for maturation for tourism opportunities in the city, which proves the importance of the CVBs' performance.

Also, the Semião and Azevedo (2020, p. 228) study say: "it is considered that its strategic actions complement those developed by other instances, strengthening the productive chain of tourism" when highlighting the performance of the Aracaju Convention & Visitors Bureau in the municipality of Aracaju - Pernambuco, as a strength for the prospection, dissemination, and realization of local events, playing an economic flow to the region.

Another point is the partnerships, the associated suppliers that provide various services to tourists and that, through accreditation, are available on the site of the institution for consultation of these services and possible hiring, as a form of technical support for the tourist and for the entrepreneur who intends to organize his event and will need qualified and reliable service providers.

The futuristic vision that the institution preaches and executes in its policy of action, not becoming only to provide temporary support service, as an event spectator, but worrying primarily about the potential success of the region as a relevant hub of the sector, creating future opportunities to fulfilled this success. Botero (2016) highlights these studies realized in the Bureau of Medellin in Colombia, the competitiveness as strengthening tourism for the region.



In this sense, Sousa, Pena, and Moesch (2017, p. 19) state that "tourism is a place of innovation" the sector is constantly evolving. According to Soares, Gabriel, and Perinotto (2019), it is for competitiveness, where it noted the need for a broad portfolio of customers to entrench and expand the business in a friendly way. For Fontana et al. (2019), the growth of international tourism demand and the new demands of the consumer market put pressure on tourist destinations and force managers new alternatives to be able to compete on a global scale, that is, those who do not adapt and innovate may be left behind.

Wichels (2018) do highlighting the need for competitiveness and innovation, highlights the use of social networks for marketing purposes, a modern strategy of long reach, excellent acceptance, and in full development, something that can be applied intelligently in the tourism sector for a relationship with and customer loyalty. Similarly, Ferreras and Victor Hugo (2010) also pointed out that competitiveness is a relative concept and that its measurement may vary depending on the parameters taken as references. Among these, there are those most valued for competitiveness, which in comparison with the reality of the Northeast region, one can highlight the innovation and unique creativity about the destination, human resources, protection of natural resources, access facilities, policies, and sustainable management and environment, tourist attractions and especially customer loyalty.

It is also important to note that the research realized in 2019/2020 that the world came to a standstill due to the COVID-19 pandemic (coronavirus SARS-CoV-2), which affected the economy and tourism (Soares et al., 2020a, 2020b). It needs a broad portfolio thought for the resumption of business and had more customers is an advantage. According to the authors, despite tourism is damaged, the events sector seems to be one of the sectors that will return increased before the others event, and tourists will return to travel a little earlier than tourists with other motivations.

Lopes et al. (2019) elaborated studies in a similar situation of COVID-19 with the economy is paralyzed due to an unexpected event. The authors made a study based on the events that followed the 2017 Truckers' Strike, highlighting that, after the shaking of the economy, with fundamental impacts for Tourism, the segment was forced to test its resilience, seeing itself forced to innovate its procedures and working methods to recompose its staff.



In this sense, competitiveness forces innovation by loyalty, with a popular marketing measure, seen as a financial resilience in periods of crisis. Thus, Soares, Gabriel, and Perinotto (2019) evidence that competitiveness is salutary the development of tourism because it encourages tourism Marketing professionals to evolve their processes of attraction and customer loyalty. The leads us to the critical point of our research because what is perceived is that there is a great effort to attract and hold events in Fortaleza - Ceara and the region, but after this first phase, there is no continuity in the process.

For Silva and Sousa (2018), there is the need for public loyalty, and that the degree of faithfulness and satisfaction that the customer has a direct relationship with the perceived cultural image of the destination, this, in turn, favors the economy and helps in loyalty strategies, clarifying that the more positive is the image of a city or region, the greater the advantages for the capture and realization of events, favoring the loyalty and loyalty of the tourist.

