



Developing a logical framework in Creating and Planning Chocolate related events

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<p>The scope of this study is to develop a logical method of creating and planning events related to chocolate. It will give an overview of what chocolate is all about, the different uses of chocolate and its widespread popularity and how creative entrepreneurs develop plans and systems in creating successful chocolate events and festivals. It will give an insight of current events worldwide and what innovators are doing with this medium. Following this information it will then include how the development stage can be conducted using the double diamond method. How to create innovative ideas and the importance of attractions in such events.</p> <p>This study will be phased in 5 chapters. The first will be the background of research topic, aims and objectives. The second will focus on what chocolate is, from a brief description of the history to the modern use as a cosmetic, some curiosities regarding a particular chocolate tribe and will be explaining the popularity of chocolate and how diverse this food item has become creating many new business niches. At this stage, the information provided should give a clear picture of the importance of chocolate and why people are attracted to it, hence creating the need to know and discover more, which is the key factor why people attend such events. Finally, an explanation on what are the events currently being organised around the globe. This will give a clear picture of the extent of such events.</p> <p>The third chapter gives in depth explanations on what is required to plan and organize events and will also give an insight of how to create and develop new concepts based on chocolate. It will also focus on the marketing and financing requirements and the choice of venues, The next chapter will explain how the author organizes a particular chocolate fest in Hamrun, Malta. The fifth chapter will conclude with discussion and analysis of findings.</p> <p>The final objective is to explain the requirements needed in organising successful Chocolate events and festivals and to assist event coordinators into what attributes can make or break such events.</p>	
Keywords Creative entrepreneurs, events, festivals, successful, organising, new concepts	

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1 Introduction

1.1 Background of the topic

One recent popular saying related to chocolate is the verse said by famous actor Tom Hanks in the film Forrest Gump, "*Life is like a box of chocolate, you never know what you are going to get.*" Well this is indisputably true and in my opinion is also relatable to the basic subject of this thesis, that is Chocolate events and festivals. Nowadays, with the ever growing popularity of this indulgent and pleasurable delight, many have seen the opportunity to manifest chocolate by organising festivals and events. This has become widespread and many new festivals are being organised with this theme in many countries where chocolate is most popular. But chocolate does not enjoy the same popularity throughout the entire globe. According to a report issued by Chocolate Fanatics, in Europe, which purchases almost 60% of the world cocoa beans and America, who produces over \$ 7 billion worth of chocolate bars per annum and together with Australia, chocolate is a cultural sweet but in Africa and Asia, although it is cultivated in huge amounts, still does not have the same impact.

Through a questionnaire conducted (appendix 6) I discovered that almost 90% of people who participated ate chocolate at least once a week and about 60% have a keen interest and good knowledge on chocolate. This shows that a good amount of people have a particular interest in chocolate and anything to do with it. A personal experience which demonstrated the attraction and curiosity people have towards such events was when I participated at the Brugge chocolate festival, held at the Belfry in the main square. Although it was not heavily marketed, people visiting the area started queuing up as soon as they noticed the event and a large row of people crossing the entire area was formed, which attracted even more people to visit!

From the analysis of the questionnaire (appendix 5), it transpired that some had the opportunity to either visit a chocolate event or a chocolate museum, others attended a chocolate festival. When the same were asked if they were satisfied with the outcome, I received mixed opinions such as "*it was brilliant and worthwhile*" while other comments were negative such as "*it was a waste of time*"

Such comments made me wonder why some events were brilliant and others not, and what is the formula of creating and organising successful festivals and events with a chocolate theme which can attract thousands of visitors. Curiosity took me on the trip in discovering the answer to the above and has given me the opportunity to blend in my own experiences in the field to create a guideline which I believe could be of benefit to organisers of chocolate events.

The reason why this thesis topic was chosen is that for the past 36 years I have been working in the catering industry in the field of pastry and baking. In discovering how much the area of chocolaterie has developed, I was enticed to learn more and develop my skills further. This led me to visit chocolate museums and chocolate festivals. The time came when I was invited to participate in the Bruges Choco Fest in 2004. In the following years I was given the opportunity to be part of the organising team for this same event. From then onwards I never looked back and in 2007 was entrusted to organise the Chocolate festival in Malta, which I did for each consecutive year to date. These experiences gave me an insight on chocolate event organisation and planning, which I would like to share with all those interested in the field of chocolate events

1.2 Research question, aims and objectives

The objective of my research question is to answer and explain the requirements needed in organising successful Chocolate events and festivals and to assist event coordinators into what attributes can make or break such events. The question is the following:

How do creative entrepreneurs develop chocolate festivals and what are the management functions needed?

The scope of this study is to develop a framework and guidelines on how to structure and plan chocolate related events such as The Hamrun Chocolate Festival in Malta and the Salon du Chocolate in Paris. It will give an overview of what is chocolate, the different uses of chocolate and its widespread popularity by discovering what the most visited events are worldwide. This will also show what some innovators and creative entrepreneurs are doing with this medium, explain the necessary steps to create innovative ideas and the importance of attractions in such events.

The aim of this thesis is to layout the path, for current or future planners and organisers of events, into how to accomplish their goals into developing innovative ideas, create new concepts, market and finance successful chocolate events.

1.3 Methodology in brief

In the development of this thesis, which is a qualitative product based study, the methodology being implemented as part of the process, will be based on 4 parts which I believe will assist me well are the following;

- A questionnaire
- Interviews
- Personal experiences
- Literature reviews

In addition to the above I have also conducted vast research on chocolate events in the global sphere as to discover how chocolate events are organised, such as the size of the event whether it is a national, international or a local type. I also analyzed other aspects such as the success rate, the popularity, number of visitors and the impact of media.

The tools chosen will give another perspective of what visitors think and how they perceive such events like chocolate fairs and festivals. This will give a clear idea of what visitors will find to amuse them and attract them to attend. This will give insight to their expectations and hence what should be included when organising successful events to satisfy their desires of entertainment.

I have contacted chocolate event organisers from different continents and got from them what they believe creates good chocolate events. Here I could analyze their different views, the different ideas and what are the logistical steps they implement when they organise their own chocolate events. I was very lucky to interview a chocolate expert, who has organised festivals in Belgium and is also owner of a chocolate factory. Besides this he has also lead expeditions to the deep parts of the Peruvian forest in search of the best cocoa plantations in the world, so this source was very fruitful. Literature review was conducted in assistance to the theoretical requirements in aspects of marketing, human resources and financing of such events

These will be the tools which I hope will give essence, knowledge and an understanding of how a good and successful chocolate event, whether a small fair or bigger event can be organized and show what I believe are the best logical steps.

1.4 Structure of Thesis

This thesis will be structured into five main chapters. The first will be the background of research topic, aims and objectives. The second will focus on the culture of chocolate, from a brief description of the history to the modern use as a cosmetic, some curiosities regarding a particular chocolate tribe and will be explaining the popularity of chocolate and how

diverse this food item has become creating many new business niches. We will also see the benefits of chocolate and the healthy aspects of it. The information provided should give a clear picture of the importance of chocolate and why people are attracted to '*the food of the Gods*', hence creating the need to know and discover more, which is the key factor why people attend such events. Finally, an explanation on what are the events currently being organised around the globe. This will give a clear picture of the extent of such events being organised and the diverse amount of competitions, festivals and exhibitions organised annually. The third chapter will give explanations on what is required to plan and organise events and will also give an insight of how to create and develop new concepts based on chocolate. An explanation of the management functions will show how to create sustainable events and will also focus on the marketing and financing requirements and the importance of choosing venues.

Chapter five will explain how the author organises a chocolate fest in Hamrun, Malta. Here the emphasis is on the importance of including main attractions created from chocolate. The fifth chapter will conclude with discussion and analysis of findings from a questionnaire and the answers given through interviews with chocolate event organisers.

2. The Culture of Chocolate

The history and culture of chocolate has been written about many times, but for anyone who works with chocolate, it is essential to have an understanding of this all important product's journey. Chocolate has a long-storied history from aristocratic to market traders, from chocolate as a medicine to chocolate as an indulgence and from bitter chocolate drinks to sweet chocolate. Besides its long journey from when Christopher Columbus first landed in Guanaja,

which he named Isla de Pinos – off the coast of Honduras, on July 30 1502 as explained in *The Book of Chocolate* (Flammarion 2001, 63) throughout the year's chocolate saw many transformations and was utilized for different purposes as we will discover. Not only but chocolate has been cultivated in almost all the continents lying within the tropical band. Chocolate became increasingly popular in the late 1700's when the British opened cocoa bars, the Swiss started to make milk chocolate tablets, the Italians invented the gianduja chocolate and Hershey's started production in America, chocolate became one of the most desirable foods. Now that chocolate has been known in almost all over the world, the way it is consumed, the traditions and the culture of how chocolate is eaten are diverse.

2.1 From Bean to Bar

Chocolate means many things to different people. It can be a special treat, a guilty pleasure, or a delicacy to be enjoyed and evaluated much like wine. About 3000 different plants and trees have been identified as *Cacao*. Of these varieties only one cocoa bean has been commercially produced the *Theobroma*. The four main varieties are the following:

- Criollo
- Forastero
- Trinitario
- Arriba Nacional

Each variety has its own characteristic and unique flavor which depends on the region, soil and climate it is grown in. The cacao tree is a delicate tree and thrives in tropical climate in regions 20 degrees south and 20 degrees north of the equator. West Africa, South America and south East Asia are the largest producers of cocoa beans in the world. But for many people around the globe, it's also serious industry. By 2016, the global chocolate market will be worth \$98.3 billion.

The chart below shows the current cocoa producers. As one can notice African countries produce more than half of the world's production. Fig 1.

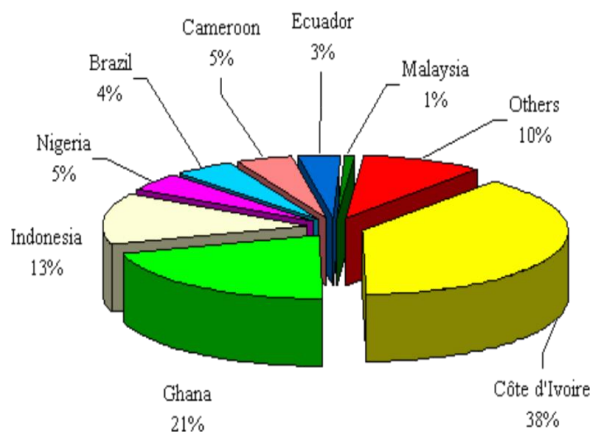


Image 1. Global Cocoa Producers 2016 (Source: Wikipedia, Sheridan Hay)

Harvest

Harvesting takes place twice a year usually in March and September after the fruit has ripened and changed from a green to a yellowish colour. It takes several months to harvest a tree, since pods ripen at different times. Every 2 to 4 weeks the fruit is cut from the tree using a machete knife. The pods are then carried to a specific area where there fellow workers open the pod to reveal the wet beans. These are left to dry on banana leaves for several days until the muck drains out. After this process, the beans are left to dry in the hot sun of the tropics to ferment for a further 5 to 6 days, turning them constantly during the day. These are covered by canvas sheets or wooded like tunnels so that the night temperatures do not dampen the beans. When the beans are fermented, they are placed in sacks and each tribe carries their production to a central market where they sell to specialized cocoa merchants. Then distribution across the globe starts were Holland is considered as one of the most countries who purchases this precious bean.

When the cocoa arrives to their destination chocolate processing begins. Here is a flow chart of how the bean is transformed to a bar. (Image 2.)

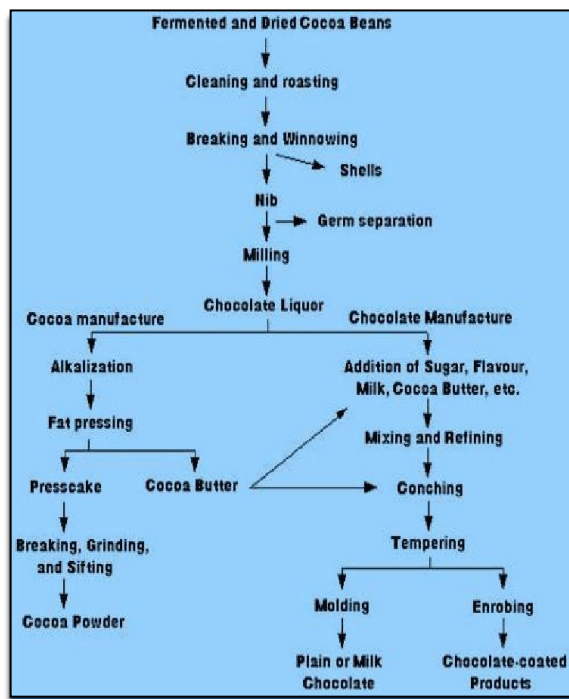


Image 2. Process Description: Flow Chart and Details (source.)

Chocolate liquor is mixed with the butter in varying quantities to make different types of chocolate. The basic blends of ingredients, in order of highest quantity of cocoa liquor first, are as follows:

1. Plain dark chocolate: sugar, cocoa butter, cocoa liquor, and (sometimes) vanilla
2. Milk chocolate: sugar, cocoa butter, cocoa liquor, milk or milk powder, and vanilla.

3. White chocolate: sugar, cocoa butter, milk or milk powder, and vanilla

An emulsifying agent such as soya lecithin is added, followed by flavorings such as vanilla sometimes an artificial emulsifier derived from castor oil that allows them to reduce the amount of cocoa butter while maintaining the same mouth- feel. The texture is also heavily influenced by processing, specifically conching. The more expensive chocolates tend to be processed longer and so have a smoother texture and "feel" on the tongue, regardless of whether emulsifying agents are added.

Different manufacturers develop their own special blends based on the above formulas but varying proportions of the different commodities are used.

The finest plain dark chocolate couvertures contain at least 70% cocoa (solids + butter), whereas milk chocolate usually contains up to 50%. High-quality white chocolate couvertures contain only about 33% cocoa. Inferior and mass produced chocolate contains much less cocoa (as low as 7% in many cases) and fats, other than cocoa butter.

2.2 Fairtrade and Child labor

Although the criteria for fair trade cocoa certification vary amongst different organizations, Fair Trade standards assist farmers to organize as cooperatives and associations so they can earn fair prices for their products. Certification organizations regularly inspect cocoa producers to ensure that they meet child labor standards. Fair Trade acts immediately when infractions are found to protect the children involved and secure their safety. The organization promotes environmental sustainability in producing cocoa crops. The Fair Trade price guarantees that farmers are paid a sustainable price for their product. In cocoa cooperatives, buyers also contribute money to community development, allowing cocoa farmers to increase product quality, build infrastructure, train workers, bring safe drinking water to their communities and establish local health clinics and schools.

Carol Off, author of *Bitter Chocolate: Investigating The Dark Side of the World's most Seductive Sweet*, argues that the only solution to the issue of abusive child

labor practices in cocoa production is to pay farmers a price at which they can employ adult workers. Off asserts that in order to receive this price, farmers must organize themselves with the help of local government departments and be given access to accurate information about the world cocoa market price, through the Internet, so that they can bargain efficiently by themselves.

2.3 Health benefits of chocolate

From the beginning of time, man has used plants both as food and medicine but with a noticeable difference. Whilst food was consumed in varying quantities, medicines were taken in specific doses. Cocoa has not escaped this notion as from its existence, as ancients made from it medicines and warm beverages, being considered as a food.

Cocoa beans are one of nature's great gifts from the plant world and, together with chocolate, as we know it in modern times, have been the object of much scientific research, so much so that their medicinal and nutritional properties have now been recognized.

