



CELEBRITY MARKETING INC.

Case Study: Revere Beach Partnership



Case Study: Revere Beach Partnership

www.celebritymarketing.com

Celebrity Marketing, Inc.

Revere Beach Partnership

Background/History

Revere Beach, located 4 miles north of Boston, is the oldest public beach in the US. From its opening in 1896 until the late 1960's, the 4.5 mile long stretch of sand enjoyed widespread popularity as "the peoples beach" with as many as 250,000 visiting per day. Despite it's famous history by the early 70's the beach had become a series of abandoned buildings and honky-tonk bars. The Blizzard of "78" provided the final death knell by destroying many of the remaining structures and most of the sea wall.



During the 1980's, the area was the focus of an extensive revitalization; high rise housing was created, the beach re-sanded, pavilions restored and boulevard renovated. It was officially re-opened in 1992.

In 2002, the Revere Recreation Department commissioned a local sand sculptor to build a sandcastle to highlight its "Celebrate Revere" event. The event, whose goal was the promotion of the "new" Revere Beach, was created, operated and organized through the City of Revere and the Revere Beach Partnership; a group of volunteers dedicated to the revitalization.

Challenge

In 2003 the Partnership added sand sculpting as a competition and over time the competition grew to include vendors, corporate sponsorship and family entertainment. In 2006 Celebrate Revere drew over 250,000 attendees. However, during 2006, event expenses exceeded \$70,000 and the Partnership generated only \$40,000 income. The City of Revere absorbed some of the deficit while many invoices went unpaid or sponsorship obligations were not met. In spite of financial failures, Celebrate Revere exceeded the *mission* of the Partnership and brought new life to Revere Beach. A decision was made by the group to seek professional help with the project.

CMI Introduction

The President of the Revere Beach Partnership contacted CMI and asked the company to perform a comprehensive evaluation of the events performance. The partnership informed CMI of the main goal; to revitalize the beach, not to make a profit. After an exhaustive assessment CMI determined there were many opportunities within the event that if managed properly would result in increased awareness, improved visitor

experience, greater sponsorship opportunities and positive exposure for the city. As is often the case, lack of expertise on the part of a well meaning volunteer staff limits the upside potential of great ideas. Shortly thereafter the Partnership entered into an agreement whereby CMI would assume responsibility for all aspects of the sand sculpting competition.

Action

In order for any event to achieve its full potential three areas of focus are required; branding, sponsorship and management/organization.

Branding

With over 250,000 visitors, demographics are diverse, requiring consideration of multiple constituencies. The first task was to develop a new name and logo that would enhance the unique nature of the beach and event. The event was renamed **The New England Sand Sculpting Festival** and a new logo was created by CMI. Once event communications began CMI managed all marketing, PR, and media, while working with local radio and newspaper on a trade basis for air and print advertisements. The website was redesigned to provide detailed show information and schedules and to insure proper information was being distributed to the public.



Media appearances included:

Boston Globe

Globe North

Boston Metro

Lynn Item

The Revere Journal

NECN/ 2x air & web

Channel 4 News/ 2x air & web

Fox 25 News/ air & web

Comcast CN8/ air

Channel 5 News/ air & web

Channel 7 News/ web

Channel 56/ web

Boston.com

Bruins.com

Boston Magazine.com

Boston Herald.com

Vimeo.com

Metrobostonnews.com

Beantownbloggery.com

Americantowns.com

Bostoncentral.com

Mass-vacation.com

Funinboston.com

WGBH.org

Wegoplaces.com

Boston.com

Masstraveljournal.com

Yelp.com

Journal.aol.com



Sponsorship

Prior to CMI's involvement a coordinated, consistent, sponsorship package did not exist. As noted above, sponsors were never guaranteed delivery of the amenities promised.

CMI created sponsorship packages that offered a wide variety of options and price points and presented them to our extensive partner network. The event was enthusiastically received and soon sold out.

A positive sponsor experience is critical to the long term success of all events. All CMI events "deliver" for sponsors both in terms of reach and entertainment value; features of the new program included the following;

- Celebrity involvement athletes and their families toured the event interacted with fans, signed autographs and conducted media interviews.
- Sponsor Appreciation Night a clambake on the beach with entertainment, fireworks and networking.
- Direct Advertising due to our extensive media relationships and trade programs, sponsors logos were prominently featured on-site, in all media and on several web sites. Sponsor logos were even recreated in sand!



As a result of the reorganized sponsorship packages and CMI's marketing/sales efforts over \$120,000 in revenue was generated in 2007 additionally CMI secured an event title sponsor for 3 years.



One facet of sponsorship in any sizable event is vending, prior to CMI involvement the program was unregulated. Individuals would show up, give money to the Partnership and infamously sell hot dogs from curbside hibachis (often driving away spectators). CMI regulated vending, screened applicants and established set pricing and permitting. Revenue from vendors as well as vendor quality and visitor satisfaction improved dramatically year over

year.

Management/Organization

Great marketing, sponsorship packages, and PR are wasted efforts without effective management on-site during an event. In all events there are multiple constituencies that require individual management. CMI developed a separate action plan and set of deliverables for each group; residents of Revere, the competitors, sponsors, vendors and spectators, all need to feel satisfied by their experience and see return on investment.

Volunteers often fail to consider "the whole" of an event due to limited experience or lack of responsibility for delivering results. Staffing with a customer service focus is often nonexistent and details such as timetables, logo placement and other

deliverables ignored. Again this is not the fault of a volunteer staff rather a function of lack of expertise

With CMI management every deliverable was met or exceeded on time and on budget.

Results

In 2007/2008 the Revere Beach Partnership realized a profit from the New England Sand Sculpting Festival while promoting the city of Revere in a professional, sophisticated and positive way. As a result the sand sculpting competition has become one of the largest America. CMI is proud of this remarkable turnaround; it's important to note CMI accepted responsibility for event design, marketing, PR, sponsorship, sales and on-site management while generating enough revenue to cover increased show expenses, its fees and return funds to the partnership! The New England Sand Sculpting Festival illustrates the value and perspective a professional management company brings to event organizers.