Gayer (2019) highlights the importance of events for the lodging sector for tourism seasonality. Also, she approaches the events that are important for the miscegenation and dissemination of the culture, that it is a factor of income for the local economy. Thus, if a region has a good frequency of events, the local culture and economy will be expanding, hence the need for loyalty for the frequent continuity of events.

The research of Soares, Gabriel, and Perinotto (2019) assimilated to the reality when they relate between different regions that are not so geographically distant, the same evidence in Fortaleza and the Northeast region to the detriment of another Brazilian's area such as the Southeast.

The Chim-Miki, Batista-Canino, and Medina Brito (2018) studies on tourism networks in Curitiba - Parana salient that cooperation is sought for personal advantage, but is a way of strengthening a sector or professional groups, reinforcing internal competition and further strengthening the profitability for the whole group. So, for being so competitive, especially in the Northeast region, CVBs have internal competition but are a strong group for being in tune, and due to being a competitive sector, it is not only up to capture and promote events, it is necessary to build customer loyalty so that there is business continuity and local development (Soares, Gabriel, and Perinotto, 2019).



## DELPHI METHOD AS A METHODOLOGICAL ALTERNATIVE

The Delphi Method in this study consists of a general perspective method based on expert consultation framed within the qualitative methodologies. The choice was due to its power to describe facts and explain its motivations with data (Landeta, 1999). The application of this method can be seen in many scientific studies (Landeta Rodríguez et al., 2002; Leriz et al., 2012; Avila et al., 2015; Ciccotti et al., 2020) and in the tourism segment the use is recent (Díaz-Pompa et al., 2020; Ponce, Pérez and Hernández, 2019; Cardoso, 2019; Leite, 2018; Vladimir et al., 2018; Pulido Fernández and Ruiz Lanusa, 2017; Sánchez et al., 2016; Royo-Vela, 2006). However, in the last five years, it seems to be a greater interest in its applications.

Fernandes (2014) enumerates for the tourism segment the following objectives, following the Delphi Method: i) promote a perspective of study through a process of information gathering, agreeing on the knowledge and experience of experts in various fields, promoting a holistic approach to the destination; ii) generate a consensus of opinions on facts or future effects regarding the tourist destinations as a function of the resources/products captured and the search trends; iii) establish an explanation about the tourist destination and the coherence of action in the face of the contexts identified; iv) systematize a broad set of information that characterize the destination; v) identify the strategies to be promoted.

In practical terms, this is the search for satisfaction of an investigative need identified through expert opinion. This method had an application in tourism destinations has contributed to identifying specific characteristics of the destiny, promoting strategies and projects better focused on the identified needs (Fernandes, 2014). In addition, it is observed the preventive capacity of the method, by promoting innovation and investigative creativity, enhancing ideas and action strategies by the group involved in the study, allowing the prior identification of problems, obtaining information, determining forms of intervention, besides allowing develop strategies and actions, through a transversal approach of the various specialists (Fernandes, 2014).

Although it was already a well-known research model until a decade ago, it was not common in Brazil, according to Dias (2007). The author stresses that the most common applications in Brazil are in the following areas: technology forecasting, telecommunications, and industry scenarios, petrochemicals, scenarios for Brazilian agriculture and cattle raising, swine and wine growing, sectorial action





program for recycling plastics and waste, electric power distribution, technological strategy, priorities for popular goods and services, the master plan for research (EMBRAPA, INPA, Recope-FINEP). The author indicates that frequently the method is applied in the formulation of strategies or lines of action, in the construction of economic scenarios and social changes, technological development, discovering new demands, new possibilities and stimulating new ideas, evaluation of budgets, and others.