In his book called *Chronicles of Chocolate, Chocolate and Health*, Dr. Herve Robert discovers how doctors started to research chocolate. He describes how few had interest in the actual ingredients cocoa was constituted from. They were more concerned about the effects other components added to chocolate, such as the spices and chilies, had on this medicinal potion. For example;

Pepper – considered to be a dry, hot ingredient and should be prescribed for those who had a cold liver

Vanilla – acted as a fortifier for the stomach and the heart by diminishing the thick viscous fluids. It was thought to have a warming action and prescribed to those who sought the pleasures of the body.

Cinnamon – had a beneficial effect on the kidneys, the eyes and the stomach. It was also good for preventing flatulence and getting rid of stomach cramps

Aniseed – was good for the kidneys and diseased bladders and could alleviate a liver enlarged by impish winds.

In 1643, Rene Moreau published his book a four-part treatise on chocolate were he puts the properties of spices into verse,

‘Cloves can make your breath smell sweet
and can ease a funny tummy
Turning it gently to milk and honey
when your stomach makes you weep’

In 1720, de Caylus suggested that drugs could be administered to patients in a more agreeable fashion by mixing them with chocolate in order to mask unpleasant tastes. In Paris in 1818 a chemist called Sulpice Debaube invented a number of medicinal chocolates made from substances such as Persian salep, Indian tapioca, Japanese cashews, arrowroot and ambergris. So gradually, during the course of the 19th century, some manufacturers started making chocolates for medicinal purposes to cure lung infections, treat syphilis, to calm nerves and to treat anemia amongst others.

At the beginning of the 20th century advertisements emphasized the value of chocolate for keeping good health. In 1916 Phoscao proclaimed itself as ‘the most exquisite breakfast and most powerful tonics. It fortifies the anemic patients, the weak and overworked and the old people’. Some chocolate makers went so far that they sold their chocolates only to chemists, in order to reassure that quality and pureness of their products.

During the First World War chocolate was sent to French soldiers fighting on the front. A company called Banania believed it was its national duty to provide soldiers in trenches and in military ambulances this special food which provided strength and energy. During the Second World War chocolate was part of a soldiers ration, but was given more as a treat rather than a powerful constituent.

In order to understand the effects on health, it is important to know chocolate’s nutritional composition. This depends on the type of chocolate, whether it is dark, milk or white. Official charts issued in France (AFSSA-CIQUAL, 2008) indicate such nutriments in the chart below. (Fig. 3.)

Fig.3.

Average composition of chocolate tablets in macro nutriments (per 100g)

nutriments	Dark chocolate containing 40% cocoa	Milk chocolate	White chocolate
Energy(Kcal)	545	31.8	31.8
Proteins (g)	8.1	7.0	7.0
Lipids (g)	42.3	32.1	31.8
Carbohydrates (g)	33.0	56.5	57.7
Fibres (g)	10.9	2.1	0.4
Water (g)	0.6	1.0	0.6
Micro-nutrients	5.1	1.3	2.5

Source: AFSSA-Ciqual.2008

Chocolate also contains mineral salts and trace elements. It is interesting to compare these figures with the Recommended Nutrient Intake (RNI) for men and women. It is often claimed that dark chocolate is rich in Magnesium.

Like all foods derived from plants, chocolate contains very little cholesterol (3.2mg/100g in dark chocolate). Cocoa butter, which is the fat pressed from the cocoa bean, is composed of the following;

62% saturated FA (made up of 34% stearic and 28% palmitic acid)

35% monosaturated FA (mostly oleic acid)

3% polyunsaturated FA (mostly linoleic acid)

According to Marcus (1994) research, eating chocolate every day for 3 weeks, the LDL cholesterol can diminish by 11.9%, which is beneficial for the arteries and reduces the risk of cardiovascular disease. Therefore, a person who suffers from high blood pressure, can eat chocolate and will lower his blood cholesterol levels.

Dark and milk chocolate contain molecules known as Polyphenols. These are beneficial because they prevent the oxidation of fats. They also protect the cell walls from ageing too rapidly, they dilate the arteries thus increasing the blood supply to the internal organs, they help to lower blood pressure, they diminish the secretion of chemical substances that are responsible for the inflammation, one of the main causes of cardiovascular diseases, they thin the blood reducing blood clot formation.

Over the past sixty years many researchers performed numerous studies and confirmed the beneficial advantages of chocolate for health, especially for reducing cardiovascular diseases and for its pleasure giving substances. So, there is no reason to deny anyone from eating this food on a daily basis, which for many, is that something they crave for all day long.

2.4 The Kunas

Eddy Van Belle, a well-known chocolate enthusiast, who besides being director of a chocolate brand has also opened 5 chocolate museums. Some years ago he discovered something peculiar regarding a tribe who has a unique health property due to the consumption of the cacao tree and its fruit. Together with a group of researchers he travelled to Panama to learn more about these Indians and to learn this unique fact and to discover first-hand the importance cocoa has on their daily lives.

The population of the Kuna Indians, as they are known, is estimated to be around 35,000, the majority who live in Panama who live more or less in isolation from the rest of the Panamanian population. Some scholars argue that the Kuna Indians are the direct descendants of the Maya Indians from Central America. It is a fact that certain customs and traditions of the Maya are still practiced today by the Kuna's especially with regards to their affinity for cocoa.

The Kuna's cultivate cocoa in the surrounding forests and is of the utmost importance to their daily life. Just like the Mayas cocoa not only fulfils their needs as a foodstuff, but also plays a role in protecting, curing, healing and has a sacred and psychological significance too, from birth to death.

The consumption of cocoa is believed to be responsible for the low blood pressure found in Kuna Indians that keep them in good health and various recent studies all search this same conclusion. None of the Kuna's living in their natural environment have been found to suffer from high blood pressure, contrary to those who have immigrated to the towns. This condition is linked to the fact that in their natural habitat, the Kuna's drink an average four cups of chocolate a day, which is far from being the case in town.

This is probably the key to the secret of their strength, their good health and their survival. The persistence of this tribe is however fragile and depends on harmony, understanding and mutual respect and respect for values that will prevent the disappearance of this civilization.

2.5 The global chocolate industry

Consumer demand for chocolate is on the rise worldwide. The National Confectioners Association reports that 52 percent of Americans claim chocolate as their favorite eating habit. Recent research has found that chocolate contains antioxidants and minerals, and can help reduce risk of heart attacks and cancer. No indications suggest that the collective appetite for chocolate will be quenched any- time soon.

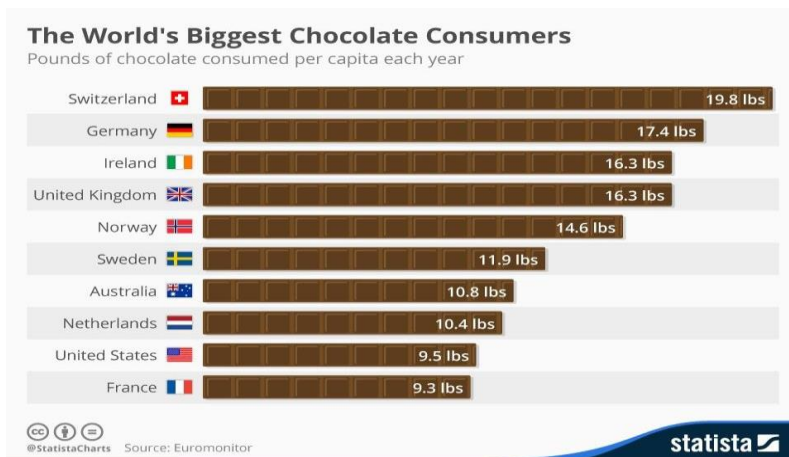
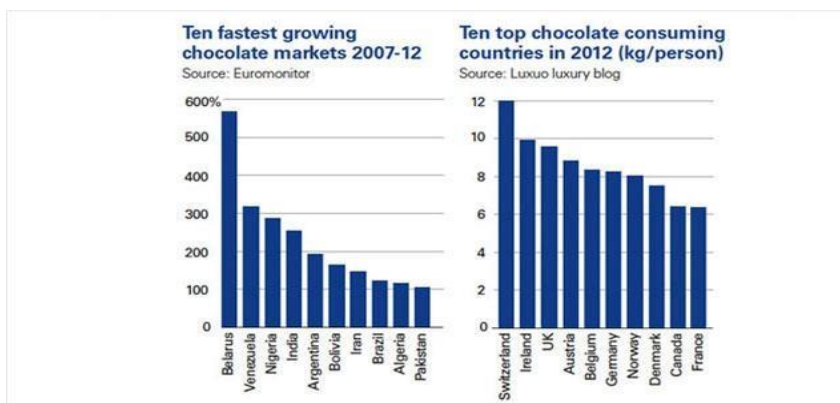
NCA reports that retail sales of chocolate products reached \$18 billion in 2010. According to NCA, annual sales have continued to increase from 3 to 4 percent per year. In 2010, the U.S. exports of chocolate to worldwide markets were estimated to be over \$1 billion. The undisputed leader for North American sales of chocolate products, the U.S. has a market share estimated at over 86 percent.

Chocolate Industry analysts M&M predict the global chocolate market will experience annual sales of \$98.3 billion by 2016 -- the result of an annual growth rate approaching 3 percent. Demand in Asia is a major source in the growth of sales, and is expected to rise to a 20 percent share in the global market by 2016.

Chocolate is a by-product of the cocoa bean. Over 50 percent of the cocoa harvested annually worldwide comes from West Africa. Most comes from Cote d'Ivoire -- Ivory Coast -- followed by Ghana, Nigeria and Cameroon. Other significant producers include Indonesia, Brazil and Ecuador.

The largest manufacturers of chocolate in the world are annually ranked according to sales. The International Cocoa Organization lists the top producer as Kraft Foods, Inc. with net sales of nearly \$20 billion, followed by Mars, USA, Inc., and Nestle SA Switzerland.

Fig.4.



2.6 World cultures and traditions

Traditions connected with chocolate

Valentine's Day, Easter, Halloween, Diwali, Hanukkah, Christmas and even Mexico's Day of the Dead – across cultures and religions, these holidays bring people together, and another thing they have in common; they're all celebrated with chocolate.

The link between Valentine's Day and chocolate is probably the easiest to explain. The association between chocolate and love may go all the way back to the Aztecs. They believed chocolate was a source of spiritual wisdom, incredible energy and elevated sexual power. Chocolate was widely used as a nuptial aid and was served at wedding ceremonies. Today, we know more than ever about the mood-enhancing effects of chocolate.

The story behind the Easter chocolate tradition goes back to the pagan belief that eggs represent fertility and rebirth. By the 1800s, Christians had adopted the symbol of the egg as part of the Easter festivities. So where did the chocolate version of the egg come in? It all started with hot cross buns, which were at one time banned by the Queen. In the 16th century, Queen Elizabeth I forbade these present-day delicacies due to their association with Catholicism. She did, however, allow them to be consumed at Easter time.

Halloween is celebrated on 31 October, the last day of the Celtic calendar. It was the day when the souls of the dead would roam the streets and villages at night. Since not all spirits were thought to be friendly, gifts and treats were left out to pacify the evil ones and to ensure that the next year's crops would be plentiful. Mischievous children would dress up as spirits and steal the food from the doorsteps. Homeowners eventually figured out what was happening and stopped leaving food out, so the ever-resourceful kids simply knocked on the doors and begged for it, promising prayers for the dead in return. This custom evolved into trick-or-treating, and lucky children all over the world nowadays find wrapped chocolates in their bags.

The Mexican Día de los Muertos (Day of the Dead) celebrates the memories of those who have died. Its origins are distinctly Mexican. During the time of the Aztecs, a month-long summer celebration was overseen by the goddess Mictecacihuatl, the Lady of the Dead. After the Aztecs were conquered by Spain and Catholicism became the dominant religion, the custom became intertwined with the Christian commemoration of All Saints' Day on 1

November. One of the most common customs is to build private altars containing favorite foods and beverages as well as photos and memorabilia. Mexicans today use chocolate as an offering on the Day of the Dead in the form of a spicy sauce called mole, made with chilies and chocolate.

Those who celebrate Christmas often count down to the holiday with an advent calendar, a daily reminder that Christmas is coming. The Advent officially begins on the fourth Sunday before Christmas, but many start counting down from 1 December. In the past, some families simply drew a chalk line on the door or lit a new candle each day. The windows open to reveal small chocolate items. Christmas and chocolate are linked in other ways too. After all, isn't a cup of steaming hot chocolate the best way to warm up carollers and create holiday cheer?

Cultures and chocolate

Although chocolate is available worldwide, chocolate is not eaten or given as a gift for the same reasons. Even the cultural aspects are different from one country to another. In china, for example, chocolate eating is somehow a new trend. Until recent years Chinese did not consider chocolate as a delicate sweet. Its consumption was negligible in comparison to the US. This was felt throughout almost all Asian countries only to increase with the westernization of this continent that has made chocolate more popular.

In Belgium, France and Switzerland, chocolate is considered as a national delicacy and is one of their foodstuff they highly pride. They mostly consume chocolate in the form of Pralines which are fine filled chocolate morsels. Belgium is also known as the 'Chocolate Capital of the World'.

In the US and UK chocolate is eaten in the form of chocolate bars where some of the most common names in the industry are Hershey's and Cadbury. Chocolate is eaten throughout the day as a snack or a sweet treat after a meal. Chocolate is also used as part of many famous desserts and drinks such as the chocolate fudge cake and sacher torte and the lovely brownie. Chocolate ice cream is another favorite and with this the popular Chocolate milkshake is prepared.

In Malta chocolate is also highly consumed per capita. Chocolate is mostly sold throughout the Christmas period it is a tradition that people give a box of chocolate as a present and almost every family enjoys chocolate bars and pralines which are received as a gift.

Most shops stock up massive amounts as it is one of the most sellable items for Christmas but even in Easter, chocolate takes center stage. Every child expects to receive a chocolate egg with a special surprise inside, but even the elders, including my wife, get excited to receive special Easter eggs with something special wrapped inside. The Maltese do not wait for these events to consume chocolate as it is consumed all year long even in the very hot summer months when ice cream is the favorite, but chocolate is very much so still sought after.

2.7 The popularity of chocolate

We all know by now how popular chocolate has become. It is highly visible in shops and is well-advertised by most large companies. Some innovators looked at chocolate through another lens and used the basic ingredients produced from the cocoa fruit in different form. Nowadays is used to produce cosmetic products, for body massages, and for artistic work. It was the theme of popular films and we also find chocolate museums all over the globe. Bars and cafes have based their business theme on chocolate.

2.8 Chocolate and Beauty

Nowadays several cosmetic manufacturers have started to include cocoa polyphenols in the preparation of their products. Once these powerful antioxidants have penetrated the dermis, they are supposed to delay the aging process of skin. Studies show that an extensive list of 60+ ingredients blend well with chocolate – butters, oils, emulsifiers, exfoliates, hydrosols, essential oils, CO2 extracts, absolutes, humectants and clays.

It has become a trend to use cocoa based products and many beauty parlors are now proposing treatments such as face masks, wraps and massages containing chocolate. Some cosmetics which are popular with consumers are hand and face creams, lip balms, make up, body butter and serum.

