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**Capture of Events:
Contributions of the FIFA World Cup
2014 to Brazilian Cities that will not
Host Football Games**

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Abstract

The capture of sports ‘mega-events’ such as the FIFA World Cup in 2014, became an agent of transformation for the countries that promote it. Although the direct effects are clearly observed in the locations that host their games, there are few studies that show the contributions to the cities that are not part of the official programme of the event. These are the cities we studied, investigating how they managed, through the mobilization of the segment of events tourism, to benefit from the atmosphere created by such a ‘mega-event’. The focuses were Brazilian cities that captured events during the sports ‘mega-event’, through actions led by their Conventions & Visitors Bureau. The cities were selected and consulted for responding to one data collection instrument: forms, in addition to providing documents for analysis. It is estimated that in Brazil there is a resonance resulting from the FIFA World Cup that will stimulate, between the years 2010 and 2014, mainly the sectors of civil construction, the food and beverage industry, public services and information. In the cases we studied, the results showed the tourism and sports sectors as the main beneficiaries of this resonance, seeing that the actions to capture events were opportunistically successful due to the lack of direct effect of the World Cup, this means that the benefits are the result of the absence of these cities in the official program of the ‘mega-event’. Thus, there is a reverse benefit, even for those cities that will not host football games. The FIFA World Cup 2014, in this case, appears as a catalyst for the events’ segment also in those locations where it couldn’t be established, as these locations begin to host events of a different nature that show them as an alternative to the World Cup host cities.

Keywords: FIFA World Cup, Brazil, Events, Capture

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Introduction

The transformations that had occurred over the years demanded, in contemporary society, new settings in the professionalization of certain markets, especially services. These new conformations affect the growing market of events management, mainly focused on the organization and capture of events.

Technological advances also made it possible to create different formats for events, both in size and in territorial reach, expanding and strengthening competition and the need to differentiate among those who work in this sector. Consequently, new possibilities are envisioned in this sector.

At present, the sports ‘mega-events’ have a prominent place in society. Your organization presupposes the need for high levels of service quality, meeting the global needs of satisfaction of that society. In this context, the cities have the possibility of attracting benefits, increasing their economic strength, through the capture of events which has become an important tool in generating tourist flow and sometimes balancing the seasonality of this market. The main coordinator is, in our view, the Conventions & Visitors Bureaux, C&VB, which commercialize the provision of service, assisting in the organization and planning of the events sector of the locality where they are installed.

The events sector in Brazil, emerged in the fifties, with the launch of the National Exhibition of Textile Industry (Fenit), consolidating in 1970 with the inauguration of the Anhembi Convention Centre in Sao Paulo. Later on, from 1984, the country gained its place on the international scene with the creation of the ‘Free Jazz Festival’ held on the stretch between the cities of Rio de Janeiro and São Paulo (Matias, 2002). Today, there are already cities whose economy gravitates largely around this activity.

According to the Brazilian Ministry of Tourism, since 2003, the country has gone up twelve positions in the world ranking of international events by the International Congress and Convention Association (ICCA) (Ministério do Turismo, Brazil, 2010). Referring to the quantity of events captured, ICCA also reported that the country achieved a growth of 15.4% in that year, while the world average was 10.8% (Administradores, 2013).

The good performance by Brazil in attracting events has generated studies and discussions of both social and economic character, promoting investment in the sector, as well as the refinement of policies and support strategies. Such interest is not visible only in large urban centres or consolidated tourist destinations, but also in inner cities. In addition, with such an interest, not only from the government, the tourism trade¹ of these cities has been organizing in an associative way in order to improve the competitiveness of regions represented. Evidence of this, is that currently there are 98 C&VB in Brazil,

¹“Tourist trade” in Brazil refers to: Set of equipment belonging to the tourism infrastructure and support for a tourist town.

with 70% located outside the capitals of Brazilian states (Confederation of Convention & Visitors Bureau, 2013).