Currently, it's observed a different reality whereby the Delphi Method is already used with a much wider frequency, evidencing the popularity of the research model in distinct fields of knowledge. Cutrim, Tristão, and Tristão (2017) used the Delphi Method to prospect the opinion of experts on the factors determining the difficulty for the development of Public-Private Partnerships - PPP in Brazil, considering the study of an economic recovery program implemented in the year 2004 and that until the year 2015 had not yet achieved the expected success. Leite (2018) specifies the use of this research model for tourism purposes by implementing it in his studies on the multiple future scenarios about the renovation of a building (Santa Amélia Factory) in São Luís - Maranhão, aiming at results for the year 2027, something that, according to the author directly compromises the region's tourism. Cardoso (2019) applied the Delphi Method in his studies on the Folkloric Festival of Parintins, Amazonas. So, they sought to identify and map the tourist's experiences during the cultural event, aiming to analyze the competitiveness among the tourist clubs of the study's region that can be applied Marketing actions.

These study experiences clarify that the use of the Delphi Method is directly linked to Marketing issues, since among the research objectives is the exploration of the market for the development of techniques and working methods focused on Marketing, based on the information obtained through the experts, according to Rosados (2015). Based on this information, it formulated preventive measures and solutions for the problems and needs of a particular region or study area.

Díaz-Pompa et al. (2020) used the said method to predict situations and propose solutions and measures for tourism preservation and expansion in Holguín, Cuba. On the other hand, Ponce, Pérez, and Hernández (2019) used the Delphi Method in their studies to seek convergences of expert opinions on sustainable tourism management in the coastal region of Manabí province, Ecuador. It is also





the case of Vladimir et al.'s (2018) studies applied in the case applied to the Meliá hotel chain in Varadero, Cuba.

Pulido Fernández and Ruiz Lanusa (2017) applied this research model to integrate a research agenda to study the impact of tourism on UNESCO Heritage Sites, obtaining consensus from the experts interviewed about the heritage and its use for tourism purposes. The studies by Sánchez et al. (2016) pointed to the Delphi Method as a research tool for strategies to strengthen gastronomic tourism in the Cantón Pastaza region of Ecuador. This study also allowed us to observe the competitiveness in the area, another important factor for the need for tourism loyalty and sustainability in a region.

In his studies on tourist destination image and Spain, Royo-Vela (2006), the first stage of this study with a mixed between qualitative and quantitative techniques used the Delphi method. This author decided to consult tourism experts with this technique to identify the variables that could be measured in the next quantitativestep.

Finally, Rosado (2020) summarized the process of using the Delphi Method in four steps, simply as 1) definition of objectives; 2) selection of experts; 3) elaboration and organization of questionnaires; 4) calculation of results. The author used 5 to 10 experts to base their theme, allowed the freedom of expression to the interviewed had independent acting and adaptation of the dynamics of the objectives.

### **The application of the Delphi Method in this research: step by step**

To obtaining a convergence of technical information about the relationship marketing strategies for event tourism, this study used the Delphi Method following the bibliographic orientation studied. Initially, it made pertinent questions for the development of the work. Subsequently, they realized bibliographic research to identify interviews similar to those that would be executed, thus identifying variables and principal concepts for the interest of the study. In the third step, as a pilot experience, they test with the FCVB staff, interviewing specialists in the events area about their perception of the selected questions. Next, they realized test interviews with professionals in the area. For the fifth step, we contacted UNEDESTINOS to request the list of the entity's associates to whom the invitations were



for the selected interviews. Finally, a filter of the informants interviewed was carried out (Table 1).

Table 01: Step-by-step interview preparation

Step	Action Taken
Step one	Elaboration of the pertinent questions for the development of the work.
Step Two	Theoretical review of similar interviews for background.
<b>Step by step of the interview</b>	
Step	Action Taken
Step Three	Weighing up with FCVB staff on the perception of the selected questions.
Step Four	Application of test-interviews.
Step Five	Requesting the list of CVBs from UNEDESTINOS to identify key informants.
Step Six	Filter the CVBs to be interviewed.

Source: Elaborated by the author.