Some might ask 'What can we expect?' Primarily a feeling of well-being and relaxation. Secondly the sensation of having chocolate spread all over one's body. Moreover, cocoa butter, which is now well known for its beneficial effect, will make the skin smooth and supple. Besides being a modern beauty product, chocolate has also won the reputation of being an Aphrodisiac. This originated from the time of the Aztec conquest and has lasted for

centuries. In 1619 Hernando Cortes and his men observed that the Emperor Montezuma would drink as many as 50 cups of pure cocoa a day in order to satisfy numerous women in his harem. Even if chocolate does not have properties that can stimulate the senses, it was probably due to the fact that at the time numerous spices including chili were added to hot chocolate.

2.9 Chocolate themed Cafés and Bars

Businessmen always try to come up with innovative concepts to attract customers. One of these concepts is the Chocolate Themed Bars and Cafés. Max Brenner is one of the most successful in this sense. He has opened a worldwide chain of cafés in Australia, New York, Las Vegas and in almost all major Cities. Another is Chu Chocolate who operates in Bangkok.

During a recent visit to Bruges, in Belgium, I found a chocolate bar with a very interesting and unique concept. It is called Choco Jungle and is operated by E Van Belle. The interesting thing about this bar is that the décor is based on a jungle with similarities to be Cocoa trees, which already gives you a sense of depth in how and where cocoa comes from. Another interesting thing is that everything served is based on chocolate history. For example on the menu one finds drinks consumed in the Aztec era. One is handed a chart with all the original recipes from Aztec times and you can blend your own drink with an array of spices you can choose from. This is also served in the same cup the Aztecs came from which is made from the cassava plant. Another cocoa drink is from the French era where the drink is served in chocolate pots and drunk from fine china cups and saucers. There is also a corner where one can purchase tools used in the traditional cocoa production such as the Metate and Molinello frother, beside books and creams. It is a place worth visiting.

2.10 Chocolate in Films

Chocolate found its way also on the big screen. Following is a list of some very popular movies where chocolate was part of the theme

Willy Wonka and the chocolate factory (1971)

Charlie and the chocolate Factory (2005)

Chocolat (2000)

Like water for Chocolate (1992)

The chocolate war (1998)
In search for the chocolate heart (2008)
Consuming passion (1998)
Lezioni di cioccolato (2001)
Merci pour le chocolat (2000)
Better than chocolate (1999)
Blood and chocolate (2007)

Perhaps not all are well known but definitely the pop charter is Roald Dahl's film Willy Wonka And Chocolate Factory starring Gene Wilder and later on with the second version Charlie and the Chocolate Factory starring Johnny Depp. The other most popular was the French movie Chocolat where Juliette Binoche was the main actress.

2.11 Chocolate Museums

The fascination chocolate provides has made top chocolate brands and entrepreneurs invest in museums to have the possibility to educate people in the world of chocolate, from cultivation to production. Following is a list of the most popular museums. A full list (appendix 2) indicates the large number of similar museums depicting the ever popularity of chocolate and how much this desirable food of the Gods is sought after.

□ 1. Cadbury World, Birmingham, England

Cadbury World, south of Birmingham, tells the story of the Cadbury family and their chocolate business, from the first Easter egg to the construction of the Bourneville garden village for factory workers.

□ 2. Maison Cailler, Broc, Switzerland

With the highest per capita consumption of chocolate in the world, it's no surprise that Switzerland is in this list. There are heaps of chocolate factories open to visitors, including Maison Cailler in Broc, Gruyère, where you can discover how chocolate is made. They even offer courses for budding chocolatiers.

□ 3. Choco-Story, Bruges, Belgium

No visit to Bruges is complete without sampling a praline of the finest Belgian chocolate. Choco-Story caters to visitors in need of a bit of culture. It details the history of chocolate without overlooking the importance of tasting. It occupies a historic building on the corner

of Sint-Jansplein. A must-see museum where artefacts and chocolate sculptures are on display

4. Cologne Chocolate Museum, Germany

Cologne is home to the largest chocolate museum in the world, which sits in an enviable position on the Rhine's left bank, near the city's famous cathedral. Access is via a revolving bridge, adding a slight Willy Wonka surrealism to the place. A tour of this museum will take you through 3,000 years of luxurious, chocolatey history.

5. Hershey's Chocolate World, Pennsylvania, USA

You can't escape Hershey's chocolate in the USA and Hershey's Chocolate World is sure to satisfy the appetite of the company's biggest fans, particularly children.

6. Museo de Chocolate, Havana, Cuba

Really a cafe with displays related to chocolate-making and (our favorite) consumption, this 'museum' serves cups of delicious, thick, pure chocolate. Lining up in temperatures of 35 degrees Celsius to drink cups of hot chocolate in an air-conditioned interior may seem odd, but it's worth it.

7. Museu de la Xocolata, Barcelona, Spain

If you like chocolate, Barcelona is the place for you. You can drink xocolata desfeta, chocolate thick enough to stand a spoon up in (great for dipping churros into), see fantastic festive creations and eat unusual dishes such as chocolate with rabbit or squid. To find out how Barcelona's love affair with chocolate began, visit the Museu de la Xocolata, which has some fantastically elaborate chocolate models on display.

8. Choco-Story Chocolate Museum, Prague, Czech Republic

This pretty Czech museum explores Europe's love of chocolate and explains the history of the cultivation of the cocoa bean and how the chocolate making process made its way to Europe. Of course, there are lots of delicious samples available, too.

9. Chocolate Museum, Jeju-do Island, South Korea

The world's second largest chocolate museum is located (rather surprisingly) in Seogwipo in South Korea. Here you can sample lots of different types of chocolate and witness the chocolate-making process. The building itself is striking, built from local volcanic rock.

2.12 Chocolate events

In the previous chapters, we have explored how important chocolate has become in our lives. For many tribes, it is their means of survival, for others it is a beauty enhancer, for many is an important economic commodity, film directors used it as a theme for their films, museums and cafes are becoming healthy businesses and millions around the globe consume it daily as their treat.

Hence many events are created to promote chocolate even further. In this chapter I will show some of these events which are also marketing tools for this industry. I believe these are important for the producers and the artigianal chocolatiers alike as they can showcase their products and even their talents. It is a fact that these events are crowd pullers and is imperative that to maintain the numbers attending, they must be properly organized.

Here are some examples of different events from different countries showing the variance in styles of current events

Salon du Chocolat (France)

Salon du Chocolat started in Paris, 22 years ago and this now branded exposition has progressively spread out to many of the major cities worldwide becoming the major global chocolate event. Lyon, Brussels, Milan, New York, Tokyo, Beijing and Shanghai are only a few of the cities organising these events. In all around 15 events are organised annually and the numbers are adding up, hence mentioning how popular and in a way chocolate attracts people to visit such events

It all started with two passionate entrepreneurs who were in love with chocolate and each other, and a project that everyone considered a crazy idea: create an event dedicated entirely to an everyday food. But they had a strong desire and firm belief in the market and its professionals, both of which did not receive the exposure they deserved. Now, 22 years on, the show is a resounding success both in France and around the world, helping to promote knowledge of and expertise in chocolate, from the bean to the bar, from producing countries to consumers.

I believe the success of this materialized due to the attractions made from chocolate. An example is the chocolate fashion show, which is the main media magnet. Social media and television always show highlights of this show due to its uniqueness and originality.

SeSo, by using the proper ingredient to attract media, the Salon du Chocolate had the advantage of getting huge coverage, making it expand to other cities.

Hamrun Chocolate Festival (Malta)

Hamrun is a quaint village in my home country, Malta. 8 Years ago, they wanted to start this festival as history has shown that way back in around 1797, Grand Master Perellos of the Knights of St. John, imported for the first time cocoa beans into Malta which were stored in huge storage facilities in Hamrun. For this reason, I was approached by the Local Council of Hamrun to develop a festival with a theme of chocolate. I am proud to say that this has now become one of the most popular activities organised with a turn-out of more than 25,000 people last year attending, such Chocolate Festival is a unique event which gives visitors a special opportunity to enjoy a wide range of chocolate related products whilst appreciating local talents.

Every year I create large sculptures as the main attraction such as a full size replica of a Harley Davidson motorbike, a scale model of a Ford 1931 model T (appendix 3), a life size dining room, a Spanish galleon and a 24 foot long street scene

Last year's main attraction was a life-size replica of Elvis Presley made entirely of chocolate and a 15 feet high base relief of Freddie Mercury from the group Queen. This year's attractions will be a 20-foot-long replica of the HMS Titanic and an old Maltese Vintage bus (appendix 3)

This together with various chocolate paintings, choc tattoos, chocolate body paintings and much more from some of my friend artists.

Choco-Late Bruges (Belgium)

Belgium is known as the 'Capital of Chocolate' and Bruges is the densest city with chocolate shops. Choco story, a world-famous chocolate museum is situated there and the brainchild of this museum, Eddy Van Belle in 2007 decided to create the Choco-Late Festival. This was initially set up at the Oud San Jan, a former hospital and then transferred to the Belfort in central Bruges square. I participated personally in this for a good number of years with live sculptures of the Madonna of Bruges and a life-size sculpture of Barack Obama (appendix 4) this event offers the best from famous Belgian chocolatiers such as Dominique Personne The Dumon Family. One can enjoy sculptures from other artists and displays from local chocolate schools.

American Chocolate Festivals

Annual Ghirardelli Square Chocolate Festival: San Francisco

This has been going on for over a decade, this festival has become famous in California and across the country. Fun-filled activities include chef cooking demonstrations, live music, chocolate tasting, and ice cream sundae eating contests for people of all ages to participate in.

Orange County. Chocolate Festival – Fountain Valley, California

This annual November festival is exclusive to all others with unique activities such as holiday gift shopping, a diamond raffle and the chocolate fashion show, chocolate tasting and more.

Colorado Chocolate Festival: Denver

Here one can enjoy the standard activities of chocolate samplings and chocolate contests, but this gala also crowns a Miss Colorado Chocolate Queen. This festival features over 30,000 square feet of fun events and brings in over 100 vendors, including the Rocky Mountain Chocolate Factory.

The Festival of Chocolate: Orlando, Florida

Being one of the more interactive festivals in the United States, goers have the opportunity to participate in a chocolate and wine pairing education seminar, educational chocolate tastings, as well as chocolate making classes.

Chocolate Festivals Illinois: Long Grove Chocolate Festival

Held annually in May, this popular festival boasts entertaining children's activities, chocolate workshops, live music and even shopping. And if you love wine, they'll teach you how to pair it with the right chocolate for the best flavor combinations.

Other popular chocolate festivals are Chocolate Lovers Affair: Prince Frederick, Maryland, Carolina Chocolate Festival: Morehead City, Chocolate Festivals Texas: Austin Chocolate Festival, Chocolate Lovers Festival: Fairfax, Virginia.

Chocolate Competitions

To chocolate artists and chocolatiers, competitions are the highlight of every ambitious professional. It helps them to develop skills which have not yet been achieved. It also brings out the artistic ability. These also act as a platform for young talented people to be

known and recognized in the culinary world in general. Following these success of competition winners, these are usually given the opportunity to work in large firms in the post of demonstrators or even product development. Others are offered the post of executive pastry chefs and chocolatiers, which come with an attractive package. It elevates the professional chef to another level.

Two of the top chocolate competitions are the Chocolate Masters, which forms part of the Salon du Chocolate in Lyon, France, and the Coupe du Monde de Patisserie, which is held every 2 years in different countries. This second competition is based on different aspects of pastry in general but the main focus is on sugar work and chocolate work.

The Chocolate Masters, this year was won by the French Vincent Vallee. Other world class chocolate sculptures participated creating astonishing pieces of art. This led Vincent to display his work at the acclaimed Harrods's of London amongst other opportunities offered. The Coupe du Monde is another world class opportunity for the finest teams to produce the best work chocolate can offer.

Another growing world competition is the International Cocoa Awards. Competing countries choose the best chocolate pralines by a national competition. After selection, these proceed to compete in the finals held in London winning the accolade of best chocolate in the world.

I highly recommend these competitions to be visited by any professional and amateur enthusiast alike. It is a very good opportunity to learn and discover new skills and techniques. These are also important for chocolate event organizations as they attract many of the mentioned crowds.

2.13 International Brands

Chocolate is divided into two sectors; industrial, which is the chocolate used by the professional industry, and the commercial which consists of the many chocolate bars consumers find on shelves in many of our shops and supermarkets.

The table below (fig. 5) is an extract from a longer list, giving the top ten global commercial companies that manufacture chocolate, by net confectionery sales value in 2015:

Company	Net Sales 2015 (US\$ millions)
---------	--------------------------------

Mars Inc (USA)	18,400
Mondelēz International (USA)	16,691
Nestlé SA (Switzerland)	11,041
Ferrero Group (Luxembourg / Italy)	9,757
Meiji Co Ltd (Japan)	8,461*
Hershey Co (USA)	7,422
Chocoladenfabriken Lindt & Sprüngli AG (Switzerland)	4,171
Arcor (Argentina)	3,000
Ezaki Glico Co Ltd (Japan)	2,611*
Yildiz Holding (Turkey)	2,144

Source:

Candy Industry, January 2016

* This includes production of non-confectionery items

Industrial chocolate has some big names popular within the chocolate/pastry community. Following is a list of the top producers

- Cacao Barry – Swiss
- Belcolade - Belgian
- Vahlrna - French
- Carma – Italian

3. Theoretical Framework

3.1 Key concepts and definitions

The main concepts of this thesis is the managerial and administrative requirements and the perspectives of individuals or companies engaged in organising chocolate festivals, chocolate events and even special occasions where chocolate is the main attraction such as the opening of a chocolate shop or could be even the unveiling of a concept car made out entirely from chocolate.

In all these circumstances, clients and guests expect to see something new, something different, something creative and innovative. Following are the definitions of the key concepts namely Festivals, Events, Creative entrepreneurs and Management functions.

3.1.1 Festivals

Festival is an event ordinarily celebrated by a community and centering on some characteristic aspect of that community and its religion or traditions, often marked as a local or national holiday, mela, or 'Eid. Next to religion and folklore, a significant origin is agricultural.

Pertaining to a feast or feast-day. An event or community gathering, usually staged by a local community, which centres on some theme such as chocolate or strawberry or sometimes on some unique aspect of the community. In mythology, a set of celebrations in the honor of a god.

Old French festival, from Late Latin *fĕstĭvālis*, from Latin *fĕstĭvus* "festive".

3.1.2 Events

There are dozens of different types of events, from the common business-minded events through to weddings, birthday parties, graduations and Bar Mitzvahs, the list is extensive, but Trade shows are important for companies to present their products and to get in touch with its customers and business parties.

In team building events some companies for example choose chocolate as theme. According to Steve John-N, published author of Event Management Consultant and Compare, you can't properly define Event Management without defining 'Event' and 'Management' respectively separately first. It is then after this, that you can join both different definitions together to make up one and that is the definition of Event Management. An event is something that happens at a given place and time for a reason with someone or something involved. Management could be defined as the act of applying necessary skills in all

business and all human resourceful activities to accomplish desired goals and objectives
.So, my definition of event management after joining the two is:

"The process of creatively applying necessary professional skills in organizing a focused event for a target audience to achieved a desired objective."

3.1.3 Creative Entrepreneur

My research for the definition of Creative entrepreneur found various meanings which can all be associated with chocolate events.

1. Somebody working in the creative sector who is able to demonstrate business success in the classic terms of business growth (profit, market share, employees) and/or in terms of his or her reputation (creativity, quality and aesthetic) amongst their peers.
2. Somebody working in the creative sector who has developed a successful (in terms of impact and reach) social or not for profit enterprise in this sector.
3. Somebody working in the creative sector who has shown leadership in the industry by championing its development in their country.
4. Somebody working in the creative sector who has developed initiatives (exhibitions, trade fairs, festivals etc.) that develop and grow the market for this sector in their country.
5. Finds new, innovative ways to take creative work to audiences and communities – new models of production, distribution, and value – highlighting the wider social, economic and cultural benefits in doing so. Original ideas and the flexibility and self-confidence to take these to market.