The Tourism Ministry defines the C&VB as independent nonprofit governmental organizations whose main functions are to promote their city and/or region in order to increase tourist flow to these destinations. This promotion occurs mainly through fundraising events and business, however, Canton (2002) argues that, in fact, 'the purpose of a C&VB is conduct the marketing of the destination it represents'. Thus, it can be noted that these institutions currently stand as important promoters of Brazilian regional tourism as a whole and not just business and events tourism. In addition, more than being organizations which just represent the interests of local trade, the C&VB's position themselves as responsible for the promotion of a destination, a fact that leads to the idea that the success of this before the tourist market is at least partially related to the work of these organizations, though not exclusively.

Considering the above, this research has its origin in the inquiry into the contributions of these organizations during the realization of the FIFA 2014 World Cup in Brazil. This is an attempt to discuss and understand the main actions of C&VB, in locations not hosting the games but making direct actions for this 'mega-event'.

For this purpose, the article is divided into sections, including this introduction and then the methodology. The following section gives a brief position on the sports 'mega-event' of the World Cup. Next, we present the results of the main actions of Conventions & Visitors Bureaux and discuss the capture of events. Finally, we conclude the paper and present the references.

Methodology

The methodology was defined as a qualitative-quantitative exploratory research. As an instrument for data collection, we used a questionnaire with open and closed structured questions. Also, bibliographical and documentary research were essential for apprehension analysis.

We opted for applying a questionnaire sent by electronic means¹ (email) considering the C&VB of Brazil's cities not located in the hosted 'mega-event' came to a total of 86 entities. After sending, 36 entities were disregarded because the email entered did not match, returning as nonexistent. Thereafter, there was a period of 30 days for the voluntary return of the information, once the 50 (100%) entities taken as our study population had been established. Of these, only 14 (28%) organizations submitted responses.

In conducting the research, the limitation of lack of return of responses by the authorities is noteworthy since it impeded deeper analysis of the sector in the country. Yet, we consider the research valid and representative of the

¹Contacts' electronic mail (e-mail) published on the Brazilian Confederation of Convention & Visitors Bureau (CBC & VB 2013) website.

national scene, because there are C&VB located in three major regions of the country: south, southeast and northeast. These regions are currently the focus of a greater number of C&VB in the country as will be shown in our studies. For the sake of the confidentiality of data entities, these will not be disclosed individually.

From the relationship with the theory, research analysis used Excel Office and Statistical Package for the Social Sciences (SPSS) softwares, seeking to reach the goal.

Fifa World Cup 2014

Since the designation of the host country for the FIFA World Cup 2014 on October 20, 2007, a comprehensive effort was begun by the Brazilian nation to meet the requirements assumed in organizational terms for its realization. In May 2009, there was the choice of 12 host cities in the country –geographically distributed as follows: Northern region: Manaus; Northeast: Natal, Recife, Fortaleza and Salvador; Midwest region: Belo Horizonte, Brasilia and Cuiaba; Southeast: Rio de Janeiro and Sao Paulo; Southern region: Curitiba and Porto Alegre – that sparked the strategic development processes in relation to such cities.

The Sports Ministry of the country introduced Ministerial Order 205, which lists those from the host cities that can support the realization of the FIFA World Cup 2014, establishing the facilities and their respective cities. Its Annex, which shows the 12 arenas that will host World Cup matches, lists 54 Selection Training Centres (CTS) included in the catalogue of FIFA, regionally distributed, with four in the Northern Region, three in the Midwest, three in the Northeast, 30 in the Southeast and 14 in the South, which may be chosen by the teams who will compete in the competitions. There is no limit on CTS in the same city or even state; what is taken into account is the technical quality of the sites offered. Thus, the same city can have more than one CTS, according to data recorded in the Brazil's Official Gazette of September 5th, 2012.

Considering the viability of achieving the World Cup in Brazil in 2014 and the 'positive' thought so far, international projection can verify and consider that:

the political dimension of an event like the Olympic Games or the World Cup should not be underestimated. Besides contributing to ensure its prestige and political power on the international scene, such events when planned in a consistent manner with observance of the local reality and their problems and impacts, can contribute significantly to economic prosperity, social well-being and local political stability (PANOSSO NETO and ANSARAH, 2009, p.204).