For the selection of informants, it is taken into account that this technique based on the perspective of individuals considered experts in the area or subject be studied, aiming to discuss complex and subjective problems or issues, thus requiring significant levels of knowledge and experience by these individuals (Marques, 2013). It selected the informants according to a list of CVBs registered at UNEDESTINOS. They are collaborators responsible for planning actions and strategies to attract more events and tourists to the cities. From this cut, it selected forty-three possible respondents. Due to the COVID-19 pandemic, only ten of them were willing to answer.

Regarding the application of the interviews, due to the quarantine and social isolation situation caused by the COVID-19 pandemic that happened in this research, the interview requests were initially sent by e-mail and then reinforced by phone calls and audio messages via the WhatsApp application. It made a telephone call to each people that agreed to participate in the study, and it recorded the interview for later analysis. The participants were anonymous by the coded as requested: The average duration was around 15 to 20 minutes. The CVBs will identify as CVB1, CVB2, and others.



## QUALITATIVE DATA ANALYSIS

The data analysis pointed out that most CVBs interviewed emphasize the uses of Digital Marketing, fostering this relationship to propagate the image of tourist destinations. To present the results, we performed a Content Analysis of the interviews following a criterion of quote isolation. That is, highlighting the informants' own words every time they dealt with some concrete strategy for customer attraction and loyalty. Vergara (2005) considers this a suitable technique to identify the comments about a determined theme.

One of the informants, CVB1, emphasizes that Marketing is of great relevance for the operation of the Convention Bureau. He reaffirms the need to communicate and make the actions understood to the whole tourism chain. He emphasizes that "a well-done communication will lead to success, whether through the promoters of events, expanding attractions, or through the maintenance and loyalty of the organizers of events" (CVB1). In the same vein, CVB2 states that the main activity is the destination's Marketing using digital media with dissemination on Instagram and Facebook. It thus understands that digital marketing actions generate engagement. It also emphasizes the financial advantage of communicating through the Internet since costs are lower to work with digital marketing. This CVB also carries out incentive campaigns with travel agencies, operators, event organizers, and training to strengthen the destination of the image that emphasizes the importance of offline marketing for the relationship with the trade.

In the same line of offline strategies, CVB3 showed great appreciation for the promoters, stating that it supports local events first, and through these contacts, it gets the national events. This informant emphasizes the Ambassadors Program when listing the promoters of the events. In his words, this strategy starts when "I schedule a lunch or coffee, prepare a brochure with the socioeconomic importance of the events for the destination. Every year the Ambassadors indicate new promoters and so on, with these actions we manage to capture several events" (CVB3). The Convention understands the importance of a portfolio with some partners, and it is fundamental for the event's attraction and promotion. They lend rooms for the promoters to hold their meetings and business rounds. They select event organizers for inspection visits at the destination, try to let stay the promoters at the best hotels in the city, and try to charm them. They also emphasize digital marketing as a strong



point and that they are currently investing more in the social networking application Instagram. The strategy of using social reses seems right since, as Wichels (2018) points out, social networks have a long reach and excellent acceptance by users. Therefore, they increase the competitiveness and innovation capacity of companies.

Even so, stands out the capacity of social networks to generate more efficiency in the campaigns to publicize the destination, as highlighted by CVB4. The use of social networks allows "doing a lot with little (...) the entities count on little money for promotion. However, he highlights that even though the images in social networks attract the event promoters, it is necessary to have a direct relationship for the success in the number of events captured for the destination. This informant affirms that the famtour is a form of promotion to present the destiny in loco. In this sense, with the collaboration of partners (CVB partners) to bring small groups of potential customers to get to know the city, trying to charm and sensitize the customer. With this strategy, they can capture many events.