3.1.4 Management Functions

The five management functions include planning, organizing, staffing, leading and controlling. Without these functions, achieving success may be difficult as a company may lack direction and efficiency. Understanding what each management function entails is the key to creating the right environment for success in any organization.

1. Planning involves creating a framework that will help the company achieve its goals within a given period of time. The framework may involve marketing strategies, team building, and long and short term goals among other things.

2. Organizing involves mobilization of people and resources in order to achieve the plan in place. Each members of the team is assigned responsibilities most suited for them while resources are allocated according to need.
3. Staffing entails searching, recruiting and training of employees. The manager must pick the most suitable candidates in order to work according to the goals or plans laid out.
4. Leading entails providing motivation, giving instructions or guidance, facilitating communication and encouragement. The manager must be the head of the organization and provide a clear way of doing things to those under his or her leadership.
5. Controlling involves making assessments and rethinking strategies. Management must put ceilings on certain operations while regulating others in order to ensure seamless productivity

3.2 Process of developing a festival

Once an organisation has decided or been asked to organise, plan and deliver an event, it must first consider the reason for the proposed event, therefore establishing its aims and objectives, Raj, Walters and Rashid, (2011. 258) According to Watt (2001. 6) the need for a feasibility study, in which research into internal and external environment is conducted. Watt (2001. 6) sets out 7 stages within the planning process; idea and proposal, feasibility study, aims and objectives, implementation requirements, implementation plan, monitoring and evaluation. The planning process, mechanism or system that an organisation employs to realize an event, in part, is embedded in past experience.

The figure below (Fig. 7) shows the seven-stage model developed out of Watt's basic ideas. In stage 1 of the planning process, an assessment of the aims and objectives as required by the client or main stakeholders. With these clarified and in place the organisation can set specific benchmarks and build a process to develop an event. Stage 2 is the research phase and involves accumulating information and data on all key areas

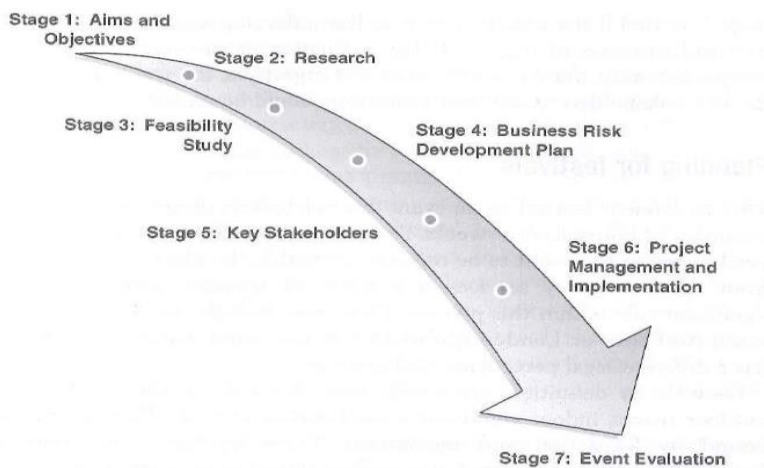


Fig 7.

Source; Watt, D.C. (2001) Event Management in Leisure and Tourism,

that support the event. Stage 3 focuses on the feasibility study and examines and concludes whether the event is viable within the economic climate or business constraints. Stage 4, the business risk development plan, will measure all financial risks to and other possible impacts on the business from the event. It should also investigate the likelihood of both positive and negative effects on the external environment.

Stage 5 identifies the key stakeholders and will ascertain in which ways and at what level they affect the planning process or event. They may, for example, be linked to an event by sponsorship, partnership, arrangements or financial investment. At this stage the event planners also need to decide and select the appropriate personnel to head the process to ensure the integration of all elements. Stage 6 is the detailed operational, project management and implementation period. The key concern here is how to best manage the event within the constraints that exist around it, in order to meet the key objectives. Stage 7 is the evaluation process and is vital if the organisation is to learn, develop and build upon the failures and successes of the event.

Dan Nessler explains how the Double Diamond is a structured design approach to tackle challenges in four phases:

1. Discover /Research— insight into the problem (diverging)
2. Define/Synthesis—the area to focus upon (converging)
3. Develop/ Ideation— potential solutions (diverging)
4. Deliver /Implementation— solutions that work (converging)

Phases of this process are either diverging or converging. During a diverging phase, you try to open up as much as possible without limiting yourself, whereas a converging phase focuses on condensing and narrowing your findings or ideas.

If you google the Double Diamond you are bound to find various interpretations and also varying wordings. I am going to stick to the version above as its wording allows flexibility and agility in its application in my opinion. Or in other words, it is the most appealing recipe to me.

The four phases of the Double Diamond may be simplified and merged into two main stages of the process.

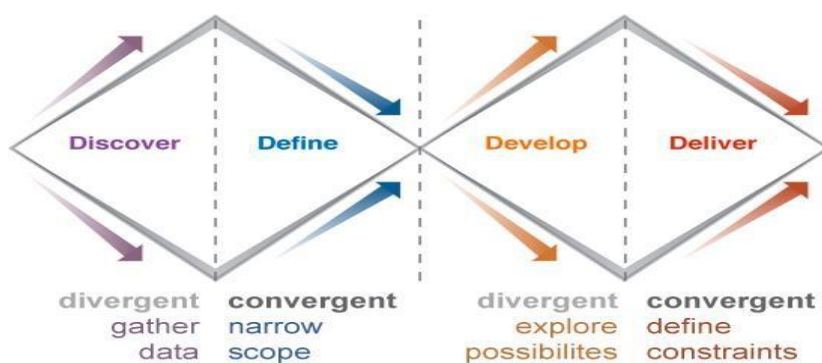
Stage 1—Doing the right thing (Diamond 1—Discover and Define)

Whatever you do, you ought to look for the right problem to solve or the right question to ask before you try to do so. This is all about what you do

Stage 2—Doing things right (Diamond 2—Develop and Deliver)

Once you have found the right question to answer or the right problem to solve, you want to make sure that you do this the right way. This is all about how you do it.

Fig. 7.



Depending on the role and a project, the size of the diamonds may also vary. Meaning that there might be challenges or projects, in which you solely focus or emphasis on one part of the Double Diamond. Furthermore, this process is not linear. In reality, you need to be prepared to be agile and go back and forth at any point.

3.3 Management in festivals

Events and festivals have always existed, ever since ancient Greek, over 2.700 years ago, when the Olympics are believed to have started, where people from all around Greece would gather at the same place and at the same time to watch the event. People celebrate birthdays, holidays, the new year, go to concerts, meetings, sport events and many more. If these different kind of events have different impacts on their host communities, on the participants, surrounding areas, internationally or even globally (because of that reason, people started to assess these impacts and try to maximize the positive ones and minimize the negative impacts. it is the manager's task to predict and identify the impacts and manage them in such a way to achieve the best outcomes for all the parties, and at the end, the overall impact of the event to be a positive one. To do this, the manager must develop and maximize all the positive outcomes and counter the negative ones, which can be done through good planning. Event management is considered one of the strategic marketing and communication tools by companies and municipalities of all sizes. Before describing in detail the different value creation logics for events, it is useful to understand the characteristics and deviations of complex systems, along with complex problem – solving processes and uncertainty management. As mentioned, events and festivals are complex systems with a huge amount of uncertainty. O'Toole (2011, 123) states that the closest management model comes from

Two streams: 1. Project complexity and 2. Uncertainty and product innovation ". Further, he notes that "using Williams "division into structure complexity and product complexity, the product of event management- the event itself-is complex. In particular, it is a result of the intangible nature of event outcomes and the multi objectives of the event, introduced by multiple stakeholders. During planning, organising and implementing events, the responsible managers are confronted with intense complexity when making important decisions. According to Dörner (1974, 20) a problem exists if the initial position differs from the desired one. For Newell and Simon (1972, 44), problem solving is the successful search for an action or behavior that leads from current state to a desired state.

Seen from a psychological point of view, the main influence in solving problems in complex systems can be found in the systematic strategy, which is highly influenced by Implicit and explicit knowledge. Goldstone and Pizlo (2009, 1) state that the human

problem solving process, derive from a mixed process of cognition, emotion and conation in order to lead to a decision.

As with any product, events also have different stages. This is known as product lifecycle.

The stages are as follows;

- Introduction
- Growth
- Maturity
- Decline
- Stagnation
- Rejuvenation

For example an event or festival which is popular today may not have the same benefits in the future, unless the event is changed or organised in a different way or order to keep the pace with the expectation of the consumers. It is therefore up to the management that tools such as innovation and creativity are utilized in the best manner.

3.3.1 Marketing Mix and Site design

The Marketing mix as explained by Raj et.al. (2013 p.258) is the term used for the four marketing variables that the organisers can control when organising events. The marketing mix consists of the 4P's: Product, Price, Place and Promotion.

When marketers are deciding on a marketing plan for an event, they can control any of the 4P's to enable them to make the event a success. This can only be done when they have carried out some market research and analyzed the results to find out who their potential customers are.

The Product in this case is easily identified and tangible, being Chocolate. Often when choosing an event, consumers tend to look at brand names. This helps them because they feel more confident visiting events they know will provide them with the product which will satisfy their needs. Therefore, it is important that top brands easily identified by consumers are invited to participate or be partners within the event as they can potentially attract the sceptic consumers to attend.

The Price refers to the set prices organisers require and include the admission fees, merchandising, vendor rentals and sponsorship fees. In business terms, price is a simple expression of the monetary value of the product. It is a very important tool for the management and key to the marketing mix of the company to gain competitive advantage.

Place normally refers to the physical location, which could be a building, a location or space. Place is then related to atmosphere and to how this may be created through

lighting, set and design.

delivered to the public with pre event promotional activities, newspaper promotional articles and interviews with organisers , social media and Television interviews

Site plans are created to initiate the promotion and set up of an event or festival and can be printed, emailed and even posted on the internet, so exhibitors or participants can view them and these may include;

- Brochures & promotional material
- Permits
- Hand outs
- Exhibitor packet
- Load in and load out

3.3.2 Financing and budgeting

Financing.

Finance is vital to the existence of every business in the industry of events organisation-. In addition to bringing in money, fundraising also helps the organisation to develop relation- ships for those who support it. The basic sources of finance can come from two main streams, internal funding steam coming from personal savings and retained profits, and from external streams such as bank loans, overdrafts and leasing, (Raj et.al.2013). These two streams are the basis of the foundation for event organisation and with these in order, managers can start planning without excessive financial burden. But in many cases, alter- native and additional funds are also required to sustain the event. These come in the form of corporate sponsorship, government grants, rent of space from participants, sponsor- ship from event Partners, ticket sales, merchandising and donations.

Corporate sponsorship is a common method to finance events. It may take the form of cash donations, goods or services from large corporations in return for specific opportunities to promote their business. This may include using their logo, displaying a special corporate banner at the event or even calling the event by the corporate name such as 'The Belcolade Chocolate Festival'.

Government grants to assist with the running of events are not easy to obtain. To be successful, applicant organisations need to demonstrate that the event has strategic

regional importance. For example, it may increase overseas tourists to the region.

increasing, many organisations have great difficulty in achieving a significant amount of sponsorship. Competition for sponsorship is intense. Organisations need to be very professional in their approach to sponsorship and to be able to offer sponsoring companies outstanding value in promotional services. Event Directors need to exercise some realism and caution in relying too heavily on sponsorship.

The term merchandising applies to the sale of a range of products that may be strongly identified with the event or the organisation hosting the event. A common example of merchandising is the production and sale of T-shirts, mugs, caps and other forms of clothing that are screen printed or embroidered with a design or trademark of the event. Participants tend to purchase such articles for their commemorative value. Merchandising may be a form of income suitable for events that have larger numbers of either exhibitors or participants.

The charging of fees to participate in the event is perhaps the most common form of event revenue. It is reasonable to suggest therefore that all basic costs of the event should be covered by participant fees. These "basics" include the hire of the venue, provision of appropriate equipment and the administration of the event.

Sponsorship and government funding, if it can be achieved, allows the organisation of the event to go beyond the basics. The event budget should be set so that if sponsorship and/or government funding is not forthcoming the event does not have to be cancelled.

In some cases, events are sufficiently popular and entertaining to attract paying spectators. However it can be difficult to obtain money from spectators in circumstances where there is no restriction of access (for example an outdoor event with no perimeter fence). If this is the case it may be better to make off-street parking for a fee.

Event Budgeting

The event budget is a projection (forecast) of the income and expenditure that the event will incur based on plans made and information gathered.

The preparation of a budget is an essential part of event management. It is fundamentally important that Event Directors are able to predict with reasonable accuracy whether the event will result in a profit, a loss or will break-even. This is achieved by identifying and

paring expenditures and revenues, it then becomes possible to forecast the financial outcome of the event.

The prediction of financial outcomes of the event need to take place very early in the planning stages. There is no use on setting dates, booking venues, preparing plans until there has been some attempt to determine whether the event is financially viable.

1. Importance of financial control of an event

Once the Event Budget has been constructed, the Event Director has a means to exercise control of the event finances. Many organizations have run into severe financial difficulty and even bankruptcy as a result of staging events. The budget therefore enables the Event Director to make sound financial decisions about the choice of venue, and expenditure on a whole range of things including promotion, equipment and staffing. The process of budgeting also enables the Event Director to calculate how much revenue is needed to stage the event in accordance with the planned level of expenditure.

2. Basic event budgeting rules

According to Isaac (2011) the budget takes time to develop, but there are some basic rules that should be followed from the outset:

Budget to avoid making a loss. If an event looks likely to make a loss, it calls into question whether the event should go ahead according to the existing plan. If it is not too late, plans should be changed so that the event will at least break-even.

Be realistic about event incomes. Far too often, event plans are far too optimistic about the amount of sponsorship to get gained, or the number of people who will attend as spectators or participants. Over optimistic predictions are often a cause for financial loss as a result of staging an event.

Have a contingency plan. In thinking through what could possibly go wrong with an event, it is a good idea to determine what must be done if something does go wrong. For example, what happens if the sponsorship pull out, or there is very bad weather?

3. Typical event expenditure

Events costs will depend on the scale and type of event. Not all the below apply to every event.

- ✓ Travel and accommodation
- ✓ Awards and Trophies
- ✓ Salaries
- ✓ Postage and Telephone expenses
- ✓ Stationary and Photocopying
- ✓ Medical fees
- ✓ Hiring of venue
- ✓ Insurance
- ✓ Printing
- ✓ Promotions
- ✓ Equipment hire and transport

3.3.3 Site and Venue Management

Venue and site management includes activities or duties related to the operations of buildings such as performance theatres, concert halls, sports arenas, conference centers and open spaces for outdoor activities. A management professional is in charge of these tasks, which include scheduling, booking, client relations, financial management, marketing, promotions, event coordination, administrative work, venue security, maintenance services and human resource.

Also, referred to as entertainment venues, concert halls and arenas rely on a venue manager to oversee business operations. Venue managers handle bookings, and they coordinate with participant organizers, promoters and entertainment professionals. They also manage client specifications for production elements and venue services.

Financial management is a significant aspect of managing venues. The venue manager contributes to financial forecasting, planning, budgeting and reporting. Other financial duties involved in venue management include contract negotiations and box office management.