Since 2007, relatively distant, when Brazil was chosen to host the World Cup, the nostalgia and enthusiasm became part of the Brazilian scenario. Because of its achievement, many concerns and conflicts appear in this scenario, such as: the physical state of the host cities; the form of financing and the bureaucracy involved in the generation and transmission of projects; urban violence; and delays and high costs added to the building of football stadiums.

Additionally, for the host cities, we can speak of the high prices charged for hotels and airline tickets; of service problems, circulation, accessibility for the disabled in airports and in public places; the decrease in activity of the airlines; the situation of roads; the quality of transport; chaos in public health; and fragile collective security.

Already, beyond the 12 host cities, this current stage of realization in the 'mega-event' is perceived as pointing to new development opportunities in the rest of the country looking to take advantage. Since the Pan American Games in 2007, the current phase has been marked by a series of 'mega-events', especially sports.

'Mega-Events' in the Present

The relationship between society and event spaces has existed since antiquity, presenting differences in different historical periods. The social structure of each epoch ends up deciding actions to meet the multiple determinations of society (Canton, 2002; Santos, 1997). Currently, this event's segmentation is an important component in the increase in tourism and the international economy from performing 'mega-events'.

The 'mega-events' are defined as being events of short duration, with permanent results in the cities and/or countries that host them and are associated with the creation of the event's infrastructure and facilities (Roche, 1994). Achieving this demonstrates the need for specific equipment and various other aspects that are fundamental, such as the supporting infrastructure and urban mobility, which leads cities to compete to host such events agree the authors Hall (2001), Da Costa (2008) and Matias (2002).

'Mega-events' may be considered modern institutions related to the production of meanings and the creation of social consensus. Their objectives are to coordinate and mobilize individual desires for global projects (Brito-Henriques, 2013). They enable, in the meantime, various activities and open up a spectrum of opportunities for host countries and represent opportunities for internal improvements, if done well, for the host cities. Thus, the events become activities inserted in the economic and cultural context of society. Given their inclusion in the tourism process they must be integrated into the planning of cities from a event policy, which have to mobilize the social values of the locality, so they become permanent (Ramos, 2005).

The location and the degree of influence that can hit a destination and its surroundings makes a difference to regional growth. The dynamics of the functioning of the economic and social system stated by Cardoso (2003) will

depend on the spatial level, i.e. the interaction of economic agents and geographical expansion, which happens when there is cooperation between people and places. It should be noted, therefore, that the events' segment can also be related to some of the theories of location, such as central places theory. In this case, we refer to the city, prominent as the center of a region, with the main function of distributing goods and services from municipalities and districts around. Also evidenced is the center-periphery relationship, where a central focus invests in projects and infrastructure, resonating in the region, through integrated circuits of transportation, lodging and alternative programmes so that the tourist is not limited by the host destination, but manages foreign exchange in nearby municipalities.

The development of a city can occur through the organization, promotion and capture of events which attract significant amounts of tourists. Therefore, in a financial context, through viability studies, there can be direct, indirect and induced investments through the multiplier effect. Direct investment occurs in the construction and/or utilization of physical spaces for the activity of the event. The indirect investment occurs in the tourism sector, the increased use of tourist infrastructure such as accommodation, restaurants, travel agencies, transport companies, entertainment, tourist trade, souvenir industries, improvements in information, training in manual labour and signaling. Induced investment is caused by the expansion of other sectors necessary to meet this new demand, but originally aimed at local residents, corresponding to basic urban infrastructure that supports tourism, such as banking, healthcare, trade and service stations (Canton, 2002).

Put into this context the cities looking for higher access, given the resonance generated by the host cities of 'mega-events' markets. This clearly needs contributions of capital investments for airports, conference centers, basic infrastructure and public services. Private investments in hotels, shopping areas, theaters and restaurants need to be carefully planned and coordinated with public investment for one not to go ahead without the other. Also, there is the need to constantly improve the physical heritage and create new products (Kotler, 1994).

Matias (2002) points out that both the Olympics and the FIFA World Cup legacy leave the country, states and cities, a number of contributions towards improving the quality of life in sectors such as: sport (with sports facilities and encouragement in the training of athletes); tourism (extension of the international brand to attract more and larger events); urban areas (more urban interventions); business (training and international qualifications); society (improvement in the living conditions of the population); and leisure (with more options for and practice of recreational activities).