The informant affirmed that he has the function of attracting event promoters to the destination offering a personalized treatment of direct contact with the clients and the sum of this persistence starts to give positive results. It's linked to relationship marketing to identify the values and the sharing of benefits arising from a period of partnership. Almeida and Extend (2017) highlight that the demanding customer has determined the organization's success, not the product. Thus, in the words of CVB5, one must know the clients one by one (referring to the individualization of contact), know exactly who the client is, have a dossier to accompany the process of making the event for each promoter. The client that receives good service maybe will give suggestions about the work. He is the one who will indicate this work and be a multiplier of the destination, so the promoters are the influencers" (CVB5).

The interviewee emphasizes that they use social networks to direct the posts to the specific groups they want to reach, highlighting Digital Marketing. They use SEM or SEO techniques to reach their target audience. SEM is a marketing campaign carried out by the company, and SEO is an optimization of information on the internet. The difference from one to the other is that SEM is activities that need an investment (it can be lower), and SEO is free positioning strategies (Membiela-Pollán and Pedreira-Fernández, 2019).



Before the pandemic, CVB affirmed that they were structuring themselves in terms of digital marketing and especially in terms of relationships, with the hiring of "an employee to inform the members about everything that done in the entity, we started with newsletters, dissemination of social media, dissemination of the events captured and supported, dissemination of the meetings with the clients who promote events" (CVB5). He also states that they had a 78% growth in the capture of events after they spread their actions in the social networks, achieving this growth in only nine months. Campillo-Alhama and Martínez-Sala (2019) corroborate that the sector events used the social media strategy, and it defines the factor in attracting events and capturing tourism from a region.

CVB6 highlights that "the CVB function makes the city marketing, to do the institutional marketing of the Convention, to strengthen the institution image in front of the tourism sector." It highlights the entity's website and states that Instagram serves as a channel for promoters to publicize their events and the entity members to publicize their products and services. Among the dissemination actions, the CVB cites a monthly newsletter and an information bureau to participate in the fairs and events that they invited. Moreover, this Convention also identifies the role of public relations, stressing the importance of having a representation in the press. Also, it's finding the application available to tourists and residents of the city (CVB6). This Convention has the project "*Pesquisa de Captação de Eventos*" (Event Captivation Survey), updated weekly and sent to members to help them choose the events that want to be supported and endorsed by the CVB.

The informant CVB7 represents a small CVB with few members, and because it only promotes the destination in São Paulo once a year to Travel Agencies, Travels Operators, and Event Organizers. The choice of São Paulo is due to the understanding that this Brazilian megalopolis is the national business hub. In this Convention, the hotels associated with the CVB are among the 25 best hotels on TripAdvisor, have exclusive treatments for tourists who visit the destination, but we did not identify that they work with Digital Marketing. It is worth mentioning that in the city of this Convention there are no spaces for larger events (capacity only for small events of up to 200 people), so, according to the informant, "there is no exclusive work for events, but the promotion in São Paulo has a very positive return" (CVB7). It chose one hundred specialists for a Famtour, to stay in the city for two or three days for a Business Round with the hotels. The CVB does not have the financial resources



to invest in many actions, so the entrepreneurs invest in publicizing. He adds that "the name CVB helps to close more deals, gives a support in the divulgations, but there are still no specific actions of the CVB" (CVB7). Finally, he adds that he had talked to Sebrae about support with a technician for the annual marketing planning, but with the pandemic, everything stopped.

Even though CVB8 affirms that it does not have a designed marketing strategy, it identified that for the capture and promotion of events, it has software developed through a partnership specifically to serve as a database, which gathers information from all events and promoters. In this software, the CVB can search all details of a specific event and registers the whole process from its capture to its execution. The interviewee affirms that "it implemented the software in partnership with an associate, the system informs the collaborators when they must contact with the Societies, Unions, Universities, Associations, and others, this makes the maintenance of the relationship between CVB and client much easier, it characterizes a loyalty strategy similar to CRM" (CVB8). Finally, the CVB had one project to create a strategic plan that would include the strategies and personas. However, it currently works on demand, according to opportunities.