Venue management includes responsibilities related to programming, marketing and event production. Coordination between artistic directors and venue managers is required

in producing events. Marketing, promotions and event production tasks are also part of the position of a venue manager.

When it's time to begin setting up for festival, he will be responsible for;

- Layout and mark site as needed
- Be on site to coordinate setup with all suppliers, rental and service companies
- Audio and visual presentations
- Entertainment management
- Be on site to help coordinate setup with all exhibitors & vendors
- Remain on site to monitor the festival and troubleshoot during festival hours
- Cash Room Management

After the event, the manager is responsible to make sure everything is loaded out in an efficient manner. Venue managers participate in strategic planning, staff supervision and various administrative duties. Venue managers also deal with vendors, security and safety requirements, and with building maintenance. In addition, hiring and firing decisions are made by managers of some venues.

3.4 Concept of Framework

Planning for any event or festival requires intense preparations so that the end result will always meet the targets the stakeholders or actors envisage to reach. The previous chapters have demonstrated that planning for an event is a logical, systematic and fluid process. (Raj et al. 2013). Developing a generic planning process that integrates not just the event, but the business and sector that supports it, should enable the event planner to gain clear understanding of the event, the business and the impact of each on the other.

Not all event planners have the same perspective into event planning. In my readings some authors focus on specific areas whilst others are more generic. In one particular reading, *Expect the Unexpected, New perspectives on uncertainty management and value logics in event management* (Eller, Schafmeister, Wawrzyniek & Gassner 2015, 60) the authors focus on the value generated through a complex network of different performers, which they call Actors. These actors create value with their services by using their re- sources and abilities in a co creation system as a Value Network. This type of value creation produces a unique assembling of market actors, with their own characteristics as well as competing combinations (Chandler & Vargo, 2011, 40; Wassermann & Faust, 1994; Sheth & Uslay 2007, 302-307). The three known logics for creating value are

Value chain, value network and value shop. These value creation logics differ by their order of needed abilities and of the activities of all actors to create value by the usage of different strategies (Amit & Zott 2001).

According to the logic of the value chain, value is created by the sequential transformation of inputs and outputs, the value network's logic is based on simultaneous linking customers that generate value by using a mediation technology. Value shop is most suitable for solving these unexpected problems. This logic supports complex problem solving applied by a pre-trained problem-solving competence team that implements the right tools to reduce the possibility of an unsuccessfully working or even failing value network.

During an event, it is essential to provide a constant flow of data and a continuous chain of information for the uncertainty management team to be able to act adequately in case unexpected problems occur. If an unexpected situation occurs, it needs to be evaluated as being a serious threat for the value network.

These value logics are important and should be applied as tools for creative entrepreneurs involved in chocolate events and festivals. In selecting the best team possible to manage such events is crucial as if one link of the chain fails to view the importance of value, this can have a negative ripple effect on the whole chain. For example, if the marketing team overspends on the marketing campaign, this can have an effect on profits or a decision might need to be taken by the management team to reduce the amount of entertainment, weakening the quality of the event by lowering the targeted standards. The setting up of an uncertainty management team will provide the top management that, as it happens in almost every event, in the eventuality of serious problems or threats to the event, the decisions taken to rectify these problems are not taken by one person but by a team to ensure that the final decision will not affect other areas of the organization and create another problem. These values can be applied to all the areas of the organization such as for the marketing, financing, technical, administrative and creative departments of chocolate event organizers. The value chain could be applied so that every department has a focal point to work upon and sets clear the targets which need to be reached, thus setting up standards throughout the establishment. This can also be interpreted as being the foundation of the value network where all the actors have participated in, in establishing a solid structure to the organization. The value shop is then considered as the safety net for problem solving in cases where the problems can affect all the actors and \ or the organization.

In another reading (Raj et al. 2013, 258) explain the seven-stage model. This in depth integrated analysis is illustrated with practical examples, presenting different types of events that have a regional, national and international perspective. Their focus is based on how to plan, monitor and assess such events they discuss points such as the aims and objectives, the research phase and the feasibility study required to be performed by the organizers. They further their research by explaining the importance of implementing a Business risk development plan. The fifth stage is the selection of the stakeholders and for example they may be linked to the organization by sponsorship or partnership or even financial investment.

The next and sixth stage is the most important stage where the implementation and managerial aspects are vital to the organization. Here the managerial team needs to be selected to implement the proposals. This is a crucial stage so that the right personnel is selected for all departments such as financial controller, artistic director and venue managers. Stage seven is the evaluation of the event. Qualitative and quantitative feedback should be collected to learn, develop and build upon the failures and successes of the event.

They also discuss issues such as the integration with local authorities such as the local council, the police and tourist boards. Here they explain how working alongside these authorities, makes the event or festivals more successful as they can assist in the implementation and promotion of the same event. Such assistance can be in the form of setting up and accomplishing all the health and safety standards and requirements in view of the Provisions of the 2003 Licensing Act. The local Law enforcement can assist in traffic closure and traffic organization as well as the security whilst the tourist board can assist in the promotional aspect.

In event planning all seven stages must carry the same weight when developing and planning the process. Where issues are presented that can affect the business or event, appropriate measures must be instigated to reduce the risk of failure. Where other organizations, contractors and emergency services play a major role in the licensing application, it is a good idea to involve a representative from each organization to ensure that all parties guide the organizing committee in the correct direction.

I believe that using these 7 stages of implementation and planning are the key to successful events. The factors which can be a possible threat to any event or festival can easily be either 1. Identified in the early stages of planning using the logical thinking and process as described by Ellert et al. (2015) where the actors play an important role in

shaping up the correct patterns for successful events, 2. At stage 3 and 4 of key planning process as identified by Raj et al. (2013). Dan Nessler has provided information on the development of creativity process using the double diamond method which is a very important tool to utilize for artistic directors for chocolate events as it is this area which is important for the long-lasting success of chocolate festivals and events

To conclude, I found out that these literatures have demonstrated they can provide a starting point for the planning of events and festivals. It has been shown that each element is integral within the processing and implementation of festivals and events and can be applied to the context of chocolate.

4. Processes used in planning and implementing Chocolate festivals

4.1 Authors Background

I started my career as a pastry chef over 35 years ago in a small hotel in the north part of Malta. My pastry chef was one of the best on the island and taught me most of the basic skills I required. After two years of apprenticeship I then moved on to a much larger establishment, the Mellieha Bay Hotel in my home town of touristic Mellieha. Since then I never looked back and took my career with much pride working in various hotels and pastry shops in Malta and abroad. In 1992 I opened my own confectionery, which I named 'Karamel Confectionery.'

I was selected as a team member within the Malta Chefs Culinary Team and for 10 years competed and different salon culinaires in Malta and the United Kingdom, obtaining awards for my pastry work in pastillage, chocolate, petit fours and fat carvings.

In 1997, I initiated my career in the educational field when I started teaching Pastry and Baking at the Institute of Tourism in Malta and later on for a short period at the Glion Institute for Hotel management in Hurghada, Egypt. When in Malta and in Egypt I assisted both National Teams of Chefs as Technical Director.

My experience in international competitions led me to prepare and coach teams of culinary students, from the Institute of Tourism Studies, and participated 6 times at the Salon Culinaire de Londre, the Birmingham Culinary Competition and 5 times at the Gran Trofeo della Ristorazione Italiana in Brescia Italy and managed to grasp top awards.

In 2004 I was invited by Grand Rapids Community College in Michigan, USA to deliver a demonstration on fat carving for their students and lecturers. I also wrote a chapter on the same in a book the college was publishing, The Modern Garde Manger by R.Garlough and A Campbell.

The interest and passion I have for chocolate came about when I was asked to create an attraction for the first chocolate festival held in Hamrun Malta. This led to other invites to produce similar sculptures for the following events such as a full sized replica of a Harley Davidson motorbike, a model of a '1937 Ford model A' (appendix 3.1 & 3.2), a life sized dining room and a scale model of a Maltese street scene amongst others. I was involved in the planning and organisation of this chocolate festival as creative director for the past six years.

In the meantime, soon after my first event in Hamrun, Mr. Eddy Van Belle, owner of Belcolade Chocolate in Belgium, invited me to create a sculpture for the first Bruges chocolate festival and remained to do so for the following 4 years where I sculpted full size chocolate sculptures of Michael Angelo's 'The Madonna of Bruges' (appendix 4.1), Barack Obama and the King of Belgium (appendix 4.2). These are now displayed in chocolate museums in Bruges and Paris. In 2015 I was commissioned by the Brussels Chocolate Museum to create chocolate models of the Cinquantaire and the Cathedral of Brussels (appendices 3.5 & 3.6) as the main displays for the newly opened museum.

But my most prestigious works in chocolate are the 'World's longest chocolate train ' (appendix 3.7) displayed in Brussels Garde du Nord central train station in November 2012, the ' World's tallest chocolate sculpture' (appendix 3.8) displayed in the main area at Dubai Airport in November 2014 and the World's Largest chocolate coin sculpted in Leuven, Belgium in October 2015. These 3 pieces of work have all been certified as Guinness World Records, I am proud to say that I am the only person who holds 3 official Guinness World Records for chocolate Sculptures.

I hope that with my experience in this field of work, I will fore mostly create guidelines for promoters of chocolate events and festivals and continue to promote this wonderful 'food of the Gods' not only as a desirable delight but also as in interesting and visual medium of creativity.

4.2 Processes for planning chocolate festivals

In every chocolate event I have been involved in, whether as a participant as in the Bruges Chocolate festival and the Leuven Goes Chocolate Week or as an organizer as in the Hamrun Chocolate Fest, in Malta and the Brussels Choco Salon in Belgium, before even accepting the invitation, I always try to envisage the outcome of participating and ask myself different questions such as; Will my work have an impact on the event? and What is really important to create another successful event?

4.2.1 As a participant

When answering the first question, which is related to my participation as a guest artist, which in simple terms means that I will be a part of the entire organisation, who wants to attract people to the event or festival, hence making it a successful one. As explained by

Raj et al. (2013, 258) in the seven-stage model, the evaluation process will analyze the successes of the event and on these basis and results, the organizing committee can make decisions whether to continue with the event in the following year or stop it completely. So when being, in such a case a participant, I still feel that I need to make the event a success. I believe that this can be achieved by creating something which is artistic, memorable to the visitor, something the visitor can relate to, something with a 'WOW' factor.

The process which I use has been identified in the previous chapter were Dan Nessler explains the development process for creativity. The double diamond method for creativity has been the tool I found most appropriate as it assists me in developing innovative, creative and artistic work. I usually start by asking my colleagues and even members of my family what I should create. From this exercise, I always get a hint of what they would like to see if they were to visit the event. From this information (the discover process) I would usually have selected what could be a good possibility and the not so good. This will narrow down the list. At this stage I try to imagine what I can create from the information gathered and select the final idea (defining process). The next step is to transfer the idea to paper were I would draw to scale the chosen piece of work. There are two types of sculptures or works which can be done. One can either prepare the sculptures in advance or finalize at the event or either prepare the entire sculpture on site. After this important process, I start melting down the chocolate and create the final product. If I am invited and require sculpting in front of the visitors I would order a block of chocolate to the desired measurements to the company preparing the block to make sure the measurements, type and quality of chocolate are to my required specifications. If the work requires pre casting and cutting, I would prepare in advance and assemble on site (development process). The final part would be the finishing and assembly and presentation (the delivery process).

When a participant, and wanting to create that 'wow' factor for the festival, I try to select works of art related to a specific theme according to the country I am in, such as the Madonna of Bruges or the Cinquantaire in Belgium, or select something which can easily be identified with by the visitors such as Barack Obama or a Harley Davidson bike. One has to consider that when visitors stop in front of an artist, whose work can take several days to accomplish, he will usually spend a short time in front of him and in the short period requires to captivate the visitor's attention. This can be achieved by either having part prepared the work to a point where it can be identifiable or by displaying the actual final diagrams or pictures of the final product. Doing so, the visitors can appreciate the virtuosity of the sculptor and understand what the work will look like at the end although the visitor might not be able to see.

In certain cases, sculptures are simply prepared and displayed in show cases, but I have discovered that visitors prefer seeing live sculptures being done by the artist as this will create interaction between the artist and the visitor. I have been told on many occasions how much the visitors appreciate and enjoy watching the fact that the artist could speak and explain what he is working upon and can also answer to questions they might have.

So, the selection of the appropriate sculpture is essential and attention in choosing artistic work, which should amuse the walking by visitors and capture their imagination, is a crucial part in the success of every chocolate event or festival.

4.2.2 As an Organizer

When organizing chocolate events and festivals, my approach is based similarly on the lines of the 7 stages of implementing and planning events as illustrated by Raj et al. (2013). The main difference from these 7 stages to what I consider as a very important element, is the creative aspect.

Creativity and innovation, I have found through my experiences, are key into having a fruitful and successful festival. The reason is that from post evaluation processes implemented following every event, it transpired that the element which made visitors enjoy the festival is the fact that every year they see new ideas, unique chocolate sculptures, interesting chocolate animations and shows, as well as exhibitors and vendors who exhibit new products made from chocolate and vendors who sell innovative products such as hamburgers and hotdogs with chocolate.

The idea is to create a chocolate fantasy world, where all these attractions will meet the expectation of the visitors attending year after year, but for this to occur creativity and innovation should be given the front line. First of all, I find it important to set up a creativity team or select an artistic director. The roles of these should be in selecting a theme or specific attractions which could be also used in the promotion of the event. For example this year the theme for the Hamrun chocolate festival I organized in Malta was based on transportation. I designed and created a 20-foot replica of the Titanic and an 8 foot scale model of a traditional Maltese bus. These were then used in the marketing strategy of the festival and besides the usual chocolate enthusiasts who attend on regular basis, I met many who are interested in means of transportation as they were curious to see these attractions. In the previous year, the theme was music legends and I replicated a full size sculptures of Elvis Presley and of Freddie Mercury. In the Hamrun case, the organizing

committee has confirmed that they have seen, throughout the years, a continuous growth in attendance. Some visitors which have been asked to participate in a post evaluation process all agreed that the main reason was due to the new attractions displayed every year and the different set up of the event. Here too, it transpired that visitors appreciated that the event location and set up varied every year leading to higher expectations.

Another key element is the contracting and engagement of chocolate artists. There are a few of these around who can create attractions. Endorsement by these artists can also help in the marketing as some visitors might attend for the specific reason of wanting to see these artists.

After determining the main theme and choosing the main attractions the next important decision is to organize the top team consisting of a logistics or site manager who will be in charge of the setup such as the lighting, the stages and the booths, the marketing manager who will be responsible in the promotion of the event and the selling of the booth to the vendors and the spaces for the exhibitors and the finance manager. Attention is always given in the selection of the artistic director as his decision can have an influence on the entire events success and who would be in charge of all the artists and main attractions to be displayed.

This in order the management team set a date, and create a master plan on how all the managers could work together in reaching their targets and identify the administrative processes to work upon. The next step would in establishing the budgets based on the partnerships and sponsorships the team can manage to endorse. These are crucial elements but through experience I found that these become easy to pull in once the established standards are met with regards to attendance of visitors, based on the previously mention main attractions.

The final stage is the post mortem of every event or festival. This will determine future chocolate festivals and events and is the basis for the successes of every organizer to build upon the successes and failure of the previous ones.