The long-term contributions have elicited many 'mega-events' made and designed in Brazil, like South American Games (2002), Pan American Games (2007) World Military Games (2011), the Football Confederations Cup (2013) FIFA World Cup (2014) and the Olympic and Paralympic Games in 2016. Gilsa (2003) notes that the planning of long-term 'mega-events' such as the Olympics or World Cup, involves a much more complex structure and

management, it requires a work of capture that can last more than ten years and the commitment of entire countries to be receptive to this structure. Besides being transmitted virtually worldwide, they differ from large events such as international congresses and fairs.

Conventions & Visitors Bureaux¹ and the Capture of Events

Currently, C&VB number over six hundred worldwide, located in 15 countries, with more than three hundred located in the United States, highlighting, among others, Atlanta, Las Vegas and Orlando (DMAI, 2014).

The strategy of capturing events in an organized and systematic way has international support from the International Congress and Convention Association (ICCA) and the Destination Marketing Association International (DMAI) (up to 2005, known as the International Association of Convention & Visitors Bureaux, IAC&VB) and has generally been linked to the local tourism system, but acts independently, taking into account the conditions and needs of the destination.

The C&VB gave a statement of consensus regarding the tourist trade: tourism development only produces significant results when run through a permanent and coordinated action group and never through isolated and individualized initiatives. They are conceptualized as cooperative organizations that bring together businesses and tourism trade associations, organizations from the productive sectors of industry and commerce, government agencies and suppliers and service providers, among others. Although, integrated with government agencies, the C&VB is a private, independent, non-profit organization (Andrade, 2002).

Given the large number of C&VB² in the world, Brazil has also been creating and deploying its own. With the 1st Economic Dimensioning Events Industry in Brazil (FÓRUM BRASILEIRO CONVENTION & VISITORS BUREAUX (FBC&VB) E SEBRAE NACIONAL, 2002) came a gain of the segment in the domestic market, adding value to the incentive for the trip. Owing to Brazil's action in capture, it currently ranks seventh in the world at hosting international events according to the ICCA ranking (in 2002 it occupied 21st place) (ICCA, 2014). These international events, 99% of them, are the result of capture processes conducted by C&VB.

Weber (2001) comments that the business and events segment is the most important and traditional aim of the American C&VB's marketing actions, especially the larger ones, and Polivka (1996) apud Weber (2010) lists the

¹The first Convention & Visitors Bureau (C&VB) was created in 1896 in the United States, in Detroit. Some years later other cities followed, such as Cleveland in 1904, London in 1908, Denver and St. Louis in 1909 etc. (Andrade, 2002).

²The C&VB are partners of companies performing in the tourism and events markets, encouraging capture, generation and promotion, aiming to increase tourist demand and contribute to the local economy. This type of institution also acts as the disseminator of information about the region and helps companies that work with event organization to develop better quality services.

activities they perform as organizers and promoters: 1) the provision of information about the destination and products; 2) organizing famtours for organizers interested in the destination; 3) advising on location selection, transport and local services; 4) providing suggestions for contracting of trustworthy services; 5) the circulation of information on facilities that can accommodate the event; 6) the organization of inspections; 7) promoting participation in the event; 8) assistance regarding accommodation; 9) recording local information; and 10) registration of participants. Petrocchi (2004) adds that the C&VB, in addition to supporting actions to strengthen the organization, can take marketing actions towards the market: 1) articulations with the trade source markets; 2) advertising; 3) distribution of promotional and printed materials; 4) direct captures; 5) receiving famtours and 6) various hospitality features.

Capture of Events

By 'capturing events' is understood the set of actions in partnership aimed at winning for the city events that already take place periodically in rotation (Embratur, 1995). An important factor to emphasize is that the event itself generates tourism. According to Tenan (2002), if the participant does not have the opportunity to visit the city during the event, he or she will return with his or her family at another time as a tourist. It can be stated that the event is well organized, if you can propagate the good image of the city attracting other tourists.