This CVB is currently working in three strategic lines: CRM implementation to help promoters' loyalty; financial consulting for the financial reorganization of the institutional unit; collaboration with SEBRAE for the creation of the city's Place Branding. To Demo et al. (2015), it is necessary to emphasize the effectiveness of CRM in the face of globalization, new technologies, and the inevitability of commercial competitiveness because it helps companies in the intelligent management of forms of interaction with the customer to remain competitive in the market.

Mariutti and Medeiros (2018) highlighted that the Place Branding strategy is necessary because it promotes the brand of destiny by changing the characteristics of a particular place into their trademark and, thus, attract tourism and investments for the region. In this way, the CVB is important to these types of partnerships to position the destiny for potential tourists.

In summary, all the actions of the CVBs interviewed were aligned in a table (Table 2) for comparison purposes to identify the strategies adopted by the respondents. The most important thing for this work is to identify the strategies and instruments used by Brazilian CVBs to capture and retain their clients, showing a



comparative table of the marketing strategies and actions realized by them. From this table, we can identify the actions performed that any entity with this style should be considered these descriptions. In the same way, one can see that many Brazilian CVBs are still insufficient in their communication, attraction, and client retention work.

Table 2: Summary of the qualitative data analysis

Strategies used								
	CVB 1	CVB 2	CVB 3	CVB 4	CVB 5	CVB 6	CVB 7	CVB 8
Direct relationship with unions, societies, universities.			X	X				
Ambassador Program			X					
Intelligent prospecting			X	X				X
Customer/Partner Dossier				X	X			
SEM				X				
SEO				X				
Web corporative			X					
Sharing rooms for meetings			X					
Loja online								
Blogs					X	X		
Email marketing					X	X		
Digital Advertising								
Portfolio								
Application for tourists						X		
<i>Famtour</i>			X	X			X	
Promoting the city in other destinations			X				X	
Use of Social Networks (instagram, facebook, twitter and telegram)		X	X	X	X	X		X
Software with event registration for customer maintenance	X							X
Incentive campaigns and training about the destination with travel agencies, operators, and promoters.	X	X	X					
Participation in fairs and events						X		
Close contact with the press (Press Office)						X		
Business Roundtable							X	
Event research for fundraising						X		
Banco de dados (CRM)								X

Source: own preparation with data from the interviews.





Of all the interviews with experts, only the CVB8 says that he didn't have a strategy applied in the market. However, he answered that he has a CRM feeding the system to implement programs of relationship marketing strategies. It makes him the only interviewee concerned about retaining and building customer loyalty and can be used as a model for others even though he is still implementing software and management models for service, so this already characterizes a loyalty program.

The direct relationship with event promoters cited as a widely used strategy to divulge the destiny in social networks was also another point often mentioned, and the incentive campaigns and training with travel agencies, operators, and event promoters. In addition, the respondents said the of the social network topics of participation in fairs and events.

An interesting factor is that only one CVB cited customer loyalty as a strategy, so it showed the reality to whom the theory studied about the importance of customer loyalty for portfolio maintenance. The predominant factor observed was the use of digital media as a Marketing strategy, demonstrating a current trend towards the use of Digital Marketing for the implementation of businesses and destinations. Some of the factors mentioned by the interviewees for this implementation were low cost, long reach, and practicality. In addition, to capture a select audience by exemplifying a social network that usually attracts people interested in that profile disclosed. Another preponderant factor for the use of digital media is technological inclusion and accessibility, which currently allow quick, easy, and inexpensive access to this type of advertising, offering Marketing professionals economic facilities and far-reaching campaigns. Finally, Table 2 shows that it had a concern on the part of the CVBs studied to implement marketing measures and actions for the viability of their destinations.