4.2.3 Organising the Hamrun Chocolate Festival in Hamrun, Malta

Hamrun is a town in my homeland, Malta situated 4km from our capital city Valletta. It has a population of around 10,000 inhabitants. It is common that local councils are encouraged to organise at least one festival per year to promote Maltese culture. Hamrun initiated this festival from research done by one of the council's members, Arthur Gauci

who discovered that in 1780, Grand Master Perellos imported for the very first time cocoa beans to Malta and stored them in large vaults in this town. From this the idea of organising a chocolate festival kicked off.

The council is handed a budget from the central government to organise the event. This financial assistance helps to fund basic expenses such as permits, and electrical consumption amongst others. Then the council usually contact me six months prior to confirm if I am willing to organise the event for them. Following a signed agreement between the council and myself as Event Director, I am given the green light to start the planning process which will lead to the final event. The first decision I make is always the selection of support staff namely the logistics manager and the finance\ marketing manager. They are the backbone of the event organising team and with these in place the planning can actually begin.

This chocolate festival is a one night event. Every year it is organised in different areas of Hamrun. The reason is to have a different atmosphere every time we organise it, as I discovered that in different spaces I could create different atmospheres and visitors who attend annual could experience a different feeling of space. Organising this event also creates many challenges as the areas chosen are open for traffic. The local police allow us to set up in the afternoon and usually starts at around 13.00 when the streets are closed off for traffic. This creates a tough challenge every time as all the setup of stands, lighting etc. has to be in place by 19.00 .This falls under the responsibility of the logistics manager.

I usually split the event into two major parts, which are the logistical and the artistic \ attractions. The logistical part includes elements such as lighting and provision of power supply, vendor and artists stands and booths, and layout of area chosen for the event, sound and media systems. The artistic part includes the selection of local talented artist who are capable of creating artistic pieces with chocolate, choosing a specific theme such as for example transportation or timepieces. The attractions could be chocolate body messages, chocolate sculpture competitions and children play areas were chocolate is the main theme.

The initial part of the organisation begins with meetings with the managers. After the council and I agree about the designated area, planning starts on the draft layout of stands for vendors and the booths for the artist and were we wish to have the attractions. At this stage we get a basic idea of the amount of power supply and lighting required. All of this comes with a hefty price tag. At the same time the marketing and finance manager starts to draw up an estimated cost for the event and other cost include;

- Police permits
- Lighting and power supply contracting
- Multimedia supply for sound and visuals
- Rent of booths, tents ,trusses ,tables and chairs
- Marketing budget
- Professional fees to artists and other entertaining participants
- Professional fees of organising committee
- Traffic wardens and first aid standby ambulance
- Cleaning contractors

This event is partially funded by government grants, but it covers only a portion of the costs. Therefore, further funds are required and these come from;

- Rent of space per sq meter to food vendors
- Local council budget
- Central government grant
- Main sponsors
- Minor sponsors
- Permits to shop and restaurant owners to set up during the event

Depending on the estimated amount of funds which the finance manager projects, work starts on confirming these funds and concretize the amount mainly from support of the main sponsors and others who believe that sponsorship within the event will help in exposure of their business. These sponsorships together with the government grant and funds from the council usually set us close to adequate amounts to work upon. This in order we plan the marketing for the event which initially starts by the art work for promotion purposes and when finalized we start the marketing campaign by booking bill boards, print posters and leaflets, inform media through a press conference and inform the tourism authority to notify all hotels and tourist offices about the event.

In the same instance the logistic manager starts work on preparing the call of interest to the providers of logistical support so as to obtain the best prices. He also starts work on confirming the vendors who are prepared to pay rent for the space they will occupy. From the artistic aspect, I start working on confirming the artists who would like to participate and also engage attractions whom I believe can create an atmosphere and an experience for the visitors such as fire throwing shows, cake eating competitions, chocolate demonstrations and areas for children to do chocolate paintings.

The highlight of every Hamrun chocolate festival in the past ten years have been the chocolate creations prepared for this event. These unique sculptures prepared annually are usually based on the theme selected in the initial phase of organisation. These are also used in the promotion of the event to entice people to attend. From my experience these have been the main crowd pullers. Example of some attractions can be seen in appendices 4 and 5. Even the artists selected are encouraged to create unique works of chocolate art related to the selected theme. These two factors are necessary for the success of the event as they make every event unique, art which has never been seen before, therefore making the regular visitors and chocolate enthusiasts returning to visit the festival every year. Along with the other attractions mentioned, all together they make the event unique every year and popular amongst festival goers and tourists.

This event has attracted thousands of local visitors and tourist alike. It has been noticed throughout the years, the ever-increasing numbers in attendance. This is recorded through a survey made during the event where a Golden Ticket is handed out to visitors who need to reply to a few simple questions. In return of answering they place the ticket in an urn to participate in a lottery winning a free holiday donated by one of our sponsors. This is important for different reasons. First it identifies whether we are in the need to find larger areas, which will incur higher expenses. At the same time sponsorship and vendor fees increase as these indicators will indicate the expected high turnout, this leaving a higher revenue, which help to balance the expenses.

Another aspect which makes this a successful event is the participation of local social clubs such as the Boy Scouts, Band clubs and Sport clubs amongst others. Their participation includes the opening of premises to all visitors and some even exhibit works of art by their members, other, such as the band clubs play band marches in the streets which creates a lively atmosphere, others prepare street light and other decorations to embellish the area and the boy scouts usually organise a chocolate treasure hunt and other games. All of these activities reduce the cost of lighting and decorating the spaces and we found that this also created enthusiasm amongst the same members to show off their work and talents. So, we managed to involve these social entities and made them collaborative associates, which in return we offer them to sell homemade chocolate products to generate income to their own clubs.

The overall success of this event, which this year is running into the ninth edition, is due to important factors namely, the annual unique main chocolate attractions, the artist's creating live chocolate art, the participation of social clubs and organisations which all together create an interesting, artistic, and fun atmosphere. We trust these are the

reasons why large crowds attend and due to this we manage to endorse our main sponsors and other minor ones, food and other vendors whom with their participation contribute financially. This event is not required to make a profit. It is a social and cultural event to promote Hamrun as a village and Malta as a destination who provides not just sun and sand but also cultures and traditions. The financial contributions from the central government and local council do not tally the financial costs, but the income generated from the sponsors and vendor fees usually balance the scale and make the festival feasible and successful year after year. If the same had to be organised were the public required to pay a fee, it would be these entry fees which will generate a profit to the organising entity.

— 4.3 — Questionnaire and Interviews

To obtain views from third parties ~~and from~~ and from stakeholders of similar events, I decided to conduct a questionnaire for the chocolate enthusiasts who are either real chocoholics or either for those who simply like chocolate as a form of artistic expression. This consisted of 10 simple questions on how much they enjoy chocolate, their passion towards it and their interest into attending events related to chocolate.

This was distributed randomly on internet and Facebook using Question Pro. It was viewed by 368 .73 had the interest to start the questionnaire but did not finish it. 52 viewers completed the questionnaire which has given a clear picture to what their opinion is.

Sample questions were

- How many times do you consume chocolate?
- Have you ever attended or visited a festival or event related to chocolate?
- Do you know how chocolate is cultivated?
- What type of chocolate do you prefer dark, white or milk?
- What do you expect to see when visiting a chocolate festival?
- There are numerous chocolate museums around the world. Have you ever visited one and if so where?
- Would you ever consider visiting a chocolate event in the future?
- Have you ever seen sculptures or center pieces made from Chocolate?

- Can you mention a few products which are produced from chocolate's raw materials, which is cocoa butter and cocoa powder?

The views of chocolate event organisers was crucial for this thesis as I wanted to grasp their point of views and opinions on the essence of organizing successful chocolate events, so therefore I contacted 4 chocolate event organisers and 3 of them responded to my questions. Two of them are from Belgium, Eddy van Belle and Peter de Voght and the other from Canada, Joseph Camilleri. They all have a vast experience in chocolate events and their opinions will assist me in finding out their logistical implementation and practices when organising their event. It transpired that they have different views which I will be analyzing. The questions for the interviews were

- What makes you interested in chocolate?
- What in your opinion are the ideal logical steps required to organize a successful chocolate event?
- Are chocolate attractions, such as static sculptures and centerpieces important for an event?
- Do you think that attractions such as chocolate fashion shows, live sculpting and onsite chocolate making are important for these events?
- Do you think that such attractions attract more people?
- What are the most important requirements to have when organizing chocolate event or festival?

5. Discussion and Conclusions

After the theoretical research and explanation of my own opinion on how to implement the process of chocolate events and festivals organisation, I embarked on finding the opinion of other parties involved in these events. These are the chocolate enthusiasts and the visitors. The product which has been analyzed in this thesis, is eventually all created to satisfy the imagination, the curiosity and the appetite of worldwide chocolate lovers.

To gather further information, I prepared a questionnaire which was directed to the amateur chocolate enthusiast who enjoy visiting chocolate events to obtain information on what are their expectations vis a vis chocolate festivals. Then I interviewed 3 experienced chocolate organizers and from their conclusions I learned that each have different point of views in what is most important in chocolate festival organization.

The questions chosen were selected to give a clear picture of the viewers. The true enthusiasts had to answer to such questions, therefore eliminating the passive ones. The answers given gave a good picture of what most wanted to see at events, what thrills them and what impresses them. This will guide me to conduct the correct selection when concluding the best preferences of attractions for events, which is part of the processing of the logistical aspects in organisation. (The full results can be reviewed in appendix 6)

The questions selected for the interviews to chocolate event organisers were carefully chosen so I could understand what their opinion and views are with regards to attractions and logistics. The answers (appendix 6) also gave me a picture of their perspective of priorities in what are the best options when selecting and organizing. This I reviewed well and came to the following conclusions.

The answers from the interviews show that these three organizers have the same opinion in view of the logistical order of planning and implementation and mention that the choice of season, the location and venue are the first thing which need to be tackled.

Camilleri J. mentions the importance to see if there is a need for such an event in the area and his initial research is based on the availability of vendors, artisans, companies and artists. De Voght argues that the first step is to find a client and build a concept to the requirements of the client, based upon detailed budgeting here he is agreeing with the concepts argued by Raj (et al. 2013) in chapter 3.4 above.

A common agreement amongst the interviewed showed the importance of artistic attraction such as live chocolate sculptures, static show pieces, fashion shows as these create sensation, the wow factor of the event and are essential to amaze the visitors. Mr. Camilleri had these to say on the validity of attractions;

"...these are always interesting. From a visitor's standpoint, this is a wow feature depending on the complexity of the piece. It also is a motivator for those wishing to get into the field as a chocolatier. Creativity is an important part of the chocolate world and it must be presented that way as much as possible. This would be the equivalent of going to an art gallery". (Camilleri J. 2016)

"It keeps their interest and attention and in doing so it gives people a sense of vast opportunity and learning points that have not been explored beyond just the tasting. Interactive attractions like make your own custom chocolate bar or truffles keep the visitor busy and interested". (Camilleri J.2016)

It is these attractions that bring in the crowds, attract more visitors and create curiosity they all argued. It seems that the essence for successful chocolate events is based on how much the organizer is capable of selecting the wright artist and artisans who can create these attractions to tantalize all the senses, together with the capability of planning and implementing by means of the seven-stage process to create successful chocolate festivals.

I discovered that using the '7 stages of implementation and planning' are the key to successful events from factors which can be a possible threat to any event or festival can easily be identified in the early stages of planning using the logical thinking and process as described by Ellert et al. (2015) where the actors play an important role in shaping up the correct patterns for successful events. (et al. 2013). Nessler has provided information on the development of creativity process using the double diamond method which is a very important tool to utilize for artistic directors for chocolate events as it is this area which is important for the long lasting success of chocolate festivals and events

I learnt that these literatures have demonstrated they can provide a starting point for the planning of events and festivals. It has been shown that each element is integral within the processing and implementation of festivals and events and can be applied to the context of chocolate.

Creativity and innovation, I have found through my experiences, are key into having a fruitful and successful festival. The reason is that from post evaluation processes which I

have implemented following every event, it transpired that the element which made visitors enjoy the festival is the fact that every year they see new ideas, unique chocolate sculptures, interesting chocolate animations and shows, as well as exhibitors and vendors who exhibit new products made from chocolate and also vendors who sell innovative products such as hamburgers and hotdogs with chocolate.

In my research, it also transpired that in order for the management team to have a properly programme of events, it needs to first set a date and create a master plan on how all the managers could work together in reaching their targets and identify the administrative processes to work upon. The next step would in establishing the budgets based on the partnerships and sponsorships the team can manage to endorse. These are crucial elements but through experience I found that these become easy to pull in once the established standards are met with regards to attendance of visitors, based on the previously mention main attractions. The final stage is the post mortem of every event or festival. This will determine future chocolate festivals and events and is the basis for the successes of every organizer to build upon the successes and failure of the previous ones.

Experience in organizing the Maltese chocolate festival in Hamrun and the overall success of this event, is due to important factors namely, the annual unique main chocolate attractions, the artist's creating live chocolate art, the participation of social clubs and organisations which all together create an interesting and an artistic fun atmosphere. I trust these are the reasons why large crowds attend and due to this i manage to endorse our main sponsors and other minor ones, food and other vendors whom with their participation contribute financially. This event is not required to make a profit. It is a social and cultural event to promote Hamrun as a village and Malta as a destination. The financial contributions from the central government and local council do not tally the financial costs, but the income generated from the sponsors and vendor fees usually balance the scale and make the festival feasible and successful year after year. If the same had to be organised were the public required to pay a fee, it would be these entry fees which will generate a profit to the organising entity.

I hope that with my experience in this field of work, I will fore mostly create guidelines for promoters of chocolate events and festivals and continue to promote this wonderful 'food of the Gods' not only as a desirable delight but also as in interesting and visual medium of creativity.

5.1 Recommendations

Following my research and studies in this thesis, blended with the experiences gained throughout the years in chocolate event and festival organization, I recommend that future event organizers plan out well in advance and base their planning using the Seven Stage Process for Planning and Implementation as it has transpired to be the appropriate tool to safeguard the investment made by clients or organizations in creating successful events and Festivals.

However high attention has to be given to the artistic elements of the event, which are the foundation and key elements which can make chocolate events and festivals successful. Moreover, I recommend that the important artistic elements, which require to be creative and innovative enough to attract visitors, are developed using the double diamond method as it has been found of being the appropriate tool in creativity development.

In the implementation of the Hamrun chocolate festival I use the double diamond method for my artistic area, which has so far always been successful as seen in appendices 4&5. For the administrative and logistical areas I use others methods similar to the seven stage process which exclude steps 4 and 5, but I believe that including these two stages will provide a more effectiveness and security to the event organisation team.

Another important factor is that the organization team must make sure that standards are kept at the highest levels possible year after year. They need to ensure that the artistic and creativity areas increase and improve. Innovation of these areas is key since my experiences show that visitors want to see new ideas and attractions. These are the main factors why people revisit such activities. Research shows that high expectations and curiosity are two psychological aspects which entice chocolate lovers to attend chocolate related events. Once these standards are kept, this will ensure the growth of the event will grow year after year.

I finally recommend that organisers should remunerate the artists well with good and attractive payments. This will ensure that year after year they will find these artists again to participate and create new ideas and concepts for the same organisers, which will attract more visitors to attend to the event

5.2 Evaluation of own learnings

Through this study, I gained knowledge in the planning and organizational aspects of chocolate events and festivals. It was revealing for me to learn about the Seven-Stage process and the Value creation. Although I have planned and organized a number of chocolate events, I never had any prior theoretical knowledge and background. This, therefore, has answered my inhibitions whether I was doing things in the correct manner or not. It has shown me that I was using the correct planning methods, perhaps not in the correct way and have learned that utilizing this tool in the future, will help me to plan and implement festivals in a more professional manner. I also learned more about what visitors want to see when attending chocolate festivals and the importance of having the best possible attractions to create the Wow factor, amazement and sensationalism, which are the secret ingredients for successful Chocolate Events and Festivals.