Because, the Brazilian government is encouraging the growth of the events' segment 'investing in the construction and/or modernization of airports, convention centres and encouraging, through financial benefits, top-class construction, with the consideration of private sector' (Britto and Fontes, 2006, p. 89).

In the details and guidance needed to capture national and international events, it is important to identify which private and government organizations are interested and involved in the capture process, and, depending on its territorial scope, which different interests are in play in this process such as financial, economic, political, cultural and scientific. This means that dispute will be fierce in the capture of a certain event, competing with other cities and countries, with high qualifications, usually availing international requisites at the time of your choice.

Britto and Fontes (2006) emphasize that the joint and competent work of professionals and companies is indispensable in the composition of partnerships. The fact is that the city that wants to run for host should be aware that it will be the subject of a series of technical assessments and the association that finally promotes the event will be decided by such things as infrastructure, reputation and representativeness, beyond the professional quality associated with it and the general community.

Findings

Analysing the total of 98 C&VB in the country, the potential of each region in handling events is linked to development issues related to events' demand. The seizure of the search results of the C&VB's located in key regions of the country, shows that these regions currently have the greater concentration of C&VB's, with 24 in the southern region, 43 in the southeast and 15 in the northeast. In turn, other Northern and Midwestern regions have 5 and 10 organizations, respectively. So, we had to deal with the regions: South (6 = 43%), Southeast (6 = 43%) and Northeast (2 = 14%), a total of 14 organizations.

Considering the professionals who work in C&VB's, the research also sought to know about the positions of the respondents to realize their qualification: Executive Director (33%); Director, Manager or Coordinator of Fundraising Events (43%); and Executive Assistant (14.3%). It is understood that most of the questionnaires were answered by professionals directly related to the topic treated.

The planning for capturing events for C&VB's consists of these steps: identifying opportunities and the possibility of candidature; event characterization; validity to capture it or not depending on their territorial scope; and strategies for the application and its appropriateness, having as the main objective to consolidate the territory it represents, as a destination event (Matias, 2002).

This consolidation is done by means of the types of investments and the benefits that the event thread brings to the city, whether direct or indirect. The results indicated that 36% of organizations surveyed considered that their city will receive some direct benefit from the implementation of the 2014 FIFA World Cup, with 28% of those pointing to the tourism sector as the main area to benefit.

Indirect benefits are considered by 86% of organizations, pointing to the tourist sector (86%), leisure/sports (36%) and urban/business (21%) as the main beneficiaries of the resonance generated by the event, This resonance comprises the capture of events by opportunist actions that were successful due to lack of direct influence of the Cup. That means the benefits resulted of the non inclusion of these cities in the official program of the 'mega-event'.

It is perceived here that the event's segment dynamics involve the center-periphery relationship, where the World Cup host cities concentrate on the large investments and make them resonate in the region via alternate programmes, or in events, hospitality, and leisure among other things.

However, not all C&VB's mentioned the number of events captured for the period of the 'mega-event'. Of those who mentioned, 6–10 events were local coverage and 2–5 events international.

Actions of Capture of Events by Brazilians C&VB

The set of actions aimed at capturing events involve the analysis of conditions in the city for hosting events, assessment of the types of events that can be performed and developing strategies for this purpose.

Within the scope of conditions for tourism, the choice of cities is being motivated by the differentials that a city can present in terms of: conditions of tourism infrastructure; local attractions and tourist regions; physical structure of event hotels and transportation; quality of tourism services; quality of technical equipment available; and the existence of appropriate physical space (Britto and Fontes, 2006). In the survey, it was evident that 71% of C&VB consider the tourist attractions of the city and region, along with the tourist infrastructure of the city (57%) and technological equipment (57%), subsequently whether it has the physical structure for events (43%), among the differentials evidenced to capture events.

Motivation can also include political, economic, scientific, cultural and industrial aspects that may, directly or indirectly, increase the interest of the participants. However, when discussing the reasons the events captured by C&VB's chose a city, the factor that was most important (79%) was the quality of the tourism services of the city such as the hotel services, food and beverages, service and strength of credibility.