## CONCLUDING REMARKS

Like any form of market, tourism is an old activity that renews itself constantly, and in the 21st century, it observed a significant development. Marketing, which is naturally an activity in constant transformation and harmony with tourism, is changing and being renewed every day. Of these two areas, the Events Tourism modality has been emerging in the last decades, with results and rapid development. In this segment, the CVBs performance in their enabling destinations is



viable for the expansion of event tourism and the regional development of the places where the units of this institution installed stand out. We conclude that the use of marketing strategies is fundamental to attract, promote, and hold events, as a way to attract tourists to the region and, therefore, provide the socio-economic growth of the place and stimulate the economy and society, not only in large cities and urban centers but also in small towns. Its justify because it can explore factors such as infrastructure, nature, cuisine, climate, among other resources considered as potential in the choice of tourist destinations.

To conduct this study, we used bibliographic research, through which it was possible to enter the subjects Marketing and Tourism Events, which made it possible to realize the importance of marketing strategies for the viability of destinations but not only the need to explore forms of advertising to attract more events and customers. One of these conclusions is that the research highlights the need for customer loyalty for the maintenance, and preservation of a customer portfolio, making it fundamental to maintain relationships with customers to avoid evasion.

The empirical study was realized in the first half of 2020 that the market was paralyzed due to the COVID-19 pandemic. This factor was determinant to prove the need to have a constant relationship with customers for the loyalty of a portfolio. For in the resumption of trade, those who already had contact with customers and kept them in a loyalty relationship program will have some advantages over those who will have to restart from scratch.

Another factor explored in the bibliographical research was competitiveness, something latent in the market. Although it had different branches of the same institution, the CVBs compete for the destination's attraction for their cities and regions, but this doesn't require adversaries but partners. However, we conclude that the same way that there is competitiveness, there can be partnerships and exchange of knowledge and experiences between those involved. It's because each region and destination have its specificities and attractions that can be explored and taken into consideration for specific types of events.

For the conclusion of this study, we applied the Delphi Method, which interviewed specialists in tourism destination promotion. These informants offered useful data about the Marketing strategies applied in their work of making viable destinations and attracting events in the CVBs. It concluded the importance of



Marketing actions as an indispensable factor for the viability of destiny. It stood out the predominance of Digital Marketing, showing a trend caused by the accessibility of technology, with low operating costs and long-range, having still the practicality of selecting an audience and directing campaigns.

All the strategies mentioned are only means of exploiting the riches of each city or region to which you want to attract events, making them a constant reality to move the local economy and society, generating jobs and income that will reflect in development and profitability for the local population.

The primary factors identified in the literature survey and evidenced in the field study are compatible, which contemplates the objectives, since the bibliography showed the need to innovate in the forms of marketing, as a market needs in the face of competitiveness, mentioning mainly the customer loyalty for the maintenance and preservation of customer portfolio.

About loyalty, the study concluded that there is little adherence to activities in this direction. However, it still observed that concern about this factor with some interviewees mentioned that they already use it as a marketing strategy. An important conclusion that we reached in this study is that it is worth fostering need to be in tune with the market. For this type of organization, it is necessary to implement, even if with already known techniques, advanced measures to present the richness of their destinations for the feasibility of events and local enrichment.

Finally, this study showed that it isn't necessary to have new technologies or methodologies to be ahead of time, but the intelligent use of efficient techniques for the capture and maintenance of a client portfolio that, like any other form of market, needs to be fed daily. We understand that this study would be even richer in detail if we were able to interview more Brazilian CVBs. However, we comprehend that with our informants, on the one hand, we were able to identify strategies performed in CVBs with different characteristics (size of the city where they operate, region of the country, ownership). The information they provided is very vast and allows us to identify the presence of instruments and strategies that could be easily copied by other institutions of the same style, simply by adapting them to their reality. Therefore, in this dissertation, we concluded the importance of marketing to attract customers, especially the need to implement actions for the retention, loyalty of customers already in the portfolio.



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