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7 Appendices

Appendix No.1 - Chocolate history timeline

The following chocolate timeline explains how chocolate had an important role in social life. From a God offering to a currency, from a medical aliant to a monarchic beverage, from a fighting food to an affordable decadent delight. Chocolate stood the test of time and it seems that it will continue on this journey in many different forms, perhaps even as chocolate sculptures in the Louvre!

2000 BC, Amazon:

Cocoa, from which chocolate is created, is said to have originated in the Amazon at least 4000 years ago.

Sixth Century AD:

Chocolate, derived from the seed of the cocoa tree, was used by the Maya Culture, as early as the Sixth Century AD. Maya called the cocoa tree *cacahuaquchtl*... and the word chocolate comes from the Maya word *xocoatl* which means bitter water.

300 AD, Maya Culture:

To the Mayas, cocoa pods symbolized life and fertility... nothing could be more important! Stones from their palaces and temples revealed many carved pictures of cocoa pods.

600 AD, Maya Culture:

Moving from Central America to the northern portions of South America, the Mayas cultivated the earliest known cocoa plantations. The cocoa pod was often represented in religious rituals, and the texts their literature refer to cocoa as the god's food

1200, Aztec Culture:

The Aztecs attributed the creation of the cocoa plant to their god Quetzalcoatl. In both the Mayan and Aztec cultures cocoa was the basis for a thick, cold, unsweetened drink called *xocoatl* believed to be a health elixir. Since sugar was unknown to the Aztecs, different spices were used to add flavor, even hot chili peppers and corn meal were used!

1250, Ka Ka Wa (cocoa beans) were used for currency...

Records show that 400 cocoa beans equaled one Zontli, while 8000 beans equaled one Xiquipilli. In Central America cocoa was rare and therefore a precious foodstuff. Probably that is why the cocoa bean was used as means of exchange.

Examples: 1 rabbit was 10 cacao beans and a good slave costed 100 beans According to Hernando de Oviedo y Valdez, 10 cocoa beans bought the services of a prostitute.

1502, Columbus landed in Nicaragua:

On his fourth voyage to America, Columbus landed in what is now called Nicaragua. He was the first European to discover cocoa beans being used as currency, and to make a drink, as in the Aztec culture. Columbus, who was still searching for the route to India, still did not see the potential cocoa market that had fallen into his lap. At this time, the name of the drink changed to *Chocolatl* from the Mayan word *xocoatl* [chocolate] and the Aztec word for water, or warm liquid.

1519, Hernan Cortez Begin a Plantation:

Hernan Cortez, who conquered part of Mexico in 1519, had a vision of converting these beans to golden doubloons. While he was fascinated with Aztec's bitter, spicy beverage (he didn't like the cocoa drink) he was much intrigued by the beans' value as currency. Later, Cortez established a cocoa plantation in the name of Spain... henceforth, "money" will be cultivated! It was the birth of what was to be a very profitable business.

Chocolate affected many cultures and traditions, and even...international economics!

1528, Chocolate Arrives in Spain:

Cortés presented the Spanish King, Charles V with cocoa beans from the New World and the necessary tools for its preparation. And no doubt Cortés taught him how to make *Chocolatl*. It is no secret that Chocolate has enjoyed a reputation as an aphrodisiac ever since Conquistadores first became aware of the "pagan" ways of the Aztecs (who regarded chocolate as a medicine, but probably not as an aphrodisiac.)

1625, Cocoa Beans are Currency in Spain too:

200 small cocoa beans were valued at 1 Spanish real, or 4 cents.

1643, the French Court Embraces Chocolate:

Chocolate was extremely popular with Louis XIV and the members of his Court at Versailles. Louis XIV, The Sun King, reigned for over 74 years [1643 to 1715] and is considered to be one of the greatest absolute monarchs.

1657, London Chocolate Houses

Even London Succumbs: London's first chocolate shop is opened by a Frenchman. London Chocolate Houses became the trendy meeting places where the elite London society savored their new luxury. The first chocolate house opened in London advertising "this excellent West India drink."

1674, A Trendy Coffee House Takes Chocolate to New Horizons:

An Avant Guard, London Coffee House called *At the Coffee Mill and Tobacco Roll*, goes down in the annals of history for serving chocolate in cakes, and also in rolls... *in the Spanish style*.

1704, The Germans Impose a Tax on Chocolate:

Chocolate makes its appearance in Germany, and Frederick I of Prussia reacts by imposing a tax. Anyone wishing to pay homage to its pleasures has to pay two *thalers* for a permit.

1720, Coffee Houses Propagate Trendy Chocolate:

Italian Chocolatiers from Florence and Venus, now well versed in the art of making chocolate, are welcomed to France, Germany and Switzerland.

1730, Hand Methods of Manufacture Gave Way to Mass Production:

The transition was hastened by the advent of a perfected steam engine, which mechanized the cocoa grinding process. By 1730, chocolate had dropped in price from three dollars or more per pound to within financial reach of all.

1800, Chocolate is an Industry:

Antoine Brutus Menier built the first industrial manufacturing facility for chocolate.

1830, the Drink Became a Confection:

Solid eating chocolate was developed by J. S. Fry and Sons, a British chocolate maker.

1849, Cadbury Brothers Exhibited Chocolate:

The exhibition was at Bingley Hall at Birmingham, England.

1938, World War II:

The U.S. government recognized chocolate's role in the Allied Armed Forces. It allocated valuable shipping space for the importation of cocoa beans which would give many weary soldiers the strength to carry. Today, the U.S. Army D-rations include three 4-ounce chocolate bars. Chocolate has even been taken into space as part of the diet of U.S. astronauts.

1994 Salon du Chocolait - events

The first Salon was held in Paris where chocolate was not displayed only as an edible food but also as an artistic medium where sculptures and fashion shows high-lighted the event. Events and festivals with a chocolate theme became very popular

2004, Chocolate Museums

The Choco story museum opens its doors in Bruges, Belgium by Eddy Van Belle, later to open another in Paris and Czech Republic. Similar Museum open all over the world and in 2015 Cairo inaugurated the first Museum in the Middle East

2012, Guinness World Records

Following attempts to create world renowned record breaking feats, chocolate became a popular food item. The Guinness World record for the longest chocolate sculpture was set with a chocolate train in Brussels created by Andrew Farrugia of Malta followed 2 years later with the Tallest chocolate sculpture at Dubai Airport of a replica of the Burj Khalifa created again by Andrew Farrugia.

Appendix no.2 List of chocolate museums

Hiendl Chokolademuseum	Vienna	Austria	
Museum of cacao and chocolate	Brussels	Belgium	
Choco-Story	Bruges	Belgium	
Musée de chocolat Jacques	Eupen	Belgium	
Chocolate Caseiro Praver	Gramado	Brazil	
The Chocolate Museum	St. Stephen	Canada	
Musée du chocolat de la confiserie Bromont	Bromont	Canada	
The Chocolate Museum	Havana	Cuba	
Kalev Chocolate Museum	Tallinn	Estonia	
Cadbury World	Birmingham	England	
Walker's Chocolate Emporium Museum	Devon	England	
The Chocolate Museum	Brixton, London	England	
York's Chocolate Story	York	England	
Chocolaterie Drakkar	Nonant	France	
Chocolaterium	Damville	France	
Le Paradis du Chocolat	La Côte-Saint-André	France	
Musée du Chocolat Bovetti	Terrasson-Lavilledieu	France	
Musée du Chocolat Des Hautot	Fécamp	France	
Musée du Chocolat Des Lis Chocolat	Nemours	France	
Musée "Les secrets du chocolat"	Geispolsheim	France	
Planete Musée du Chocolat	Biarritz	France	
Imhoff-Schokoladenmuseum	Cologne	Germany	
Halloren Schokoladenmuseum	Halle	Germany	
Rausch SchokoLand	Peine	Germany	
Ritter Sport ChocoExhibition	Waldenbuch	Germany	
Wawi Schoko-Welt	Pirmasens	Germany	
Csokoládé-Múzeum	Budapest	Hungary	
Museo del Cioccolato Antica Norba	Norma	Italy	
Museo Storico della Perugina	Perugia	Italy	
Shiroi Koibito Park	Sapporo	Japan	
Chocolate museum	Jejudo	Korea	
Chocolate museum	Pūre parish	Latvia	
Laima chocolate museum	Rīga	Latvia	

De Chocoladefabriek	Amsterdam	Netherlands	
Gemeentemuseum Weesp	Weesp	Netherlands	
Nederlands Bakkerij Museum	Hatterm	Netherlands	
Cadbury World	Dunedin	New Zealand	
Silky Oak 'Chocolate Thru' the Ages' Museum	Napier	New Zealand	
Museum of Russian Chocolate History	Moscow	Russia	
Red October Museum of Chocolate	Moscow	Russia	
Museum of Chocolate (Pokrov)	Pokrov	Russia	
Museo del Chocolate	Villajoyosa	Spain	
Museo del Chocolate Valor	Villajoyosa	Spain	
Museo del Chocolate Comes de Sueca	Sueca	Spain	
Museu de la Xocolata	Barcelona	Spain	
Alimentarium	Vevey	Switzerland	
Cailler-Nestlé	Broc	Switzerland	
Shokoland	Caslano	Switzerland	
Hershey's Chocolate World	Hershey, Pennsylvania	United States	
The Hershey Story	Hershey, Pennsylvania	United States	
South Bend Chocolate Company	South Bend, Indiana	United States	
Candy Americana Museum	Lititz, Pennsylvania	United States	

Appendix no. 3

Main chocolate attractions displayed at various chocolate festivals around the globe.



Figure 3.1

Full size Harley Davidson motor bike, displayed at Hamrun Chocolate Festival, Malta.



Figure 3.2

Scale model 1:2 of Ford Model 'A', also displayed at Hamrun Chocolate Festival, Malta.



Figure 3.3

A 20-foot replica of HMS Titanic during the Hamrun Chocolate Festival 2016, Malta.



Figure 3.4 Chocolate painting of Saint Gaetano measuring 4 mt by 2.5 mt at Hamrun Chocolate Festival, Malta.



Figure 3.5 Brussels Basilica displayed in a chocolate museum Brussels.



Figure 3.6 La Cinquantaire replica also displayed in a chocolate museum Brussels.



Figure 3.7 A Guinness World Record Chocolate Train for the longest chocolate sculpture, displayed at Brussels Train Station for the Belgian Chocolate Week event.



Figure 3.8 Tallest chocolate sculpture of the Burj Khalifa, also a Guinness World Record displayed at the Dubai International Airport in November 2014 as a main attraction for the celebration of the 43rd. National Emirati Day. Such sculpture attracted a large amount of media attention.

Appendix no. 4

Live chocolate sculptures during the annual Choco-Latè Festival.



Figure 4.1 Andrew Farrugia during a live sculpting session of the Madonna of Bruges.



Figure 4.2 The finished presentation.



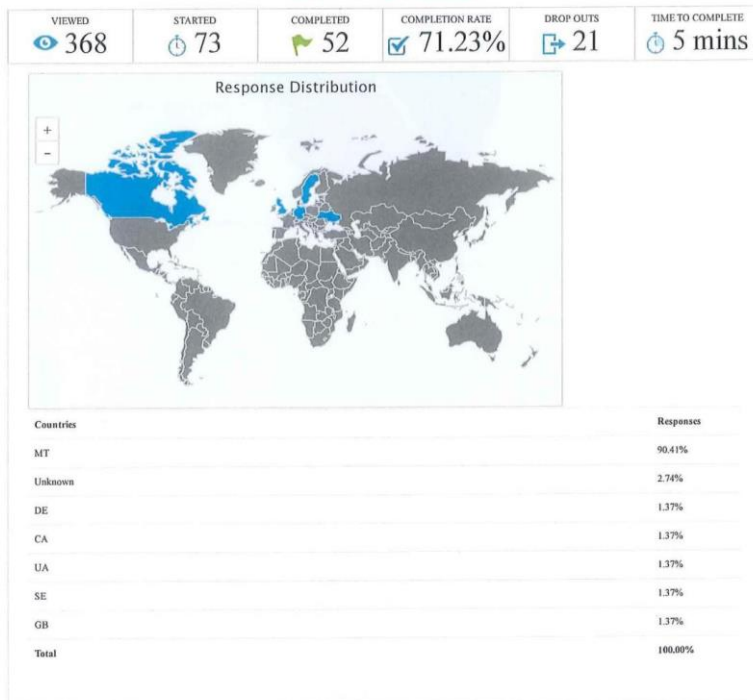
Figure 4.3 Chocolate sculpting during a chocolate festival in Belgium of King Albert.



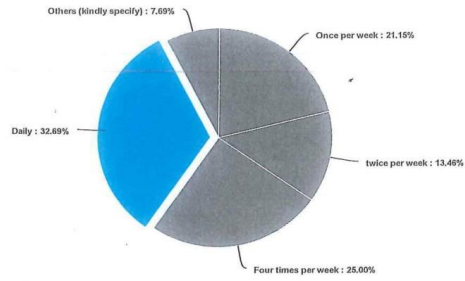
Figure 4.4 Finished sculpture prior to presentation.

Appendix no. 5 – Questionnaire

Are you a chocolate enthusiast !!! - Dashboard



How many times do you consume chocolate?

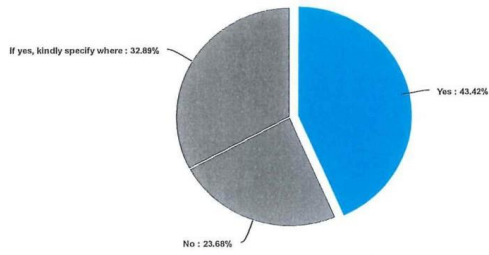


Answer	Count	Percent	20%	40%	60%	80%	100%
Once per week	11	21.15%					
twice per week	7	13.46%					
Four times per week	13	25%					
Daily	17	32.69%					
Others (kindly specify)	4	7.69%					
Total	52	100%					

How many times do you consume chocolate? - Text Data for Others (kindly specify)

06/02/2016	53359463	maybe 2/3 times a month
06/02/2016	53355887	DONT REALLYY HAVE A PATTERN
05/24/2016	52930279	when ever I find some good quality chocolate or when i work with it either as garnish or in recipes.
05/20/2016	52715339	when ever I feel like it

Have you ever attended or visited an event/festival related to chocolate in Malta or abroad?