The use of mass media out of many virtual media deserves to be highlighted as an action being practiced by 86% of organizations. Such a fact makes apparent the evolution of our society and the facilities arising thereof in terms of communication. To update and support the government initiatives and dissemination of the host city, a constant relationship with the press was an action practiced by 64% of the organizations.

Other actions undertaken by entities which corresponded to 71%, were assembling the capture process and support to submit the candidacy proposed by the national authorities, letters to trade unions and information material in prospecting the event, such as brochures about the city, audiovisual and technical dossiers, book or showcase.

The actions of capture a C&VB can perform belong to programmes of presentation for event promoters, together with the State, which in partnership with private institutions in the tourist trade, promotes the realization of famtours or inspection visits and knowledge, bringing authorities and professional associations to know the locality and, therefore, the representatives see what may available and how they can combine work and leisure. However, participation in famtours is practiced less by 57% of the entities. Instead, participation in events with the representative entities (57%) and product structuring for incentive trips (43%) make of these entities, active and representative.

It must be admitted that the capture of events has been the performance of the lobby¹. That is, an action that does not follow marketing rules, but is used

¹*Lobby*: Pressure groups on government sectors (Dicionário Aurélio, 1993, p.577). Persons or group of persons that originally waiting rooms of Congress, looking for, by the Legislators,

politically, at events or meetings, seeking to sensitize international organizations, promoted by pressure, by people who will be present in the right places representing the figure responsible for highlighting the differentials of that locality (Ramos, 2002). The pressure on promoters is evident from the explanation of offering good conditions of service allied to other factors as part of the strategy, such as hosting and services in general, commented on earlier. The action of sensitization by promoters through direct contact with international organizations, however, to Brazilian organizations has proved weak, with 86% of organizations surveyed reporting that they did not practice it.

As Getz, Anderson and Sheehan (1998) state, C&VB's attract visitors to the city, increasing residence time and spending in hotels, restaurants, shops and attractions, bringing the generation of foreign exchange for the community and contributing to city infrastructure improvements in using the available facilities efficiently. Thus, their role extends beyond goals of capturing events. Martins (2008) discusses how they have become important institutions in the policies and management functions of tourism and marketing of cities.

Therefore, there is a reverse benefit, even for those cities that do not have football games. The FIFA World Cup 2014, in this way, figures as a catalyst for event management in the cities where it is not occurring, as these become alternatives to host other events for those fleeing from cities hosting the 'mega-event'.

Conclusion

Considering that Brazil began work in the capture of international events later compared to other countries, it had its privileged performance due to the work of the C&VB nationals. To this end, the research objective was to bring the discussion of the main actions of C&VB in locations that are not hosting the games, trying to understand its contributions to elucidate the real benefits of this 'mega-event' for the country, focusing on researching these organizations.

Based on the results, referring to the 'mega-event' of the World Cup, a new scene was detected in the regional scope of its contributions, used as benchmark for the implementation of new initiatives of this type when performing other 'mega-events'.

This new regional scene of events for the inner cities relies on marketing strategies, and capturing and reporting are their main targets, because their actions have become a highly profitable business for the private sector and for locations that promote and/or host the events. Thus, there are currently an infinity of events causing the sector to be strengthened every day in the economic scenario in Brazil, which has provided opportunities for companies

influence them to get favorable measures for themselves or groups representing (Dicionário Michaelis UOL, 2003).

in various industries due to the increasing demand for events. Remember that, in this sector, there is support and movement from private capital for sponsorship in development projects and revitalization of city districts and regions, providing many advantages for the sector.

It was perceived that the C&VB are positioned as modifying agents of social and economic reality for the destinations they represent, having their direct and indirect benefits to tourism, leisure and sports, via realization of the ‘mega-event’ sectors in the country. To encourage tourism, in an independent and cooperative way for the local tourist trade, these entities, as a result of their work, have become internationally synonymous with quality and efficiency in promoting a tourist destination corroborating the thoughts of Mastrobuono (2010).

From the proposal for association and synergy practiced by C&VB, the hope is that this research provides evidence of the importance of their participation in the large Brazilian event management scene, as demonstrated by C&VB's participants, to enhance the values of your destination, given its adaptation to economic activities such as, for example, tourism, which is highly fragmented.

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