Answer	Count	Percent	20%	40%	60%	80%	100%
Yes	33	43.42%					

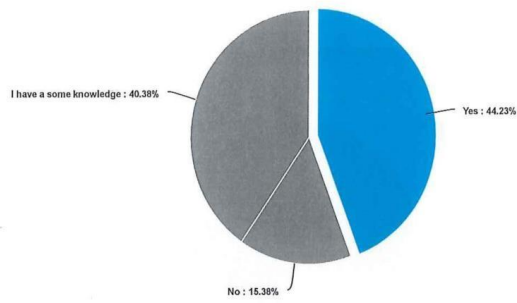
If yes, kindly specify where	25	32.89%
Total	76	100 %

Have you ever attended or visited an event/festival related to chocolate in Malta or abroad? - Text Data for If yes, kindly specify where

06/03/2016	53394455	Nutella Festival
06/03/2016	53393463	Modica, Sicily
06/02/2016	53359751	expo chocolate factory
06/02/2016	53358603	Hamrun mellicha its
06/02/2016	53355887	EITHER FACTORIES OR MARKETS
06/02/2016	53353806	EXPO 2015
05/27/2016	53103490	Hamrun chocolate feast
05/27/2016	53101524	Hamrun chocolate festival
05/26/2016	53072007	Hamrun, Belgium chocolate museum
05/26/2016	53053430	France

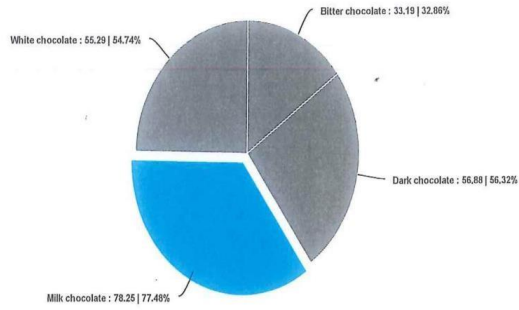
1 2 3 Next »

Do you know how chocolate is cultivated and produced?



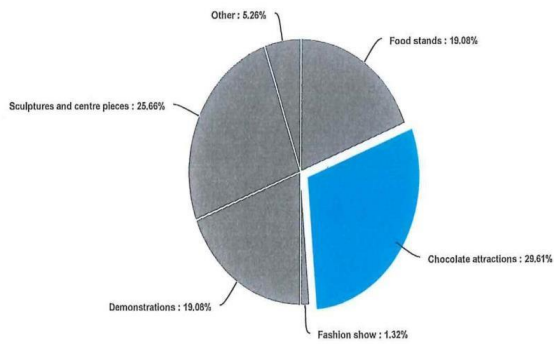
Answer	Count	Percent	20%	40%	60%	80%	100%
Yes	23	44.23%					
No	8	15.38%					
I have a some knowledge	21	40.38%					
Total	52	100 %					

Indicate what are your preferences when choosing a type of chocolate : zero being the least favourite



Question	Count	Score	0	100
Bitter chocolate	52	33.19		
Dark chocolate	52	56.88		
Milk chocolate	52	78.25		
White chocolate	52	55.29		
Average		55.9		

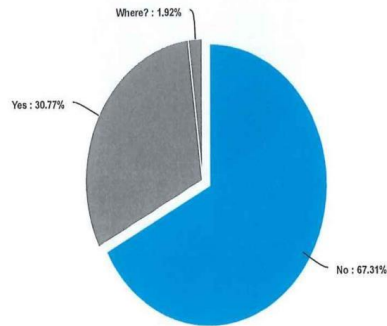
What do you expect to see when attending a chocolate fair/festival?



Answer	Count	Percent	20%	40%	60%	80%	100%
Food stands	29	19.08%					
Chocolate attractions	45	29.61%					
Fashion show	2	1.32%					
Demonstrations	29	19.08%					
Sculptures and centre pieces	39	25.66%					
Other	8	5.26%					
Total	151	100 %					

06/03/2016	53393463	Information stands on how cocoa beans are grown, where, how they are harvested and cultivated and finally how they arrive to consumer. More awareness on Fair Trade chocolate.
05/26/2016	53053543	A more hands on experience where the guests can try something simple with the help of a tutor.
05/26/2016	53053427	Chocolate pralines, food made with chocolate, competitions.
05/24/2016	52930279	book stands and a masterclass
05/20/2016	52736540	Tastings
05/20/2016	52716819	The process behind a bar of chocolate
05/20/2016	52715339	chocolate Inhs-sales of produce-hands on teaching
05/20/2016	52703117	information and new trends related to chocolate work.

There are numerous chocolate museums around the world. Have you ever visited one and if so where?



Answer	Count	Percent	20%	40%	60%	80%	100%
No	35	67.31%					
Yes	16	30.77%					
Where?	1	1.92%					
Total	52	100 %					

There are numerous chocolate museums around the world. Have you ever visited one and if so where? - Text Data for Where?

05/20/2016	52715339	Bruge
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Can you mention a few products which are produced from chocolate's raw materials , that is cocoa butter and cocoa powder?

Can you mention a few products which are produced from chocolate's raw materials , that is cocoa butter and cocoa powder?

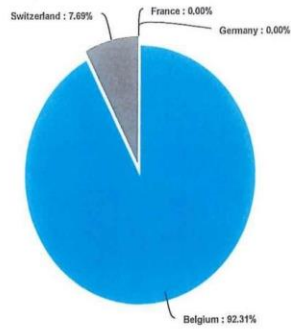
06/03/2016	53411894	No idea
06/03/2016	53394455	Chocolate
06/03/2016	53393463	creams, liqueur, desserts,
06/02/2016	53360138	Not that i know of
06/02/2016	53359751	candy bars, cocoa, cakes, cookies, coating for other candies and fruits
06/02/2016	53359463	No
06/02/2016	53358914	Hot chocolate

06/02/2016 53357855 no idea

06/02/2016 53356480 Nesquick Cadbury Her Chocolate

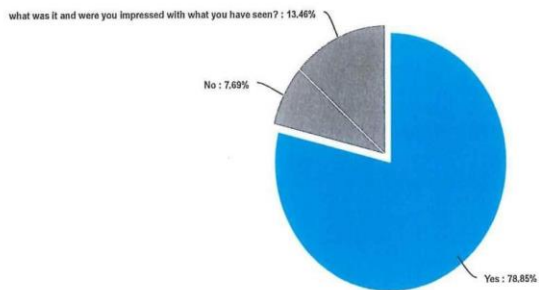
1 2 3 4 5 6 Next»

Which of the following countries is known as the Chocolate Capital of the World?



Answer	Count	Percent	20%	40%	60%	80%	100%
France	0	0%					
Germany	0	0%					
Belgium	48	92.31%					
Switzerland	4	7.69%					
Total	52	100%					

Have you ever seen sculptures or center pieces made from Chocolate?



Answer	Count	Percent	20%	40%	60%	80%	100%
Yes	41	78.85%					

h

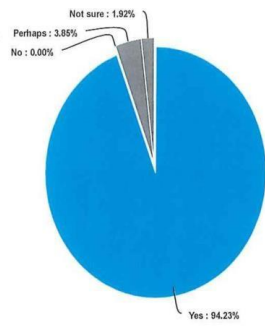
6/7

If yes, what was it and were you impressed with what you have seen?	7	13.46%
Total	51	100 %

Have you ever seen sculptures or center pieces made from Chocolate? - Text Data for If yes, what was it and were you impressed with what you have seen?

06/02/2016	53359463	Different sculptures & artefacts at Barcelona Chocolate Museum. Yes impressed.
05/26/2016	53072007	Yes, at FTS by yourself, myself and other students and at Belgium the chocolate museum
05/26/2016	53053543	Very much
05/26/2016	53053474	Chocolate train, motorcycle, building, elvis presley, etc.. Very impressed
05/24/2016	52930279	I made from modelling chocolate by which i was impressed a lot and other 2 centre pieces one i was very impressed and the other i expected more from it.
05/20/2016	52716819	College, lecture's house, chocolate festivals, yes the things that you think are complicated are probably the easiest to be done. It's the planning that counts.
05/20/2016	52703692	Your own creations!

Would you ever consider visiting a chocolate event in the future?



Answer	Count	Percent	20%	40%	60%	80%	100%
Yes	49	94.23%					
No	0	0%					
Perhaps	2	3.85%					
Not sure	1	1.92%					
Total	52	100 %					

Appendix no. 6 Questions and answer of Event Organisers

Eddy Van Belle (Brussels, Belgium)

1) What makes you interested in chocolate?

Chocolate is a food product with a very interesting history.

The oldest remains showing that man used cocoa as a drink date back to 5500 years.

This makes chocolate one of the oldest foods consumed by men.

Chocolate has also thanks to several of its components a very positive effect on the circulation of our blood and on our blood pressure, on our eyes and on our brains.

It also slows down the aging of our cells and in particular of our skin.

For all these reasons chocolate is a very interesting food product.

2) What in your opinion are the ideal logical steps required to organize a successful chocolate event?

The location is very important as well as the season.

There should be a concept for the event around which different actions and exhibits are built.

The communication of the event is of utmost importance

- Flyers
- Panels
- Website

There should be enough free tasting of chocolate at the event.

Some people might be interested in conferences about chocolate.

Demonstrating the use of chocolate at the event is a must.

3) Are chocolate attractions, such as static sculptures and centerpieces important for an event?

Sculptures are important at the events if they are sensational and/or if they are in line with what young people follow.

Like for instance a monster whale or shark.

But also the Pokémon family.

4) Do you think that attractions such as chocolate fashion shows, live sculpting and onsite chocolate making are important for these events?

They are useful for the success of a chocolate event as they speak to women.

It is not enough to show a series of dresses on stage.

Exhibit them all during the whole event seems to be the thing to do.

People like to see how chocolate sculptures are made.

It might be good to have sculptures at different stages of finishing, otherwise the visitors of the first day see only a big block of chocolate.

5) Do you think that such attractions attract more people?

It is the whole of the event that should be interesting and well promoted.

A chocolate event should or can show all the uses of chocolate

- Tablets
- Bonbons
- Drinks
- Sculptures
- Painting
- Body painting
- Health products
- Etc.

6) What are the most important requirements to have when organizing chocolate event or festival?

All what we mentioned so far, but especially a good team to organize it and promote it and to manage it during the event days?

Peter de Voght (Leuven Belgium)

1. What makes you interested in chocolate?

It's a nice product. Chocolate makes people happy. Everyone likes chocolate (9 on the 10 people). You reach with chocolate a large public (kids, youngsters, adults, and senior people). It's also an art! Creative chocolate concepts.

In Belgium we are very proud about chocolate! The Belgian chocolate has a great reputation (national & international).

2. What in your opinion are the ideal logical steps required to organise a successful chocolate event?

You need a client (city, company, and organisation) who likes to reach a great (or private) public.

Create a concept for them

Make a budget (logistics, chocolate creation, workload management)

3. Are chocolate attractions, such as static sculptures and centrepieces important for an event?

Not always

It depend the 'kind of organisation'.

Tastings or now sculptures (at that moment are static sculptures a decoration).

Sculptures are an attraction to come to an event! To be surprised! Amazing the people! It's good for the press (promotion, curiosity).

4. Do you think that attractions such as chocolate fashion shows, live sculpting and onsite chocolate making are important for these events?

It's always a stressful organisation (it's attractive and it's cost a lot of money of energy!).

Not everyone can or will pay that.

It's easier to be a partner of an event than that the chocolate event is the only thing.

5. Do you think that such attractions attract more people?

I believe that it will attract a lot of people. Combination of tastings, cooking and sculptures, animation with chocolate

6. What are the most important requirements to have when organising chocolate event or festival?

You need a budget

You need a lot of publicity

You need an indoor (hall) (weather is always a risk)

You need a lot of people to help (logistics, communication, events)

Joe Camilleri (Toronto, Canada)

1. What makes you interested in chocolate?

Surprisingly, chocolate was not the reason I started the Toronto Chocolate Festival including the Chocolate Show and Chocolate Ball Galas. I am primarily a festival and events producer, with more than 150 major events under my belt spanning over 50 years in the music/entertainment business. Originally I was planning a Dessert Festival until I realized that everything I was dealing with contained chocolate. After some quick research, I also realized that Toronto was about the only city left without a Chocolate Festival or Show.

My instincts kicked in and the Toronto Chocolate Festival was born in 2005. With my extensive background as a publisher of dozens of magazines, I was able to incorporate my media contacts into the plan to kick start the event. Over the course of nearly a decade I have learned and discovered much about chocolate from a layman's point of view. In fact it has resulted in me launching an international chocolate website titled [www.Chocolate AffairsMagazine.com](http://www.ChocolateAffairsMagazine.com)

2. What in your opinion are the ideal logical steps required to organise a successful chocolate event?

Every event pretty well needs the standard building blocks

A. RESEARCH:

a) The local need for such an event.

- b) The existence and availability of chocolate related vendors, artisans, companies, services that you can draw from.
- c) Conflict of dates with other events around the time you wish to hold the event.
- d) Select an appropriate venue to host the event. Book it like you would a wedding.
- e) Make sure that the venue is totally acceptable by car or public transit and that there is available parking.
- f) Keep the idea of an event close to your vest until you have done your research and booked the venue.

B. PRE-COST PLANNING:

- a) Pick the right time of year. In the case of Chocolate it seems to be a standard to hold in October or November because of the cooler weather and holidays.
- b) Select whether it's for a week, weekend or just a day.
- c) Establish the start and finish time for each day
- d) Make up a floor plan of the venue and determine the number of vendor booths you have to sell to determine what kind of revenue you will have to bring in.
- e) List the types of sponsors you may be looking for and what their involvement would be
- f) Make a costing draft of all additional predicted expenditures to add to the venue cost to make a further determination.

C. COSTING

This is one area that will need to be worked on daily - add - subtract - replace, etc.

There are a lot of cost factors involved. Many may need advance or full payments so cash flow would be an important consideration. You may want to bring in a partner or make arrangements with your bank to extend your credit. Remember, at the end of the show, after it is all tallied, the bills have to be paid.

Make sure you don't overlook some of the most important expenses besides rental. Insurance, Advertising, Hired Help, Printing, Union Fees, Security, etc.

D. ADVERTISING AND PROMOTION

Keep your cash advertising down and your free promotions high. Partner with your local TV, radio and newspapers as media sponsors. Barter advertising space for tickets and vendor space.

It is important to make sure you have a catchy and effect logo and image that can be translated in all mediums and at any size. Simple by effective and interesting.

Send out email blasts regularly to everyone on your emailing list. That includes trade members.

3. Are chocolate attractions, such as static sculptures and centrepieces important for an event?

Anything showing the use of chocolate in any form is important. From a simple display of cocoa pods and beans on a table top to a major sculpture are mostly important. Visitors to a show come to interact, taste, smell and see what chocolate has to offer. A chocolate show has to have many wow factors. The more they see and taste, the more likely they will be to tell their friends and return.

4. Do you think that attractions such as chocolate fashion shows, live sculpting and on-site chocolate making are important for these events?

Sculptures or showpieces can be on display or can be sculpted in real time during the show by various sculptors or showpieces can be on display or can be sculpted in real time during the show by various chocolatiers. These are always interesting. From a visitors standpoint, this is a wow feature depending on the complexity of the piece. It also is a motivator for those wishing to get into the field as a chocolatier. Creativity is an important part of the chocolate world and it must be presented that way as much as possible. This would be the equivalent of going to an art gallery.

5. Do you think that such attractions attract more people?

It keeps their interest and attention and in doing so it gives people a sense of vast opportunity and learning points that have not been explored beyond just the tasting. Interactive attractions like make your own custom chocolate bar or truffles keep the visitor busy and interested. Pairings with wine, beer, spirits and cheese are also good crossover draws. This can also be accompanied with a chocolate themed photo booth, chocolate casino, kids camp play area, build a chocolate bridge, have a chocolate eating contest, etc.

6. What are the most important requirements to have when organising chocolate event or festival?

- 1 Available funds
2. Suitable venue location
- 3 Network of Volunteers

4. Network of suitable vendors to draw from (no vendors no show)
5. Mainstream advertising (TV, radio, print) and social media network (Facebook, Twitter, Pinterest, etc.)
6. PR Person to generate FREE media coverage
7. Security
8. Photography and Videography
9. Liability Insurance
10. Reliable and trustworthy Money Handlers.